Call to Order
Chair John Bosso (South Carolina-MUSC) called the Council of Faculties (COF) Business Meeting to order at 4:05 pm in the Regency Ballrooms D, E & F, Second Floor, Hyatt Regency Savannah, Savannah, GA, Monday, February 28, 2011.

Introductions and Comments
Chair Bosso began by welcoming everyone and introducing other members of the COF Administrative Board including Gary Matzke (Immediate Past Chair; Virginia Commonwealth), Virginia (Ginger) Scott (Chair-elect; West Virginia), Cecilia Plaza (AACP Staff) and Dana Hammer (Secretary; Washington). Chair Bosso previewed the agenda and reminded participants that the link to the agenda and minutes were emailed to members prior to the meeting.

Quorum Committee Report
(Margarita DiVall, Alok Bhushan, Steve Cutler, and Sue Winkler) Quorum committee reported a quorum.

Report of the Chair
Chair Bosso reported that, half way through the association year, the committees and task forces have been working hard and on track to complete their charges by the Annual Meeting and noted committee reports would be given shortly. Chair Bosso indicated his focus this year was Chair Development which was the focus of programming at the Interim meeting. There would also be additional programming on Chair Development at the Annual Meeting. He also noted that the Chair Development theme would be part of the in-coming COF Chair, Ginger Scott’s focus along with additional charges. The call for volunteers for next year’s committees and task forces will be issued later this spring.

Report of the Secretary
Dana Hammer reported that the minutes of the 2010 COF Business Meeting held July 12, 2010, in Seattle, WA, were available via download from the AACP website. An email invitation was sent to members in including the link. The minutes were received and approved.

Report on Board of Directors Activities
Chair Bosso reported that highlights of the AACP Board of Directors meeting had been e-mailed via the COF list-serv and posted on the COF website.

Committee Updates
1. Final Quorum Committee Report – Margarita DiVall (Northeastern) reported a final quorum with 35 members representing 25 schools.
2. Faculty Affairs Committee – Bosso reported on behalf of Terry Schwinghammer (Chair, West Virginia). The full report (two reports) is found in Appendix 1.
   a. Programming initiatives
      i. Interim meeting – The committee was responsible for developing and conducting a four-hour session at the Interim Meeting on Feb. 27 from 1-5:00 pm. The topics and speakers for a session theme of Faculty Recruitment, Retention, and Development were:
         • Recruitment Strategies to Attract the Best Faculty – Cynthia A. Raehl (Texas Tech University)
         • Faculty Advising, Coaching, and Development – Shane P. Desselle (Oklahoma)
         • Annual Performance Reviews: Steps Toward Promotion and Tenure – Christopher K. Surratt (Duquesne)
      ii. Annual Meeting (Chairs’ Session) – in progress
      iii. The possibility of an additional COF programming slot at Annual Meeting was discussed and the committee proposed that “team building” between deans and department chairs be a programming idea.
   b. AACP Web site – The committee is also working to develop some enduring materials for Chair Development of the COF portion of the AACP Web site.
3. Resolutions and Standing Rules Committee – Bosso reported on behalf of Joe Guglielmo (Chair, UCSF) Full report is Appendix 2.
a. The committee is working on an informational piece to help educate COF members about the resolutions process.

b. Appointment of COF Board Member to R&R Committee (relevant recommendation) – Committee is not recommending this, however suggests meeting with one of the COF administrative board members at the committee’s first meeting. This member would likely be the chair.

Redefinition of quorum (for action at COF Business meeting in July) – committee is recommending at least 20% of institutions are represented for a quorum, vs. numbers of members (current requirements for quorum are “twenty-five (25) individual, active members representing no fewer than fifteen (15) regular institutional members of the Association”). According to the committee twenty percent has been achieved for the last 4 yrs of interim and annual meetings.

c. New standing committee on programming (relevant recommendation) – Committee recommends not establishing a new committee to oversee COF programming. COF programming (this year conducted by the faculty affairs committee) has planned the chair’s session at the interim meeting, as well as at the annual meeting. Dr. Matzke suggested that the COF chair put together an ad hoc committee in charge of programming instead.

