

AHC FACULTY CONSULTATIVE COMMITTEE

August 23, 2013

Minutes of the Meeting/Retreat

[In these minutes: Vice President for Research Brian Herman, Goals/Ideas for 2013 – 2014 Academic Year, Update on Search for Vice President for Health Sciences and Dean of the Medical School, 2013 – 2014 Third Thursdays, AHC FCC Meeting in Duluth, AHC FCC Seat on Senate Committee on Finance and Planning, Meetings with Provost Hanson, Meeting with AHC Collegiate Chairs, Meet with AHC Deans, Faculty Assembly and/or Forum, Additional Agenda Ideas for the 2013 – 2014 Academic Year]

These minutes reflect discussion and debate at a meeting of a committee of the University of Minnesota Senate; none of the comments, conclusions, or actions reported in these minutes reflect the views of, nor are they binding on, the Senate, the Administration, or the Board of Regents.

Present: Ned Patterson, (chair), Paul Bohjanen, John Connett, Les Drewes, Robert Kratzke, Kathleen Krichbaum, Sandra Myers, Wendy St. Peter

Guests: Vice President for Research Brian Herman and Dr. Bobbi Daniels, chief executive officer, UMPHysicians, vice dean of the Medical School and co-chair of the search committee for the next vice president for health sciences and dean of the Medical School

Others attending: Vernon Weckwerth

I). Professor Patterson convened the meeting, welcomed those present and called for a brief round of introductions.

II). Professor Patterson welcomed Vice President for Research Brian Herman. He then asked members to introduce themselves again, but in greater detail about their area of research.

Vice President Herman began with a few opening remarks. He stated that in his opinion the University is a great place to work and he believes this is an opportune time for expanding the excellence of the University. With that said, he responded to a question about his vision for the University. Vice President Herman stated that he believes that in order for the University to be successful in the future it will need to focus on important and impactful problems, e.g., global challenges that will add to the health and wellbeing of society globally as well as in Minnesota. Requisite expertise from within the University community, the local community (non-profit and for-profit), and beyond need to be combined to create the right set of talent/expertise to provide a holistic, more competitive, successful approach to generating new knowledge. The University has a lot of different expertise in a lot of different areas that has not yet been coalesced in such a way as to provide greater value in terms of funding and solutions for impactful health problems. In addition to focusing on important issues and doing it in a collaborative,

team-based environment, Vice President Herman would like the University to develop a culture of serendipity. If the University can create a culture and an environment that enhances the opportunity for serendipity to occur, it will likely enhance the likelihood that new knowledge will be generated.

Will the University have the resources needed to help bring people together, asked Professor Kratzke? Vice President Herman stated that the global answer to this question is yes. The University of Minnesota, stated Vice President Herman, is financially in fairly good shape relative to other public universities and he went on to cite reasons for why this is the case. Having said this, the important questions have to deal with where and how investments should be made. The Office of the Vice President for Research is in the midst of a strategic planning initiative, which involves hosting a number of focus groups to solicit input from the University community. The focus groups are an opportunity for everyone to contribute and help define the direction the University should be going as a research institution. Vice President Herman stated that he is quite optimistic about the University's fiscal situation, and its potential for the future.

Based on his experiences, noted Professor Kratzke, despite concerted efforts on the part of a number of universities he has been affiliated with at bringing people together to work in a cross-discipline fashion, most have not been successful. Vice President Herman assured Professor Kratzke that the University is serious about bringing people together. The Office of the Vice President for Research is exploring a number of different ways to make this happen. For example, at the University of Texas, where he recently came from, they did "speed dating" for researchers. This venue was extraordinarily successful in generating research collaborations and partnerships among faculty. Vice President Herman added that the provost is exploring whether the University's promotion and tenure policies should be changed in order to incentivize faculty to collaborate more. A number of the University's policies as currently written, de-incentivize faculty to collaborate. A lot can be done to enhance a collaborative culture. Vice President Herman stated that the de-centralized structure of the University, which is school-based, also incents faculty to first think about their school and only later the institution.

Professor Drewes stated that a lot of what has been mentioned today seems to have a Twin Cities focus. No, stated Vice President Herman, who gave a specific MnDRIVE example involving the Duluth campus. A goal of the Office of the Vice President for Research is to be inclusive of all the campuses.

