



## **Academic Council Meeting Minutes January 17, 2008**

**Present:** Mr. Bill Andrews (Vice Chair-Elect), Ms. Debra Arnold (Human Resources), Dr. Philip Baker (SOD), Dr. Sharon Bennett (SON), Dr. John Blalock (Parliamentarian), Dr. Richard Callan (Past Vice Chair), Dr. Carol Campbell (SAHS), Dr. Gretchen Caughman (SGS), Dr. Pam Cook (Secretary-Treasurer), Ms. Kathy Davies (Library), Dr. Corliss Derrick (SON), Ms. Mary Downey (AHS), Dr. Kevin Frazier (SOD), Ms. Rita Garner (Registrar), Dr. Barry Goldstein (Provost), Dr. Lynn Jaffe (AHS), Ms. Tamera Lee (Library), Dr. Ronald Lewis (SOM), Dr. Kathleen McKie (SOM), Dr. Carl Menckhoff (SOM), Ms. Susan Norton (Human Resources), Ms. Lori Prince (AHS), Dr. Dan Rahn (President), Dr. Vincent Robinson (SOM), Dr. Martha Tingen (Vice Chair), Dr. Sandra Turner (SON), Dr. Karl Wenger (SOM), Dr. Nathan Yanasak (SOM), Dr. Jack Yu (SOM)

### **I. Meeting called to order by Dr. Tingen at 5:00 PM**

### **II. Approval of Minutes October 18, 2007: Approved.**

### **III. New Business**

#### **~ Update on Diploma Task Force – Ms. Lori Prince, Chair**

- The task force was charged to examine the current diploma and make recommendations regarding any changes in design, wording and language.
- A survey was distributed to 3300 people (students, faculty, alumni); 1584 responded (48% response rate).
- Results were compiled in the following categories: language, dimensions and comments.
- Recommendations made to the Academic Council.
- A motion was made, seconded and voted to move the recommendations to President Dan Rahn.

#### **~ Faculty Exit Interviews & Surveys – Ms. Susan Norton and Ms. Debra Arnold**

- Ms. Norton shared with the members that Dr. Rahn is very interested in conducting faculty exit surveys/interviews in an effort to try and understand the reasons for leaving. Ms. Norton and Ms. Arnold, and Ms. Norton consulted with various schools and industry leaders around the country that conduct exit interviews. The interview will be treated in a confidential manner and the information obtained will be provided in a summary report to the President and Cabinet. Any trends noted will be addressed. Recommendation was made for HR to survey former employees who have left within the last 3 years. Ms. Norton stated that was an excellent suggestion and they would be glad to do so. Members are asked to review the handout and email their comments/recommendations to Ms. Nancy Waks by 1/31/08.

#### **~ Campus Tobacco Cessation Program – Dr. Sharon Bennett**

- The Nursing Faculty Practice Group has been managing the tobacco free program since the campus went tobacco free on November 15, 2007. The free tobacco treatment program offers counseling plus three months of medication for group or individual sessions and is available to all faculty, staff and students through the end of the fiscal year. All committee members are asked to spread the word in their respective schools/departments about the program. Tobacco users can sign up for group counseling by calling the Quit Tobacco Line at (706) 721-8224. Group sessions last six weeks and individual sessions last four weeks.
- Tobacco users can have an emotional attachment, behavioral issues and habits and/or physical addictions. All three of these issues are treated in the program. Thirty-eight (38) of the fifty-five (55) that enrolled for group and individual counseling quit using tobacco (78%). Ninety-six percent (96%) of the tobacco users enrolled used Chantix to help them quit. There are currently 12 new patients enrolled.

#### **~ Potential Executive Committee Restructuring – Dr. Jack Yu**

- A proposal has been submitted to the Bylaws Subcommittee to change the Academic Council Executive Committee Representatives to the Chair or Chair Elect (or equivalent) of each School's faculty organization. This change may streamline the election process, improve organizational architecture, and improve communication between the schools.

**~ Mission Statement Update – Dr. Jack Yu**

- The proposed change in MCG Mission statement was presented and comments solicited. Each member is to email Ms. Nancy Waks by January 31st with their comments and/or recommendations. Once this is complete, the Bylaws committee will finalize changes and send to Dr. Rahn.

