

## ACADEMIC HEALTH CENTER FACULTY ASSEMBLY

October 14, 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.

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.

The minutes of the June meeting were approved.

Update on NIH site visit: Senior Vice President Frank Cerra reported that the NIH team was conducting its site visit. The feedback regarding the visit has been positive. A public statement regarding the visit is forthcoming. It is anticipated that the report will be issued within the next 2-3 months.

FCC Chair's Report: Professor Muriel Bebeau reported that the Finance & Planning Committee has been meeting on a regular basis. The Faculty Affairs Committee met once and it was then decided that it would meet on an ad hoc basis. At present, there is one vacancy on the committee and it was agreed that the position would not be filled at this time. However, it will be filled when Committee on Committees meets in spring 2000. Professor Bebeau acknowledged that in the spring of 1999, the Assembly suggested that the Finance & Planning and Faculty Affairs Committee have representation from each college/school but the constitution does not specify that these committees have representation from each school/college. The FCC considered the suggestion of the Assembly and made the determination not to increase the membership of the committees.

Next, Professor Bebeau provided an overview of the Governance Retreat held on October 5. Members of the FCC, Finance & Planning and Faculty Affairs Committees attended. The purpose of the retreat was to try to do two things: 1) to solicit issues and concerns from the faculty about the state of the AHC and 2) to brainstorm ways to involve the faculty in "creating a vision." Prior to the retreat an email was sent to AHC faculty soliciting their concerns and issues. The responses regarding issues were often individualized, yet there were some common themes. The common themes include:

- A feeling that there is a lack of vision as to where the AHC is going.
- A sense that there is a lack of accountability of leadership.
- A feeling about the lack of state support for the AHC.
- A sense of declining morale.

The retreat began with the working assumption that it would be difficult to engage faculty in governance when it was unclear how their (faculty) roles, responsibilities and priorities fit the vision of the AHC. Identifying the vision seemed key to promoting the involvement of faculty and a sense of well-being. The groups then engaged in a brainstorming session to determine what practical things they might do to promote and craft a vision statement. Professor Bebeau identified some of the strategies suggested:

- Poll faculty across the schools/colleges about their perceptions about the position of the University as a major research institution.
- Poll faculty about perceptions about the future direction the AHC should take.
- To engage more faculty directly and effectively involved with the regents and the legislature.
- Work with the faculty consultative committees within each school/college as issues of vision are considered as well as initiatives such as reviewing processes and procedures that are in place or not in place for post-tenure review, faculty compensation, administrative reviews and the review of constitutions and bylaws.

With respect to examining and developing governance throughout the AHC, the group identified four central values:

- Fairness
- Communication
- Accountability
- Sharing of power

Report of the Finance & Planning Committee: Professor Dan Feeney, chair reported that the committee is comprised of six faculty members. The group has developed a close working relationship with Katherine Johnston, CFO. Ms. Johnston serves as an ex officio member of the committee. The committee has been working on the reviewing the financial aspects of the compacts from the various school/colleges. The committee forwarded a report to SVP Cerra and K. Johnston regarding its opinion on the compacts. A similar approach was used with respect to the tobacco endowments. The committee felt quite rewarded in that the suggestions it made were adopted. He said it was nice to know that the consultative process works. Currently, the committee is addressing the following issues:

- Allied Health Programs (AHP) - the committee is in the process of forwarding a letter to the SVP regarding the status of the AHP along with some recommendations. The committee's main concerns regarding the AHP is funding and that they seem to be scattered in different departments.
- Questionnaire regarding compensation policy - it has come to the committee's attention that there seems to be significant variation in how the compensation policies are administered throughout the academic departments within the AHC. There is concern about lack of timely pay increase implementation; unequal pay increases; and, lack of compliance with the general University compensation policy.
- The chair of the AHC Finance & Planning Committee now has a formal seat on the University's Senate Finance & Planning Committee.