With regard to collaboration, Professor Patterson noted that in 2007 the AHC FCC and the senior vice president for health sciences created "Third Thursdays" to provide faculty with a venue to engage in dialogue, share ideas, and spirited conversation. This venue usually draws about 30 faculty, some of who are regulars. He added that the committee has been and will continue to discuss what it can do to increase attendance. Professor Patterson asked Vice President Herman for his ideas on what the AHC FCC can do to draw more and new faculty to this venue. Vice President Herman suggested that the promotion of Third Thursdays should come from the top (senior leadership) along with the message about the importance of faculty collaboration. If faculty realize that by

participating it may be a way of gaining seed money or other funding, they will be more likely to attend. Third Thursdays could be used as a vehicle for learning about what opportunities are out there.

Regarding Third Thursdays, Professor Krichbaum suggested expanding Third Thursdays and make the event more University-wide. Vice President Herman stated that he would be supportive of doing this and encouraged the AHC FCC to consider partnering with the Senate Research Committee and/or the Faculty Consultative Committee. Professor Bohjanen also suggested organizing the programming of Third Thursdays around a multi-disciplinary topic in order to attract faculty rather than promoting it more as a social event.

Professor Drewes asked how the role of intellectual property (start-up companies, business relationships) fits into what the Office of the Vice President for Research is working on. Vice President Herman reported that in the past two years, 25 new companies have been launched out of the University, and approximately 60% of these are health care-related or bio-medical-related businesses. A lot of work has been done out of the Office for Technology Commercialization to try to make it easier for University faculty to interact with industry and for industry to connect with faculty. He added that he is a strong believer in public-private partnerships. There are significant opportunities for expanding research expenditures with industry. Work is underway to put together a venture fund that will help seed some of the early stage research coming out of the University. Vice President Herman went to also share information about MN-IP (Minnesota Innovation Partnerships) - <http://www.research.umn.edu/techcomm/industry-sponsor.html#.UhzOCLyE7rV> and <http://businessumn.com/2013/07/01/mn-ip-fast-tracking-sponsored-research-at-the-u/>. The University is vested in getting the knowledge created by faculty out into society.

Professor Connett asked about whether the Office of the Vice President for Research has resources available for implementing and incentivizing global research. Vice President Herman stated that the University does not have a clearly defined plan for global research and needs to work on this. For the University to be successful in global research, the data suggests that the University should partner with other institutions. However, the data suggests that for countries that are just in the beginning stages of developing a university system that they would be better off investing in their own people rather than in partnerships with other established institutions. Global research is an important topic that needs much more attention. Vice President Herman stated that a lot of universities have built physical infrastructure in foreign countries, which has not worked out well for them. The University does not intend to do this. Professor Bohjanen stated that based on his work in Uganda over the past 20 years, making an investment in people/partnerships at a site does more than having high-level agreements with universities in foreign countries. Vice President Herman agreed that it is the people on the ground that get the work done and not the people signing agreements.

Please comment on the notion that the appearance of success breeds success, requested Professor St. Peter. The University's website is so difficult to navigate in terms of

showcasing the institutions' successes. She then went on to contrast the University's website with that of the Mayo Clinic, which is much easier to navigate and get at the information one is looking for. Vice President Herman stated that he has heard this same complaint a number of times and agreed that the University's communications activity is less than optimal. He added that President Kaler is also aware of this, and, as a result, a consultant has been retained to help the University improve its communication activity. The University expects that improving its communication activity will give it a better face to the world.

Before Vice President Herman departed, Professor Drewes asked what the AHC FCC can do to help him. Vice President Herman stated that he would find it helpful to meet with the committee a couple times a year to hear what is on members' minds and the issues that are being discussed. He stated that for him the more he talks with people the more he learns. Professor Patterson thanked Vice President Herman for attending today's meeting and stated that the AHC FCC will plan to meet with him again in the spring. In turn, Vice President Herman thanked members for their time.

III). Members unanimously approved the June 21, 2013 minutes.

IV). Members then spent some time debriefing from their earlier discussion with Vice President Herman.

Moving on, members reviewed the AHC FCC charge (<http://www1.umn.edu/usenate/charges/ahcfccch.html>) and talked about what it would like to do/accomplish in the 2013 – 2014 academic year. The following thoughts/ideas were mentioned:

- The AHC FCC chair (Professor Patterson) should meet with the new vice president for health sciences and dean of the Medical School to make a case for the importance of regular discussions with the AHC FCC whose members represent AHC faculty viewpoints. Professor Patterson volunteered to write a summary of the committee's accomplishments and issues that it has taken up over the past few years.
- The AHC FCC should continue to regularly meet with the vice president for health sciences and dean of the Medical School and establish a mutually beneficial and respectful working relationship.
- Receive updates on awards.
- Invite Professor Maria Gini, chair, Senate Research Committee (SRC), to an AHC FCC meeting to hear about what issues they are dealing with and to talk about possible areas of collaboration between the AHC FCC and SRC.
- Invite Vice President Herman to a spring AHC FCC meeting.
- Rethink the Third Thursday event.
 - Explore expanding the venue and moving it from the bar lounge space to conference rooms A, B, and C.
 - Third Thursday topics: MnDRIVE, AHC Corridors.
 - Hold an AHC FCC meeting and Third Thursday event in Duluth on September 19.