**~ Beard Award Update – Dr. Richard Callan**

- Dr. Callan will be meeting with Dr. Robinson during the week of 1/21/08 to discuss the process and begin preparations for receiving nominations from the Schools of Medicine, Allied Health Sciences, Nursing and Graduate Studies.

**IV. Standing Committee Reports****Faculty Governance: Dr. Jack Yu*****Faculty Evaluation of Administrators Update – Dr. Jack Yu***

~ The preparation process has been an extremely effort-intensive and inefficient. Several improvements for the 2009 academic year and beyond have been presented to Dr. Cibirka; 1) accurate institutional faculty list based on PeopleSoft; 2) involve personnel at each departmental level. Dr. Goldstein noted he would work to improve the system issues which have occurred with the process.

***Membership, Voting & Nomination Subcommittee Update – Ms. Kathy Davies, Chair***

~ Spring elections are approaching so nominations to serve on the Academic Council are needed. The positions of Vice-Chair Elect, Secretary-Treasurer and a representative for the MCGRI Board of Directors will need to be filled. In addition to these positions, there are a number of vacancies on the Subcommittees. You may self nominate or nominate someone else (provide brief foundation for the nomination). The nominations are needed by 2/5/08.

***Statutes Review Subcommittee***

~ On the matter of the Optional Retirement Plan (ORP), the decoupling will most likely occur and the urgent issue now is how the ORP employer contribution is going to be determined. There is a great need to actively engage the state legislators and monitor/petition as needed.

***Faculty Appointment, Promotion, Tenure & Post-Tenure***

~ No additional report at this time.

**Scholarship & Standards: Dr. Dave Hill**

~ No subcommittee reports were submitted.

**Strategies & Responsibilities: Dr. Lynn Jaffe*****Faculty Grievance Subcommittee***

~ There is currently one situation being reviewed by the Faculty Grievance Subcommittee.

***Student Affairs Subcommittee***

~ The Student Service Organization does exist, has a constitution and is registered. The Student Government Association (SGA) officers are the operational officers of the group and they have a budget. The purpose of the monies allocated to this group are twofold: 1) to be able to fund the worthy service projects that need a little bit of support and 2) to underwrite a ceremony to honor those graduating students that have been particularly outstanding in their service efforts, both to campus and especially the community. Dr. Frazier will be meeting with the SGA officers to identify a date within one month of graduation this year to hold the first ever campus wide service honor ceremony. We will start small by contacting every school unit with some guidelines as to what is considered service, etc. and ask every school unit to identify approximately 10% of their graduating class that, by their determination, have been particularly outstanding in the area of providing service. The overall total 10% would bring 60-70% of our students from all over campus to this ceremony.

**V. Comments from Administration:****President: Dr. Dan Rahn, President**

~ Dr. Rahn stated when Governor Sonny Perdue delivered his budget recommendations to the General Assembly Wednesday, MCG received a huge vote of confidence in the form of a recommended \$70 million for our new School of

Dentistry building and \$7.2 million in new funds for the expansion of the School of Medicine to help meet the critical need for physicians in the state. The Georgia General Assembly will begin hearings in the weeks ahead to consider these recommendations.

~ Also this week, in a well-received presentation to the Board of Regents, medical education expansion planning consultant Tripp Umbach outlined a series of recommendations to expand MCG to a total of 1200 medical students by the year 2020. Included in these recommendations is a partnership between MCG and UGA, expansion in Augusta, and clinical campuses in Savannah and Albany. The Board of Regents will be considering these recommendations in the weeks ahead as well. You may view the report at <http://www.usg.edu/mcg-uga/>.

~ Exciting things are happening at MCG. With the support of our many partners, Dr. Rahn is convinced great days are ahead for MCG as Georgia's health sciences university.

#### **School of Allied Health Sciences (SAHS): Dr. Carol Campbell reporting for Dr. Shelley Mishoe, Dean**

~ The School is celebrating its 40 year anniversary. Events include a banquet on April 26 during homecoming. The School is actively contacting alumni and supporters of the School to encourage their participation in the celebration. A magazine telling the story of the School's history will be available within the next month.

~ An offer has been made to an applicant for the Director of Advancement position. This person will support the SAHS.

~ The Department of Health Informatics is moving to the Jennings Building. The estimated move date is June 2008. Additionally, the Department is preparing the self study document for initial accreditation of its MPH program. The site visit is scheduled for March, 2009.