Report from the Senior Vice President: Dr. Cerra began by directing the attention of the Assembly to the AHC-FCC Consultation Report. The report identifies the matter consulted on, the consultation given and the outcome. For example, the FCC spent considerable amount of time dealing with the job description for the Vice President of Education for the AHC. Based on the consultation process, it was decided to adopt the concept and language of the position as the principal investigator of the non-hospital, community based education effort in the legislative endowment; change the reporting line to the SVPHS; and, to work with the Education Leadership Forum. The VP for Education would be responsible for developing and providing oversight for the Leadership Forum. A search for this position is currently underway. Other issues the SVP has consulted on with the governance groups are:

- Redesign of AHC Human Resources into a model that distributes line authority to the schools. Terry Bock will report on this item at an upcoming Assembly meeting.
- Allocation of tobacco endowment.
- TY 2000 Compact development
- Growth of FTE staff in the SVP-HS office
- Complexity of the operating and capital budget and the resource allocation process.
- New endowment for Health Professional Education
- Allied Health Programs
- Financial indicators and benchmarks for Academic Health Centers

Next, Dr. Cerra began a dialog with Assembly members regarding the visioning process for the AHC. He said he plans to present core issues regarding the visioning process during his upcoming "State of the AHC" address. It was his impression from the faculty governance retreat that the faculty were not only ready to engage but to take leadership. He then asked members of the Assembly for their input regarding where they thought the AHC should be and where to put the resources in terms of education and research. He emphasized the importance of the faculty voice in terms of the direction they want the administration to go and where to put the resources because most likely there will never be enough resources to do everything. One of the questions that ought to be addressed, he noted, is whether the AHC wants to be player in the health care market place or continue to be a responder to what the business of health care says it should be.

Before opening the floor for discussion, Dr. Cerra informed the Assembly that he had developed six questions to initiate dialog about crafting a vision. He believes that there needs to be agreement about what the questions are and that there would be an opportunity for faculty to engage in a dialog about them.

Professor Bebeau stated the importance of engaging the faculty in the early discussions so that they do feel that it is a bottom up process. The following points were made and issues raised:

- Faculty will not engage in dialog if what they have to say falls on deaf ears.
- Communication is a critical issue and how can it be improved?
- Faculty need to be educated about the constraints in their environments and how to deal with those constraints.
- There is a perception that the AHC's "points of pride" is all rhetoric and not always consistent with what is the reality.
- The faculty should engage in a process to decide on a strategy to craft the vision.
- The faculty should select a group to work on the vision and strategic goals. There is a sense of urgency to do this, one said. There are a number of departments bleeding and it does not appear that there is a lot of time to turn things around. Currently departments are doing strategic planning in a vacuum. There probably is not enough time to educate all faculty.
- Lack of resources is not always the problem, it is the lack of direction in the organizational structure - resources follow.
- The resources are going in 360° in an uncoordinated way and in a context where all 360° want to be number-one - you can't have it. The University has 1.7 billion dollars to spend. Visioning is critical to the allocation of resources, SVP Cerra said.
- What does it mean to be number-one? And, to whom, and in what setting? Do we want a hospital that is bursting with patients? Do we want to make a commitment to bring patients here to the point where we have large group of physicians that all they do is practice? Or, nurses that only practice? How full does it need to be to stay open, to meet program needs, or to make money? Three different things and three different sets of commitments for faculty, Dr. Cerra added.
- The market place has indicated that it wants the AHC to train people in how nurses, doctors and pharmacists deliver population based care to the community - is the AHC ready for that?
- It would be helpful to identify what the AHC is going to do and perhaps what it is not going to do and why.
- Dr. Cerra agreed that there is an urgency to get the process going and to create a vision for the AHC. Part of the process is asking the right questions and involving the right people.

Hearing no further business, Dr. Cerra adjourned the meeting at 1:30 p.m.

Vickie Courtney

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AHC