- Host venues (focus group, symposium) on interdisciplinary topics of broad interest, e.g., global health research and education.
- Foster conversations with AHC faculty about multi/interdisciplinary research and advance collaborative relationships among AHC faculty. Invite Dr. Tucker LeBien, associate vice president for research, to a fall meeting to continue this discussion.
- Invite Dr. Bruce Blazar to discuss the Clinical and Translational Science Institute (CTSI) and the CTSA renewal.
- Gender and salary equity issues in the AHC.
- Hold an AHC Faculty Assembly in the spring and invite each of the AHC deans to present on what each of their schools are working on, e.g., state of the School of Nursing, state of the Medical School. Or, alternatively, have the AHC FCC meet with the AHC deans.
- Inform AHC faculty, deans and other administrators about the AHC FCC and its role.
- Improve communication between the AHC FCC and each school's governance body.

V). Next, Professor Patterson welcomed Dr. Bobbi Daniels, chief executive officer, UMPhysicians, vice dean of the Medical School and co-chair of the search committee for the next vice president for health sciences and dean of the Medical School and called for a round of introductions.

Dr. Daniels began by providing background information about the search process. She noted that the External Review Final Report, which was completed about a year ago, served, in part, to inform President Kaler about the position. In addition to the report's recommendations, input from a wide variety of other sources was solicited, which eventually led to the creation of a job description. The job description was then vetted through a variety of groups that President Kaler put in place to help guide the search.

The search committee is made up of 18 people and is very broad-based with representation from a number of constituencies throughout the AHC. In addition, there are a lot of diverse views represented on the committee. There is also an external advisory committee, which was created to primarily inform the job description. Once the finalists come to campus for interviews, the external advisory committee will be asked for their input on each of the candidates. The external advisory committee is made up of individuals from the health-related societies in the State of Minnesota, some of the health plans and health systems, leaders from within the AHC and representatives from all of the AHC schools. Clearly, a broad base of input is being sought.

The executive search firm that has been retained is Isaacson, Miller, which the University has used before for other executive searches. Isaacson, Miller spoke with well over 100 possible candidates, and this number was eventually whittled down. The search committee has recently selected nine individuals to come to the Twin Cities for "airport interviews." Based on these interviews, the search committee will identify approximately three to five candidates (not rank ordered) and give President Kaler input as to each

candidate's strengths and weaknesses. After reviewing this information, President Kaler will decide who is brought to campus for public presentations. Based on their public presentations, and the input from the various constituencies, President Kaler will make his decision about who to hire. It is hoped that whoever is selected will be able to be on board by the New Year.

In Dr. Daniels' opinion, the candidates are outstanding. In response to a question about the diversity of the pool, Dr. Daniels declined to answer given the need to maintain absolute confidentiality.

Professor Krichbaum asked whether only physicians were recruited. Dr. Daniels stated that she believes being a physician (or having a comparable degree) was one of the job requirements. She added that the job duties will be 70% dean of the Medical School and 30% vice president for health sciences.

Will the AHC FCC, asked Professor Krichbaum, have an opportunity to meet with the finalists? Dr. Daniels stated that this decision will be purely at the discretion of the Office of the President. The search committee has received the AHC FCC's request to meet with the finalists.

Dr. Daniels asked members what they have heard about the search. Members stated that they have not been hearing much at all.

Professor Krichbaum asked if it was realistic to think that the new vice president for health sciences and dean of the Medical School would be on board by early January. Dr. Daniels explained that this position is different than academic appointments, which can take months to fill. Based on similar searches, once someone is named, the person usually starts within a couple months and in some cases less than that. The University's search is on track for the timeframe that Isaacson, Miller projected.

When will the on-campus interviews take place, asked Professor Patterson? Dr. Daniels stated that it is anticipated that they will occur towards the end of September.

Professor Drewes asked how many people Isaacson, Miller identified versus how many applied as a result of the advertising that had been done. Dr. Daniels stated that nearly all the finalists were recommended/referred by someone. Self-referral for a job of this nature is very uncommon.

In response to a question, Dr. Daniels stated that some of the factors that were taken into account in identifying finalists included but were not limited to their research, experience with interprofessional education, program creation, demonstrated leadership, etc.

Hearing no further questions, Professor Patterson thanked Dr. Daniels for her update. Dr. Daniels in turned thanked the committee for all they do for the University.