4. Nominations Committee – Matzke (Chair) There were 4 nominations of qualified individuals. The charge was to have a slate by April 1. The 2 candidates for Chair-Elect selected from the 4 are Sudip Das (Butler) and Robin Zavod (Mid-Western University - Chicago).

5. Task Force on Preparation of Pharmacy Faculty and Students to be Citizen Leaders and Pharmacy Advocates – Full report is Appendix 3. Bosso reported on behalf of co-chairs Leigh Ann Ross (Mississippi) and Kristin Janke (Minnesota). The committee is in the process of writing a paper (from their work continued from last year) – they hope to submit a draft this spring.

6. Council of Faculties/Council of Deans Joint Task Force on Advocacy – This is a recently formed group that will be meeting during this interim meeting to discuss its charges. Chaired by Gary Matzke (Virginia Commonwealth University) and Wendy Duncan (Saint Louis College of Pharmacy).

**Old Business**

1. 2009-2010 COD/COF Task Force on Faculty Workforce Reports

   Shane Desselle, Chair, gave an update on the findings of the Task Force. He recognized task force members and thanked them for their service. Shane noted that the Task Force had completed an extensive review of the literature, examined work of past Task Force iterations, and the works of other AACP standing committees. They focused on four items: faculty recruitment and retention, mentoring, organizational culture and climate, and role of department chair. Additionally, best practices were reviewed. Both Reports are available on website. A manuscript detailing the findings is also available in AJPE. Chair Bosso gave report on behalf of Kathy Knapp regarding labor and workforce issues. Results from a survey showed projected growth in certain areas in 2012 and 2015 from a 2010 baseline in the numbers of residents/fellows and post-PhDs.

2. Legislative Update

   William (Will) G. Lang, AACP VP for Policy and Advocacy, encouraged the participants to contact their Senators and Representatives in Washington DC. To assist members with talking points, Will posted a slide deck on the COF portion of AACP website for members use.

   He noted there was still time to have an impact on health care reform through the Health Care Accountability Act. Will requested members send him information on what you do that has an impact on health care.

   He is noted that it was important for us to help legislators understand how to integrate pharmacists into the Accountable Care Organization’s. Will requested for members working in a health systems, Health Center, or Medicaid, to share these activities with him for the purpose of building a case for having pharmacists to be integrated into the continuum of care. He also highlighted the importance of having case studies on the value of having a clinical staff working with other healthcare professions on patient outcomes and bottom line.

**New Business**

**Update on AACP Chief Science Officer Search** – Robert (Buzz) Kerr, AACP Vice President of Academic Affairs reported that the Search Committees completed an analysis of all the applicants and, phone interviews. Two individuals were brought in for on-site interviews and staff...
is currently following up on references. An announcement of the individual selected will be made within a month.

Buzz also thanked Chair Bosso for incorporating Chair Development as his focus for the COF this year. He noted 15 Department Chairs registered for last year’s meeting, compared to over 100 Department Chairs at this year’s Interim meeting. He noted that other programming for Department Chairs was being developed for the Annual Meeting.

Buzz announced that Pre-APPE Core Performance Domains and Abilities had been released in November 2010. These were available on AACP’s website.

Open Forum
Brian Crabtree, AACP President-Elect announced that Peter Vlasses, Executive Director of Accreditation Council for Pharmacy Education, currently has an interactive session with COD. He volunteered to have a session with the COF at the upcoming annual meeting to discuss issues of mutual interest. He encouraged the COF Administrative Board to pursue this opportunity.

Jeff Baldwin, Past President of AACP and Chair of ACCP Nomination Committee, announced that the committee is still in search of two candidates from AACP COF to run in the next cycle for AACP President. He encouraged members to let the committee know of individuals whom they would like to nominate or anyone interested in running for the office.

