

AHC FCC

October 12, 1999

Minutes of the Meeting

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

PRESENT: Muriel Bebeau, Tim Wiedmann, Judith Garrard, Stephanie Valberg, Kathy Krichbaum, Jim Boulger (via conference call).

REGRETS: Dan Feeney

ABSENT: Robert Miller

GUESTS: Chris Roberts, Director of AHC Communications

[In these minutes: Discussion with Chris Roberts, Follow up discussion about the retreat, article for the AHC Community News and items to be discussed with SVP Cerra at upcoming meeting]

Professor Bebeau welcomed Chris Roberts, Director of Communications. Ms. Roberts provided an update on the work of AHC Communications over the past two years and future communications initiatives.

Ms. Roberts began by explaining that AHC Communications has gone through a strategic planning process that involved in 206 people and resulted in an 18-month blueprint for action that defined what has been done over the last couple of years. This platform will now be used for another strategic planning cycle to talk about national reputation management. Ms. Roberts distributed a handout describing the event or story, tactics and targeted media as well as who is accountable. Next, she passed out a one-page document that lists AHC Communications Initiatives for fall 1999. Some of these include:

- Mini Medical School - October, November
- Meeting regarding the future of the Academic Health Center - October 25
- Molecular and Cellular Biology Building Groundbreaking and Jackson Hall Grand Opening - October 28
- Mpls/St. Paul Magazine Special Advertising Section - November
- "From Lab to Market": AHC-Industry Conference - November 15-16
- Legislative Strategy Development and Implementation -- Ongoing Legislative Roadshow -- November, December
MCCB Brochure -- November
- Medical School Public Relations Campaign
- New Employee Orientation -- Quarterly
- Health Talk and You Newspaper Column and Public TV -- Ongoing
- Publication of an AHC Fact Book -- December
- PWB/Moos/Weaver-Densford Displays -- January
- Evaluation of Communications Initiatives -- Winter
- Media Relations -- Ongoing
- Regular Communications (News Capsules, AHCommunity News, Calendar, Pictures of Health, etc.)
- U-Wide Initiatives: Community Campaign, Capital Campaign, Sesquicentennial, Construction Communications Planning

Ms. Roberts talked about the importance of faculty notifying her office about their accomplishments. The work of the faculty is important and it should be publicized. Members then discussed how this is a new approach and that years ago faculty simply did not "toot their own horns." While they thought it was a great idea for those who wanted to publicize their work, they also wanted to know how she planned to inform faculty that this service is available. Ms. Roberts said that calls for information about faculty work appear in the various AHC publications, through the department chairs, the deans and the FCC. It was said that there should be a way to make it easy for people to translate their research into some practical application for the community or to feature it in a timely fashion. Members agreed that links between the school/units and the AHC Communications office would be beneficial and will bring this issue to the attention of SVP Cerra. It strengthens all of us if the world knows what good work is done in the AHC, Ms. Roberts said. She welcomed suggestion as to how they can continue to work on identifying publications and other opportunities to inform faculty about this service. Members

thanked Chris for meeting with them and applauded her work on controlling the bad and promoting the good in the AHC.

FOLLOW UP FROM THE RETREAT

One of the issues raised at the retreat had to do with the roles and responsibilities of faculty. Faculty workloads are heavy and therefore the faculty are being stretched and losing sight of the particular things they are expected to do. This is an important problem. Members then spent time discussing their own personal workload issues.

Professor Bebeau then provided a summary of the various issues raised at the October 5 retreat.

- How do the roles and responsibilities of the faculty fit with the vision for the AHC? Identifying a "shared vision" seemed key to promoting involvement, contributions, and well being of faculty.
- Membership brainstormed some practical things they might do to promote the development of a "shared vision" and address issues of mission and funding, and empower faculty through shared governance.
- Poll faculty across colleges for their perceptions about the position and future direction of the University as a major research institution. Faculty should be involved in crafting the vision. The faculty and the administration need to work together to shape the future.
- Get more faculty directly (and effectively) involved with the Regents and the legislature, and the people of the State of Minnesota. Paying for health profession education is a public policy issue. So is maintaining the research engine for the state's economy.
- Focus on four values: fairness, communication, accountability, and sharing of power as they examine and develop governance in all AHC departments. The FCC is currently working on examining the policies and procedures that support shared governance.

Members then began strategizing on where to go from here. Professor Bebeau reported that there is an effort underway in the Medical School to survey the faculty as to their perceptions of the absence or presence of the features that facilitate institutional and faculty vitality. They will also be asked what strategies they think should be initiated to address barriers or missing elements to individual and organizational success.

They then talked about the responses received from the email sent to AHC faculty soliciting their perspectives on the problems the AHC faces and strategies for addressing them. One member suggested that a "town meeting" be held within each school with SVP Cerra so that faculty could convey their concerns and issues to him. It is the perception by some that the deans don't necessarily carry the messages back to the SVP from the faculty.

With respect to developing a survey, members talked about what whether a survey ought to be conducted about the status of the AHC. People will generally respond to surveys if they are unhappy, one member stated, but as people get happier they are less likely to respond.

Committees can not come up with a vision because they are not leaders, one member stated. I want someone in the AHC administration to say, "this is where the AHC is going to go." Another interjected that it is helpful when administrators turn to the faculty and ask them what are you good at? Where would you like to go? I am listening to you. Why are you unhappy? The risk is that nobody listens.

Should the task of conducting a survey be delegated to the schools, such as the Medical School? One member commented that faculty governance is a system, not just the FCC, and it needs to stretch down into the school. The FCC needs to be more visible and connect with the governance structures within the schools. It was suggested that the FCC, Finance & Planning and Faculty Affairs committees consider "lunch meetings" with the consultative committees within each school to discuss collective issues and how to craft the vision for the AHC. Planning and clarity of the agenda will be important if these "lunch meetings" are scheduled. Another suggested establishing a joint administrative/faculty task force to work on defining a vision.

Members were reminded that the AHC F&P Subcommittee is currently working on developing a survey regarding faculty compensation and post-tenure review policies. This survey, however, will be directed at department chairs.

Members then moved on to a conversation about enhancing the governance process such as looking at the extent to which policies and procedures are in place and the extent to which they are being followed. Again, the importance of including faculty governance within each school was emphasized. This would afford the FCC an opportunity to compare issues across schools.

The FCC needs to develop a plan as to how it is going to get the information from each school. The vision will come out of the structure. It was further suggested that the Faculty Affairs Subcommittee take on the issue of post-tenure review.

Professor Bebeau will prepare an article for the AHC Community News.

It was suggested that members talk with the SVP about any role they might play in terms of connecting with the four Regents who are dedicated to working on issues in the AHC.

Hearing no further business, Professor Bebeau adjourned the meeting.

Vickie Courtney

University of Minnesota

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