VI). Following Dr. Daniels' presentation and a short lunch break, Professor Patterson reconvened the meeting and members began by talking about Third Thursdays. Professor Patterson suggested thinking about inviting Vice President Herman or a designee from his office to speak at one of this year's Third Thursday events. Other Third Thursday topics mentioned by members included CTSI, global health, and the process for obtaining MnDRIVE funding. Professor Patterson suggested that further discussion about the spring semester Third Thursdays be continued at the committee's next meeting on September 19 when the committee will meet in Duluth. Before changing the subject, Professor Patterson added that it would be nice if the new vice president for health sciences and dean of the Medical School could attend at least one spring Third Thursday event.

VII). Next, Professor Patterson stated that he would like the committee to meet in Duluth for its September meeting, and asked members if they would be able to attend. He also proposed holding the meeting on Thursday, September 19 rather than their regular Friday meeting day. The goal will be to have faculty representation from all the AHC schools if possible. Therefore, if AHC FCC members are unable to attend they should ask their alternate to attend in their stead, and if that person is not available to find another faculty member from within their school.

VIII). Professor Patterson stated that the AHC FCC has a seat on the Senate Committee on Finance and Planning (SCFP). Last year and even for a number of years before that Professor Paul Olin, a former AHC FCC member, filled this seat. While Professor Olin is interested and able to continue serving during the 2013 – 2014 academic year, Professor Patterson asked whether any current AHC FCC members were interested in filling this seat. Hearing no volunteers, he requested Renee Dempsey, Senate staff, send an email message out to members following the meeting to see if anyone has reconsidered and is interested after all. If no AHC FCC member expresses an interest, the committee agreed that they would have Professor Olin fill the seat.

IX). Last spring, the committee agreed that they would like to meet with Provost Hanson once per semester. After a brief discussion, Professor Patterson asked Ms. Dempsey to schedule Provost Hanson for the committee's October 18 meeting, assuming she is available, and, if not, to check and see if she would be available to meet with them in December.

X). Professor Patterson asked members for their thoughts on whether they would like to meet with each of the AHC's collegiate chairs once or twice during the 2013 – 2014 academic year. Members agreed they would like to meet with them in January like they did last year.

XI). Professor Patterson raised the idea again of having the AHC FCC meet with the AHC deans. He thought that for scheduling purposes it might be best if the AHC FCC could attend one of their already scheduled meetings rather than trying to invite them to an AHC FCC meeting. Hopefully, stated Professor Patterson, a majority of AHC FCC members will be available to attend the AHC deans' meeting.

XII). Professor Patterson asked members their opinions on holding an AHC FCC Faculty Assembly in lieu of a spring forum. In Professor Patterson's opinion, he doesn't think it is necessary to host an annual forum, but to host a forum when the committee comes up with a worthy topic.

The topic of global health, which has been raised multiple times during today's meeting would be a good forum topic of broad interest to AHC faculty. Professor Patterson suggested the AHC FCC think about hosting a forum on this topic in the fall of 2014, which would allow for plenty of time for planning. He then asked for volunteers to serve on a forum subcommittee to help plan the event. Additional forum topics mentioned by members included AIDS research, brain mapping, nutrition and obesity as well as type II diabetes, and informatics.

Regarding the next forum, Professor Patterson proposed that the AHC FCC think about partnering with the Office of the Vice President for Research and make it a joint effort. Professor Drewes liked the idea of partnering with the Vice President Herman's office to garner support for and help with the forum.

XIII). Members spent the rest of the meeting talking about other possible topics for the year. Professor Drewes stated that an issue for him is technology, particularly as it relates to video conferencing, online courses, etc. Frequently, Duluth faculty and students are unable to participate in events happening on the Twin Cities campus due to lack of video conferencing capabilities. Administrators need to address this issue because it is a real weakness for the University of Minnesota. Professor Patterson suggested inviting Vice President Scott Studham from the Office of Information Technology to speak to this issue. Professor St. Peter stated this is also an issue in the College of Pharmacy. While progress has been made with respect to technology and educational programming, technology for research collaborations is lacking. She also suggested that some MnDRIVE money be used to support research infrastructure in the four areas covered by that initiative. Professor Patterson suggested also asking Vice President Studham to provide an update on the portal that is being developed as part of the Enterprise System Upgrade Project (ESUP).

Professor Drewes changed the subject and asked if the committee was interested in continuing the discussion it started last year on graduate education. Members agreed they would be interested in continuing this discussion.

XIV). Professor Patterson thanked members for a good meeting and stated that he looks forward to a productive year. Hearing no further business, he adjourned the meeting.

Renee Dempsey
University Senate