Adjournment
Chair Bosso adjourned the meeting at 4:57 pm.
Respectfully submitted by Dana Hammer, COF Secretary (with the assistance of Ginger Scott).

Appendix 1. Interim Report #1 of the Faculty Affairs Committee, AACP Council of Faculties, September 15, 2010

Members
Miriam Ansong, Laura Borgelt, Michael Bottorff, Amy Broeseker, Colleen Catalano, Bob Cisneros, David Gettman, Julie Hudgens, James Kuperberg, Manas Mandal, Jeff Norenberg, Terry Schwinghammer (Chair), Bernard Sorofman (Vice Chair).

Timetable
- July 10-14, 2010: Meet in person at the 2010 AACP Annual Meeting.
- September 15, 2010: Submit the first interim report in advance of the October 2010 BOD meeting. The report should include programming plans for the 2011 Interim Meeting.
- January 5, 2011: Submit the second interim report in advance of the BOD meeting at the AACP Interim Meeting. The report should include the final program proposal for the July 2011 Annual Meeting.
- June 1, 2011: Submit the final Committee report for posting on the AACP COF website and presentation at the BOD and COF meetings at the 2011 Annual Meeting.

Charge #1: “Survey” available resources for chair development and make recommendations regarding preferred tools/methods to develop chairs in academic pharmacy.

The committee met in person at the AACP Annual Meeting in Seattle on July 13, 2010. Nine of 13 committee members and COF Chair John Bosso were present. The group agreed that the first step is to perform a needs assessment by surveying department chairs; Dave Gettman offered to develop a first draft of an electronic survey by August 15 for use with the AACP department chair list serve. After completion of the survey, the committee planned to have a committee conference call to discuss the results. Contacting selected faculty members and deans for their thoughts on development needs for chairs was also discussed. It was suggested that advertising for the Interim Meeting include that it’s “Not Just for Deans Anymore.” This may encourage deans to support attendance of their department chairs at the Interim Meeting.

Also at the AACP Annual Meeting on July 13, 2010, COF Chair Bosso, Buzz Kerr, Terry Schwinghammer, and Bernard Sorofman facilitated a session for department chairs on “Sustaining Program Quality During Uncertain Economic Times.” As part of that session, chairs were asked to suggest areas of need that they view as critical for department chair development. That information was collected and will also be considered in future program development.

On September 9, 2010, John Bosso, Terry Schwinghammer, and Bernard Sorofman participated in a conference call with Buzz Kerr and Karl Haden of the Academy for Academic Leadership (AAL). Dr. Haden’s group presented the first draft of a survey to assess development needs of department chairs in order to generate topics for the Interim Meeting sessions. Substantial revisions to the survey were suggested; Terry agreed to work with Karl to prepare the second draft for review by this group. The survey will be distributed to chairs no later than early October. AACP will work with Karl to send reminders to help ensure a reasonable response rate. The
survey will be open for about a month, and AACP/Karl will do the survey analysis in November. In addition to generating programming ideas, this survey should be suitable for a publication related to the roles and responsibilities of department chairs. Because the AACP/AAL survey effort will provide the necessary information to develop department chair programming, the Faculty Affairs Committee will no longer pursue independent efforts to survey department chairs. The committee will review the AACP/AAL survey results to suggest topics for the Interim Meeting and appropriate methods of delivering them that incorporate active learning strategies.

**Charge #2: Work with Council leadership and staff to develop/refine chair development programming to be delivered at 2011 Interim and Annual meetings.**

At the July 13, 2010 committee meeting, COF Chair John Bosso distributed a draft schedule for the AACP 2011 Interim Meeting, which includes a COD/COF joint session on Sunday morning (Feb. 27) on transformative leadership that will be followed that same afternoon by a four-hour department chair session to be developed by this committee. The committee discussed preliminary ideas for this session, including: 1) creating case studies with dilemmas that small groups could be asked to deal with; and 2) showing relevant videos of management or other scenarios followed by small group discussion.