~ The SAHS is engaged in strategic planning. The School's Academic Council is currently considering the values that should guide the School for the next three to five years.

#### **School of Dentistry (SOD): Dr. Richard Callan reporting for Dr. Connie Drisko, Dean**

##### **Initiatives:**

~ *New School of Dentistry:* Two and one half million has been raised thus far for the Building Fund. Recommendations have been made to the Board of Regents on our selection of Project Manager as well as the Design and Construction Group. The Architectural Firm selection is pending. We are excited about the collaborative efforts towards the development of an Academic Building to be utilized by multiple schools.

~ *Curriculum Revision:* A Faculty Retreat (Advance) was held on January 4<sup>th</sup> to address the subject of curriculum revision. Dr. James Broome from UAB gave a presentation outlining the direction their school is progressing towards highlighting the positives and negatives realized thus far in their journey. Different activities throughout the day were designed to permit faculty to reflect on the current curriculum and to comment on the possible need for and direction towards curricular change. The CCI committee will compile the information gathered from this meeting and submit a report to Dean Drisko, along with a suggestion for our next step.

~ *Faculty Development:* A new "Faculty Development Plan" form is being developed to assist faculty members and department chairs in clarifying the faculty member's roles and responsibilities, and identifying professional goals and means by which these goals can be achieved. We are optimistic about the outcomes for the campus wide faculty development initiative relating to faculty recruitment, retention and quality of life-work, which is now before the BOR for their consideration.

##### **Challenges:**

~ *Growing Endowment:* Last year was our best year in collecting donations to the dental school. We continue to increase our scholarship dollars noting three separate 16K scholarships from the Hinman Dental Association. Donations in honor of specific individuals (i.e. Charlie Norwood) are also on the rise. We are currently near the level reached last year so we anticipate this year will be even better. We are striving to make the most of this trend and are expecting to hire additional staff members to aid us in the process.

~ *Alumni Relations:* We are noticing a continued increase in both lifetime and yearly memberships. We are far from where we would like to be and will continue to work to improve these numbers. We have increased correspondence with our alumni over the past couple of years and are even offering membership to Georgia dentists that have graduated from other institutions.

~ *Public Relations*: The DPG (Dental Practice Group) is looking for ways to expand practice opportunities for the faculty. Three new grants have recently been awarded to MCG SOD over the past year totaling almost two million dollars (1.3M, 300K, 200K). These grants are intended to increase our outreach throughout the state via externship programs for our students. We would like to thank Ms. Denise Kornegay and AHEC (Area Health Education Center) for their efforts in these endeavors and for their continued support. I hope everyone was able to catch the news coverage of Dr. Kao and Londono on Wednesday, January 9<sup>th</sup>. They had just performed implant surgery on a patient working towards restoring this patient to full dentition. Go team!

### **School of Graduate Studies (SGS) – Dr. Gretchen Caughman, Dean**

#### **Initiatives: Programs, policies, and assessments**

~ The first students are to be enrolled in the summer of 2008 in the Master in Clinical & Translational Science program. The program is designed specifically to train our own clinical faculty as researchers. This academic initiative is being done in conjunction with the NIH CTSA (Clinical & Translational Science Award) research initiative spearheaded by Dr. Frank Treiber. Drs. Stephen Looney and Tony Mulloy are program directors for the program. We are on track to initiate next semester (Summer 2008). Two, possibly three, applicants are already in the pipeline and others are expected.

~ *The PhD in Biostatistics program* was approved at the November BOR meeting and is on track for first enrollment in the Fall of 2008. This will be a year of “taking stock” for the School of Graduate Studies, in terms of reviewing and revising existing policies and procedures, and formalizing some assessment activities. Much, but not all, of this work will originate in, or funnel through, the Graduate Council. Some examples include: 1) Revision of the school’s Promotion and Tenure policies for faculty with primary appointments; 2) Review and revision of the technical standards for student admission and progression; 3) Development of student satisfaction surveys to be administered periodically throughout the student’s program.

~ *Revised Promotion and Tenure guidelines* for faculty with SGS primary appointments were developed and approved by Graduate Council and the Provost.

~ *Technical standards* were reviewed and revised by the Graduate Council and are now in the Legal Office awaiting approval.

~ The first *PhD student satisfaction survey* was developed and administered in November, with a 70% response rate. Mickey Williford is currently developing summary reports of the response data, as well as summaries by program which I will share with the chairs, program directors, and faculty.

