

## **DRAFT**

### **ACADEMIC HEALTH CENTER FACULTY ASSEMBLY**

Tuesday, March 30, 1999

Minutes of the Meeting

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

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The Academic Health Center Faculty Assembly is composed of members of the AHC Faculty Consultative Committee and elected faculty and academic professional representatives of the AHC's constituent colleges and schools who are members of the University Senate. At any regular or special meeting of the Assembly, a majority of its members shall constitute a quorum.

Senior Vice President Frank Cerra called the meeting to order at 12:00 noon.

I. The minutes of the January 28, 1999, meeting were approved.

#### II. NIH Update

Professor David Hamilton reported that representatives from the University of Minnesota met with representatives from the NIH. The status report regarding what the University has done was provided to the NIH and received positively. The NIH told the University to continue doing what it is doing and that the approach is exactly what they had in mind. In fact, some of these same approaches are now being used at the NIH. An informal site visit is expected in mid June and the formal visit is expected late November or early December. During the informal site visit, the University of Minnesota will partner with the NIH to put on a symposium on the proper conduct of research.

#### III. AHC Governance Workshop Update

Professor Muriel Bebeau reported that three workshops are to be held in April called "Enhancing the Consultative Process." The workshops are sponsored by the University FCC, AHC-FCC, Senior Vice President Frank Cerra and President Mark Yudof. Invitations to participate in the workshops will be extended to the deans, chairs and division heads in the AHC as well as members of the AHC Faculty Assembly.

#### IV. Grants Review Process Update

Professor Bebeau reported that the grants review panelists had all been selected based on names submitted to her since the last meeting. The AHC FCC reviewed the process and made suggestions, which appeared in the AHC FCC minutes. For

instance, the language was changed so that the second level review by the deans would be more of an approval process than an independent evaluation.

#### V. Action: Motion regarding Nominating Committee for Committee on Committees

Professor Bebeau referred members to a handout describing the electoral process for filling vacancies on the AHC Committee on Committees. It was the recommendation of the AHC FCC that it serve as the nominating committee for the election. The committee would be responsible for generating names of two individuals, one each from the School of Nursing and College of Pharmacy, and preparing election ballots.

A motion to approve the AHC FCC as the Nominating Committee for the Committee on Committees was made and seconded. The motion carried.

#### VI. AHC FCC Consultative Report

Dr. Cerra referred members to the AHC FCC Consultative Report, which gave an overview of consultation on four items and their outcome:

##### 1. Update on the grants management process

- the core review team members have been appointed; special panels will be used as needed, as recommended by PI
- a report is being drafted on the outcome from 1998
- a member of the AHC FCC will attend review committee meetings
- the review committee results will be presented for approval at a regular meeting of the Deans Council where an AHC FCC member is present. As previously mentioned, this Deans Council is not a scientific review group; if the Council disagrees with a decision, their discussion will be recorded in the minutes, available on the web.
- written reviews will be done, which requires that the faculty reviewers prepare and submit written critiques to the committee

##### 2. Comprehensive review of deans

- Dr. Cerra has already reviewed the full report with the dean
- follow-up on the review will be part of the compact and yearly review process
- the next review will give greater detail on the survey process

##### 3. Consultative/communication process

- Deans Council agendas and minutes are posted on the AHC web page
- SVPHS major project list has been developed and will be posted on the web and kept updated
- a review process in each school by the SVPHS will be part of the compact process
- see Professor Bebeau's report regarding AHC governance workshops
- a report from the AHC Finance and Planning Subcommittee has been distributed
- a faculty e-mail list is in progress

#### 4. Administrative FTE's

- report is in progress and will be available at the next Assembly meeting

Next, Dr. Cerra presented the report of the AHC FCC Finance and Planning Consultative Subcommittee. Consultation had been given on compact development, staffing in the SVPHS office, and capital budgeting. Dr. Cerra felt that those have been constructive discussions and will hopefully lead to full participation in parts of the resource allocation process.

He then encouraged members to read through the distributed list of SVPHS work plan goals for April to June, 1999. Top priorities on the list include the legislative request, faculty/administrative communication and consultation, plans for faculty development, compacts and operating budget, capital budget, and revitalization of the strategic direction. The subsequent sections list the major individual projects in the areas of academic affairs, clinical affairs, administrative improvement, financial management, human resources, facilities management, information systems, and communications.

#### VII. Legislative Update

Dr. Cerra felt that this biennial request had been the most consolidated, uniform, and effective that he has seen. He credited the President's leadership and the work by staff at many levels. The process has reached the stage where the legislators understand the basis for the request, and now must address the politics of allocation. Dr. Cerra, the President, and some of the deans have traveled to all the major cities in Minnesota to win support for the request. Dr. Cerra, the President, and Bob Bruininks have been making regular presentations to the various House and Senate committees. Dr. Cerra felt that the hearings have been fair and well received.

He reported that the Higher Education Bill includes only \$5 million for the AHC plus the AHC's share of the faculty compensation piece. The House and the Senate have set the target at a maximum of \$121 million for the University, and \$121 million for MNSCU. Word from the House is that this amount will be cut by \$10 million, while the Senate will likely cut it by \$25 million. The funding for the proposed University of Minnesota Rochester campus would not come from the allocation in the Higher Education Bill, but would be in addition to that. Thus, if the allocation drops below the Governor's target, the University may not agree to fund the Rochester project. Politically, this can help the AHC since the Rochester contingent serves on key committees related to the AHC's health professional education request.