Also at the 2011 Interim Meeting, a two-part department chairs session on Monday (Feb. 28) and Tuesday (Mar. 1) will be planned and conducted by either the Academy for Academic Leadership (AAL) or the American Council on Education (ACE); Dr. Kerr will review proposals submitted by each external consultant and contract with one of them to develop those programs. The Faculty Affairs Committee will work with the successful consultant to plan the Sunday afternoon session so that it complements the other sessions.

**Charge #3: Recommend (in conjunction with staff) appropriate chair development tools/resources to place on AACP website as enduring pieces.**

At the July 13, 2010 committee meeting, Bernard Sorofman offered to lead a subgroup to identify existing educational resources for department chairs; other subgroup members include Bob Cisneros, Colleen Catalano, and Miriam Ansong. The goal is to create an inventory of available development resources for chairs. The following categories of educational information will be used:

- Books and other print references
- Resources available on the Internet
- Training programs
- Other

The subgroup plans to have the first draft of a resource list by mid-October, 2010.

Respectfully submitted,

Terry L. Schwinghammer, PharmD, BCPS
Chair, AACP COF Faculty Affairs Committee

**COF FACULTY AFFAIRS COMMITTEE**

**Interim Report #2, February 2011**

This is the second Interim report for the COF Faculty Affairs Committee. I’m very happy with the contribution of committee member and pleased with the progress we’ve made toward completion of our charges.

**Charge #1: “Survey” available resources for chair development and make recommendations regarding preferred tools/methods to develop chairs in academic pharmacy.**

A survey of department chairs at schools and colleges of pharmacy was developed with input from the Committee, AACP, and the Academy for Academic Leadership (AAL). There was a very good response to the survey, and a number of chair development topics were identified.

**Charge #2: Work with Council leadership and staff to develop/refine chair development programming to be delivered at 2011 Interim and Annual meetings.**

Based on the survey results, AACP (working with Terry and Bernard) contracted with AAL to plan 3 sessions at the AACP Interim Meeting in Feb. 2011: 1) Working effectively with conflict; 2) Principles and practices for work-life balance; and 3) Managing up: working effectively with senior administrators.

The Committee was responsible for developing and conducting a four-hour session at the Interim Meeting on Feb. 27 from 1-5:00 pm. The topics and speakers are:

Session Theme: Faculty Recruitment, Retention, and Development:
The speakers represent both public and private schools and include chairs from pharmacy practice, social/administrative, and basic pharmaceutical sciences departments. The format of the program will be for the first speaker to give a 30-minute background presentation, which will be followed by several questions posed to small groups of attendees (seated at round tables). Groups will discuss the issues for 15-20 minutes, followed by brief group reports to the entire audience. Then the second and third speakers will follow, using the same format.

**Charge #3**: Recommend (in conjunction with staff) appropriate chair development tools/resources to place on AACP website as enduring pieces.

Bernard Sorofman led a subcommittee on resources; they performed an extensive literature review and submitted their final report to the committee on November 24, 2010. I forwarded it to the full committee for review and comments; no comments were received, and just yesterday I forwarded the list to Buzz so he can place it on the AACP website (assuming it’s the final version). I have also attached the list to this message for your review.

Our final remaining task is to work with AACP staff in developing department chair programming for the 2011 AACP Annual Meeting (see Charge #2 above).

My thanks again to you for the opportunity to participate on the committee and to our hard-working group for the progress we’ve made so far.

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**Appendix 2. 2010 Council of Faculties Standing Rules and Resolutions Committee Interim Report September 15, 2010**

Brad Cannon, Kathy Chessman, Bruce Edren, Joe Guglielmo (Chair), Tim Ives, Faruk Khan, William Kirchain, Scott Mark, Lauren McCluggage, Bernie Olin, Jennifer Petrie, Rajat Sethi, Susan Winkler

The interim report is based upon an initial meeting of the Committee at the AACP Annual Meeting in July 2010 and a subsequent teleconference in September.