#### **Challenges: Time, money, and people**

~ *Student Release Time*: A significant challenge to the success of the Master of Clinical and Translational Science (MCTS) program will be the ability of the participants’ primary schools to provide adequate release time for their pursuit of this degree. This issue will have to be addressed individually for each participant.

~ *Student Recruitment*: Although the School of Graduate Studies currently has a student body of more than 400 (of which nearly half are graduate nursing students), and an all-time high of over 140 PhD students (and we have very good students), recruitment and enrollment of the desired number of the best, brightest, and most diverse students continues to be a challenge for some graduate programs. We also continue to be concerned about right-sizing the biomedical sciences PhD class based on the constraints of the SGS stipend budget and the availability of funded mentors.

~ *Faculty Recruitment*: Despite aggressive recruitment activity by Dr. Varghese George and others, the Department of Biostatistics is still not at full-strength in terms of number of faculty; in particular, they need at least one more senior level individual. Such faculty members are at a premium and are difficult to move. Vigorous recruitment efforts will continue. The Department of Biostatistics is in the final stages of recruiting one senior faculty member with a history of individual funding and experience in mentoring doctoral students, for a July 1 start date.

#### **Library: Ms. Tamera Lee**

##### **Initiatives:**

~ *Renewed Focus on Books*: In response to the MCG community, the Library is enhancing its collection of textbooks and developing a comfortable and attractive reading area on the 1<sup>st</sup> floor to be completed by spring. The new Core Collection will contain approximately 500 core classics, curriculum-based texts, specialty handbooks and manuals. Most have been purchased and are being cataloged. The Core Collection of print texts will be supplemented by a growing collection of electronic books. E-book packages for the health sciences have been selected to include

approximately 100 new e-books (25 Rittenhouse titles for 3 concurrent users and 75 new e-books to enhance our Books@Ovid subscription). Licensing is in progress for online access this spring.

~ *Health Information Competencies*: The Library's Responsible Literature Searching modules are almost ready for access and use by the MCG community. This instructional tool on the fundamentals of responsible literature searching for research practice provides guidelines on accepted practices and principles related to the biomedical literature search process, identification and use of major information resources, limitations of information resources, and adequacy of literature reviews related to drug safety and adverse events. It includes seven, self-paced modules, each intended to be reviewed in approximately 10 minutes with interactive quizzes and automatic pop-up answer windows. We are in final editing review and expect to place on the Web and integrate with our educational and research partners soon.

~ *Library as Place*: The Library is working with a couple of companies to plan compact shelving for retrospective journal holdings (pre 1995) and create more learning space, especially for students (individual seating and group study rooms). Coming soon will be phase two of a library coffee bar, CoffeeLine by Mocha Man.

### **Challenges**

~ *Resource Budget*: There is dramatic research and educational demand for scholarly content. The latest composite chart shows that we continue to do more with less. The Library is closely approaching the mean unique serials count with one million less than the recurring dollars mean. We are working with the Associate Provost/Provost to strengthen funding support and achieve national benchmarks.

~ *Remote Clinical Sites*: We will be strengthening our educational programs (remotely and/or on site) for branch clinical campuses over the next two years. Following preliminary planning discussions with the School of Medicine and UGA, Ms. Lee participated in a site visit of Athens naval base and identified several locations which would be appropriate for a branch library. She also met with the University Librarian at UGA to plan potential interim space for MCG program expansion.

~ *Web Library Development*: The Library created a Web Development Committee, chaired by Dr. David King, to ensure a reliable, usable and robust Virtual Library. The committee has guided several improvements to the Library's Web and examined new opportunities for enhanced online services. The RLS tutorial (to be released within the next month), and a quick link between the Library's evidence-based resources and the MCG/Hi online point of care systems, are two examples.

~ *Consolidated Appropriations Act of 2008*: Legislation directing the NIH to provide public access to federally funded research. The NIH requires all investigators funded by NIH to submit to NLM's PMC an electronic version of their final, peer-reviewed manuscripts upon acceptance for publication no later than 12 months after the official date of publication. Information about how to can be found at NIH public access website <http://publicaccess.nih.gov/> (estimated time for submission is 3-10 minutes).

### **School of Medicine (SOM): Dr. Doug Miller**

~ This is the 180<sup>th</sup> year of the School of Medicine's existence.