Around the state, Dr. Cerra has presented the motivations for the request to largely supportive audiences. The Medical School has lost \$25 million in clinical revenue in the last four years. The Medicare effect has also cut funding for graduate medical education. The Medical Education and Research Trust (MERT) Fund for dentistry, nursing, pharmacy and medical students and residents, has only \$5 million, which creates a \$60 million deficit in the funding of those programs. Furthermore, most of that fund goes to the community hospitals and clinics where those students rotate. Dr. Cerra explained that the AHC is therefore requesting two types of funding: money for the MERT Trust Fund to pay for residents and fellows, and money that would go directly to the AHC to support health professional education.

Dr. Cerra remarked that the President has done an admirable job of articulating the needs of the AHC. The Governor had proposed an endowment of \$1.3 billion from the tobacco money, \$350 million of which would go to the Minnesota Medical Foundation (MMF) for funding AHC student needs. After subtracting the \$200 million that must go toward tobacco cessation, there remains almost \$4 billion from the surplus and the tobacco settlement. In addition to the Governor's bill, Roger Moe introduced a similar bill containing an endowment for MERT, smoking prevention, and families and children. While the House is reluctant to approve the endowments, Dr. Cerra believed they might look favorably on the medical education piece. He also observed that the AHC has more support in the Senate. The Human Services Committee, where the tobacco money is handled, will determine the outcome.

In response to one member's concerns, Dr. Cerra clarified that the requested funds are not exclusively for the Medical School. The MERT Fund and the \$30 million for health professional education would be available to all the schools. Dr. Cerra then overviewed the decisions that would be made at the legislature in the next few weeks, including which bill (if any) would go to the Conference Committee. Another member asked how the \$350 million for MMF would be distributed to the AHC. Dr. Cerra explained that the MMF would act as the money managers, providing a single revenue stream to the University. The Board of Regents and the office of the SVPHS would act as the money administrators. The money would thus be distributed to the schools through the normal budgeting process. The Governor's bill specifies that, of the money that comes in to MMF, 75% would go to education expenditures and 25% to research expenditures (to be shared between the AHC and the Mayo Clinic).

## VIII. Facilities Planning Report

Dr. Cerra voiced concern about the issue of space at the AHC. He reported that more than \$350 million of new construction or renovation is in progress. To refurbish Jackson Hall and demolish Owre, Millard and Lyon Halls, 200,000 square feet of space must be shifted into 80,000-90,000 square feet elsewhere. Some space has been recovered from Fairview and allocated to prioritized programs.

He gave an overview of the AHC's space management plan presented recently to the Board of Regents. This plan is the result of a two-year development process involving 250-300 faculty and staff. After the current work on JOML is completed, there will still be a shortage of 300,000 square feet, based on existing faculty and projected growth. The capital plan attempts to address this problem. The plan asks for funds to build a new School of Public Health, another research building, and possibly a research addition to the MCV building. Dr. Cerra explained that renovating old facilities is not an adequate solution and that the AHC has no space left on this campus on which to build new facilities. The AHC is therefore looking into buying land by the Lions Research Building or on the St. Paul Campus.

Dr. Cerra reviewed some of the goals of the planning process as listed in the handouts:

- to develop a working vision that serves to guide academic planning and programmatic management of facilities
- to develop consistency and continuity with the University's master plan
- to recognize and utilize internal resources and information at the University
- to better integrate AHC academic program management with the University's physical facilities management

He then referred members to the organization chart for the various committees involved in the project, and mentioned that the distributed packet includes the membership lists for each committee. He stressed that the faculty committee chairs have driven the selection of the architect and the layout of the new OML building.

He went on to present the deliverables:

- options for development to tie academic goals and objectives to space utilization
- faculty based process for academic assignment and utilization of space

Dr. Cerra added that work on this was put on hold when the demolition of OML began, but that the Medical School's committee is now ready to return to the development of criteria for space assignment and utilization. Dr. Cerra cautioned that this type of work must go through a formal consultative process, which minimally includes each school's consultative process, the AHC FCC and the Faculty Senate. This is a controversial issue and will require good dialogue before any action is taken.

- clear definition of facility needs and capital projects for AHC academic programs

Dr. Cerra referred to a set of tables listing a strategic goal and a criteria score, and a document that explains the capital project scoring criteria. This document (entitled "AHC's Submission for the University's FY 2000 All-Funds Capital Budget and FY2000-2005 Capital Improvements Program") also summarizes the objectives, requirements, and process for developing the plan.

One member asked how each project was assigned to categories, such as education and research, and whether it was still possible to suggest changes in these categorizations. Dr. Cerra responded that the faculty committees had determined the categories, and that it was too late to provide input for this year's plan. He commented that the new OML building will be ready for use in three years. The AHC thus needs to begin thinking about how to move people seamlessly into the new building and how to fund the renovations that will be needed after the move. He hoped to make the public more aware of the enormity of the space problem.

At this point was spent discussing the issue of consultation. It was suggested that when deans or department heads are reviewed, faculty should know if they had a contract or a continued appointment, and for how many years. Dr. Cerra responded that he was not able to release this type of information without the permission of the person reviewed. He added that the President had eliminated contracts for deans and senior administrators. One of the members then inquired about the activity of the AHC Faculty Affairs Committee, specifically why it hadn't been meeting. Another member responded that the committee had not yet had occasion to meet, as many of the issues raised were already being handled by a Senate committee on faculty appointments and by the AHC FCC.

Finally, the committee discussed briefly how attendance might be improved at these Assembly meetings. It was suggested that frequent meeting cancellations at the AHC may have a negative effect on faculty participation.

Dr. Cerra adjourned the meeting at 1:30 p.m.