In addition to the general/standing charge for the Standing Rules and Regulations Committee, Chair John Bosso had 5 additional requests of the Committee: (1-5 below)

1. Prepare an informational piece, to be shared with Council members, explaining the role/purpose of resolutions pertaining to association business and policy development. This piece should also explain or give reference to policies pertinent to resolution development and transfer to the House of Delegates for action. Several illustrative examples of recent resolutions emanating from the Council of Faculties and making it to the House for action should be included for further clarity.

   **Update**: In a telephone discussion between Joe Guglielmo and John Bosso and Cecilia Plaza, it was reinforced that the proper routing of resolutions is not clear to most COF members. The hope is that development of the requested information piece would clarify the correct course for resolutions. While the charge requested Committee to provide several illustrative examples, in discussion with Dr. Plaza, there were few examples originating from COF that could be used. In addition, the Committee reviewed the recent COS summary of the resolution process.

   **Current status**: The Committee concluded that it would initiate the creation of the requested information piece by first reviewing the above-referenced COS document, adopting those sections applicable to COF and creating new sections as appropriate.

2. Prepare and propose any wording changes to the Council’s standing rules (N.B. those dealing with Council financing) which will bring them into line with the Association’s bylaws.

   **Update**: The current wording of Article V SECTION 4. Financing of the Councils states, “Councils shall not assess or collect dues from their members. An annual budget for each Council will be prepared by the Executive Vice President, as
part of the Association’s annual budget, at the request of and in cooperation with the Chair and/or Chair-elect of the Council. Disbursements for approved expenditures incurred by each of the Councils shall be made by the Executive Vice President upon receipt of vouchers that conform to budgets and guidelines established for each Council. A financial report for each Council shall be made annually by the Executive Vice President to each Council and to the House of Delegates.”

This previous sentence is the wording that the Council of Deans adopted in their Standing Rules and reflects the fact that the Council budgets are part of the larger budgetary process and that expenditures “conform to budgets and guidelines established for each council.” The COF wording is in the attached website: (http://www.aacp.org/governance/councilfaculties/Documents/Standing%20Rules%20of%20Procedure%20%282008%29.pdf)

**Current status:** Committee will review the current AACP document and make changes in wording in COF standing rules to conform with the above.

3. Consider and possibly recommend the regular appointment of a member of the COF Administrative Board as an ex officio member of this committee (R&R), as a means to ensure communication between the Committee and the Administrative Board.

**Update:** The intent of this proposal is to enhance more efficient and effective intra-association communication, particularly with respect to Section and Council initiatives and committee charges. As per this charge, one mechanism of potentially improving communication would be to have a member of the COF Administrative Board serve as an ex-officio member of the COF R&R Committee. In addition, in additional discussion with John Bosso which took place subsequent to the initial charge to the Committee, he also requested the possibility of having a COS representative as a permanent member of the COF Administrative Board, once again as a mechanism to enhance intra-association communication.

**Current status:** The Committee debated the pros and cons of each proposal, i.e. 1) the potential inclusion of an ex-officio member of the COF Administrative Board on the COF R&R Committee and 2) the possibility of including COS representation on the COF Administrative Board. While the Committee expressed concern that inclusion of the proposed respective board members might result in hardships for the COF Administrative Board (i.e. there are only 4 Board members and it may overextend these individuals), the Committee also recognized that inclusion of these individuals could result in more efficient and effective transmission of Association business. The Committee will evaluate each of the above-suggested potential Committee/Council representation. However, the Committee also recognized that the overall “problem” this charge is addressing is communication. In evaluating this proposal, the Committee will also assess potential other mechanisms to enhance effective communication originating from the COF.

4. In collaboration with the Quorum Committee, consider and possibly propose a redefinition of quorum needed to conduct business at Council meetings in light of number of new colleges/schools of pharmacy emerging.

**Update:** The current quorum for the COF as stated in 5.4 in the COF Standing Rules, “Twenty-five (25) individual active members of this Council representing not less than fifteen (15) regular institutional members of the Association will constitute a quorum for the transaction of business.” For comparison, a quorum in the COD as defined in 4.5 of the Standing Rules is “Representation from a majority of colleges/schools of the Association shall constitute a quorum for the transaction of business.”