~ *Re-accreditation visit*: We just completed our outstanding re-accreditation visit after 18 months of self-study. Dr. Miller acknowledged the cooperation of many people including the School of Graduate Studies and the Library folks who participated in the self-study and site visit. The LCME met with approximately 118 faculty and staff and 37 students. The LCME left with good information and a good feeling for our medical education of program here. We won't hear an official accreditation decision from them until June but we expect full accreditation.

~ *Admissions* is becoming a bigger proposition. We have accepted two-thirds of the class at this point and had a record high number of admissions. There will be a massive amount of work required of the Admissions Committee and it seems to be growing.

~ *Facilities planning* is ongoing for research facilities, educational facilities in partnership with the Dental School.

~ *Academy of Medical Educators*: We are pleased to announce the SOM is about to launch an Academy of Medical Educators. Dr. Chris White and others have worked quite hard to develop this concept based on other examples. There will be call for nominations to come out later this month.

~ *Scholarships*: The philanthropic focus for the SOM is student scholarships. We have been cultivating a major donor on this front and believe that individual will complete this gift within the next few months. We have expanded our

support of the student scholarship program and invested in it significantly more this year than last year and expanded our reach for diversity to include all representatives in SOM students and not just African Americans.

~ *Student Debt*: The SOM wants to help students manage their debt more effectively. A White Coat dinner is being planned to ask the Alumni to assist students in efforts to increase scholarships and, thereby, retire student debt.

**School of Nursing (SON): Dr. Corliss Derrick, reporting for Dr. Lucy Marion, Dean Initiatives:**

~ *Increasing Graduate/Doctoral Student Enrollment*: The MCG School of Nursing will be revitalizing and revamping recruiting efforts to attract more qualified and diverse applicants for its graduate and doctoral programs. The long-term goal is that graduate and doctoral students will comprise 50% of the total nursing student body within the next few years. As part of this effort, the SON will continue the expansion of the Doctorate of Nursing Practice (DNP) program and Clinical Nurse Leader Program. Currently, the DNP is available at seven satellite sites across Georgia. Planning is underway to offer the program in Puerto Rico and at Vanderbilt for the 2008-2009 academic year.

- Recently, the SON proudly announced a generous gift from our partner MCG Health to expand the master's-entry clinical nurse leader program. With this funding, the SON will be able to double enrollment on the Augusta campus from 24 in fall of 2007 to 48 in fall of 2008.
- Last September, the School held its first Fall Information Session for graduate and doctoral programs. More than forty attendees from throughout the Augusta area attended the Saturday morning event.
- The School is also planning a targeted marketing campaign highlighting its doctoral program options. These efforts will include an e-mail campaign and website search engine optimization.

~ *Costing of Programs*: The SON Office is currently working to determine program costs per student. This data will be useful in budgeting and strategic planning for the School. Preliminary findings indicate that the RN-BSN is our most cost-effective program, so our administrators are reviewing this offering to identify components that can be duplicated across curricula.

- The SON is moving forward with the development of an accurate formula for program costing. As part of these efforts, the School has undertaken an aggressive budgeting schedule to allow directors and managers additional time to define fiscal needs and better allocate resources. Activity based costing is being phased in at the School's unit level beginning with the Simulation unit.

~ *Increasing Community Outreach*: Two newly funded initiatives will enable the SON to make great strides in its outreach efforts. With a grant from the Healthcare Georgia Foundation, the SON has partnered with health services providers to form the Greater Augusta Healthcare Network (GAHN). GAHN will work to improve access to quality healthcare services for the underinsured and uninsured in our area.

- Additionally, Drs. Deborah Smith and Shirley Quarles have received a HRSA grant to increase the diversity of the SON student body. Already, Drs. Quarles and Smith have launched a peer-mentoring program for students and diversity training for faculty. This initiative will support the MCG Goal of increasing diversity in the campus community while also enhancing the education environment.
- The Greater Augusta Healthcare Network gathered on Wednesday (January 16) for a retreat and strategic planning session. GAHN core leadership board member the Neighborhood Improvement Project received FQHC or federally qualified health center status. The goal for GAHN is to create more health care homes for residents who are uninsured and to make health care accessible for those who are insured but are unable to access due to lack of transportation. We reviewed the Richmond County data and learned that our capacity to meet bare minimum standards for primary care visits is far from the need. We will continue to work intensively for 1 1/2 years to advance the collaborative concept.
- At the last Academic Council meeting, we announced Drs. Deborah Smith and Shirley Quarles had received a grant from HRSA to increase the diversity of the SON student body. We are now pleased to announce Drs. Smith and Quarles received an additional \$79,000 for this initiative, bringing the total to \$738,462. The additional funds will be used for computer equipment, student stipends and trainee travel.

- Additionally, the Nursing Faculty Practice Group, in partnership with the School of Allied Health, has been contracted by MCG, MCGHI and PPG to oversee the Tobacco Cessation Program for employees. These services are being offered as part of the MCG Campus Tobacco Free Initiative.
- Dr. Judy Salzer and the Health Grandparent Program received a \$10,000 award from the Community Foundation for the Central Savannah River Area. This funding will enable an expansion of mental health services offered to participants in the program.

### **Challenges:**

~ *Balancing Quality and Quantity:* This fall, the School of Nursing implemented a new curriculum for its undergraduate program as the previous one had not been revised in the past ten years. While the change will better meet the educational needs of the students, the increases in instructional and clinical components are straining our faculty resources. These resources are further stretched by the rapid growth in the new graduate programs. As a result, the administration is working to efficiently align resources to meet instructional needs while maintaining program quality and increasing our graduate offerings.

- The increased collaboration with MCGHI and the maximization of resources available for clinical placements has decreased the strain on faculty resources as we move forward with our program expansion. The SON has also hired two new staffers to assist in maintaining program excellence: BSN Program Coordinator and CNL Program Coordinator.

~ *Stabilization:* The organizational structure of the SON is evolving. The School's administration, faculty and staff have grown considerably over the past few years. The professionalism of these groups has also advanced, in tandem with the growth of the School. However, this evolution must be carefully managed to ensure that staff and leadership resources are properly aligned to support this expansion. Ongoing assessment and communication will be key in this process.

- Stabilization continues to be a challenge at the School of Nursing. There was a major shift in leadership at the end of the fall semester with the departure of one department chair and the promotion of another to a new associate dean role. Two senior faculty members were appointed interim department chairs while the School searches for permanent replacements. Another senior faculty member has taken on the role of Assistant Dean for Community Partnerships.
- The staff is also actively involved in efforts to stabilize the leadership and maintain departmental operations. The School's Staff Council was reinstated and held their first meeting on January 15. The Council will take the lead in promoting the professional development and growth of SON staffers and foster cohesion between faculty and staff.

~ *Faculty Recruitment:* A major goal for the School is to advance its research mission. As there is a shortage of practitioners in the nursing profession, this disparity is even greater among nurse scientists. The School continues to seek diverse, doctorally prepared faculty who can positively impact the research mission of the School. SON administrators are all engaged in identifying and recruiting potential applicants and the School has increased its vacancy postings with research organizations and job search sites.

- We are pleased to announce the addition two new faculty members: Dr. Martha Jennings, part-time Assistant Professor and Ms. Nova Todd, Instructor. Dr. Jennings joins the School as a distant educator and Ms. Todd is assigned to the Athens campus where she will assist faculty with course development and instructional technology.
- The School has also appointed its first junior researcher, Dr. Elizabeth NeSmith, who will complete a post-doctoral program in conjunction with her appointment. She is also one of several junior faculty members who are being placed in the School's research incubator. This designation ensures that our emerging researchers have access to the services and support they need to develop their research activities.
- The SON has also expanded the number of adjunct faculty members for a total of 59 adjunct appointments with 12 more in progress. These new appointments will strengthen the School's ties with the local nursing community and increase its potential for partnerships in other states.

### **VII. Other Business:**

None

**VIII. Announcements**

~ The first Forum for the Future of 2008 will probably be held in February and will focus on "Mentoring Programs" and another Forum for the Future will be held on Wednesday, March 26, 2008 and will be a follow on program on simulators. This will focus more on anything that is data driven or DOS driven in times of simulators.

~ The Spring Faculty Assembly will be held on Thursday, April 17, 2008 at 4:00 p.m. in the Dental School auditorium (AD 1020).

**IX. Meeting adjourned by Dr. Tingen at 7:00 PM**

Submitted by,

Nancy Waks, Academic Council Recording Secretary

and

Pam Cook, DNP, RN  
Secretary-Treasurer, Academic Council  
Assistant Dean, School of Nursing