**Current status:** Consider adoption of the COD quorum versus reassessing the numerical COF 25/15 rule. While likely not applicable to COF, the Committee will also evaluate the COS current definition for quorum.

5. Consider whether a new standing committee to deal with Council programming at the Annual and Interim meetings is justified and, if so, formally pursue that change.

**Update:** At the present time, the COF Administrative Board is responsible for the programming at the Annual Meeting, and adoption of such a proposal could present an opportunity for COF to be more member-driven.

**Current status:** Initial Committee discussion once again centered upon the workload upon the COF Administrative Board versus the workload associated with programming at the Annual Meeting. Additional assessment of these respective workloads, coupled with an evaluation of plans to increase the level of COF Annual Meeting programming needs to take place before Committee can provide a recommendation regarding the creation of a new standing committee.

**New Business**

In review of the primary charges, the Committee recognized two major themes: 1) There are many examples of inconsistencies in rules/regulations/bylaws among the Councils and between the COF and general AACP bylaws and 2) There is potential for improvement regarding intra COF and inter-Council communication. The Committee discussed these two major issues and debated potential Committee plans. The Committee came to the following conclusions:

A. The Committee will proactively review the 3 respective Councils’ standing rules in entirety and identify areas of inconsistency. Wherever feasible, Committee will make changes in COF standing rules and/or suggest changes in other Council standing rules wording as appropriate. In addition, since some of the COF standing rules are inconsistent with Association bylaws, Committee will similarly compare current COF standing rules the bylaws of the Association. Since other committees within Council at the Association level may be involved in comparable efforts intended to improve consistency in these rules,
the Committee requests Chair Bosso to ensure the scope of this proposed Committee proposal is appropriate.

B. While the Committee acknowledged the need for improvement in communication both intra-Council and inter-Council, members concluded that the emphasis for the R&R Committee this year should be upon the proactive review of Council rules as outlined above in “6.A.” While the Committee will not address the larger issue of communication, it will, as requested by Chair Bosso, provide a recommendation regarding the potential change in committee(s) structure as outlined above in “3”.

C. Lastly, the Committee concluded that the proposed 2010 AACP Strategic Planning Document be utilized as a resource in completing its respective charges (http://www.aacp.org/governance/HOD/Documents/StrategicPlanningDocument062410.pdf)

Appendix 3. COF Task Force on Preparation of Pharmacy Faculty and Students to be Citizen Leaders and Pharmacy Advocates, Interim Report, February 2011

The AACP COF Task Force on Preparation of Pharmacy Faculty and Students to be Citizen Leaders and Pharmacy Advocates was formed in 2009 and charged with tabulating/characterizing the courses or processes in place at the various institutions to develop leaders and health care advocates; developing a means to document the leadership and advocacy contributions by faculty and students within their community as an indicator of the success of these programs; creating a mechanism to characterize and select the best practices for leadership and advocacy development throughout the curriculum; submitting a request for a special session at the 2010 Annual Meeting to share their findings and eliciting a dialogue with the members of the COF; and preparing a White Paper. The initial charges were addressed in the first year and Task Force work in this second year is focused primarily on preparing the White Paper. The Task Force met via conference call on November 10, 2010, and January 25, 2011 to discuss the proposed approach to the paper. The outline for the paper has been finalized and the first draft is anticipated in March 2011.

Task Force Members: Leigh Ann Ross (Chair, University of Mississippi), Kristin Kari Janke (Vice-Chair, University of Minnesota), Cynthia Boyle (University of Maryland), Gerald Gianutsos (University of Connecticut), Cameron C. Lindsey (University of Missouri-Kansas City), Leticia R. “Tish” Moczygemba, (Virginia Commonwealth University), Kam Nola (Lipscomb University College of Pharmacy), Rabia Tahir (Touro College of Pharmacy)