



DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE
PUBLIC HEALTH SERVICE
NATIONAL INSTITUTES OF HEALTH
BETHESDA, MARYLAND 20014

PIH/plc
AC
Grant file

September 1, 1970

BUREAU OF HEALTH PROFESSIONS EDUCATION
AND MANPOWER TRAINING

Robert O. Mulhausen, M.D.
Assistant Dean
University of Minnesota
Medical School
1360 Mayo Memorial Building
Minneapolis, Minnesota 55455

Dear Dr. Mulhausen:

This will confirm the dates of December 3 and 4, 1970, for the site visit to the University of Minnesota Medical School by representatives of the Division of Educational and Research Facilities. Enclosed is an information sheet listing members of the site visit team. After the application has been submitted, I would appreciate your sending me a tentative agenda so that we may discuss it and confirm it before the site visit.

If you have any questions, please contact me at AC (301) 496-6866.

Sincerely yours,

Theodore M. Lorenzen
Physician Education Facilities
Branch
Division of Educational and
Research Facilities

Enclosure

SITE VISIT
TO
UNIVERSITY OF MINNESOTA
MEDICAL SCHOOL
MINNEAPOLIS, MINNESOTA

December 3-4, 1970

Robert O. Mulhausen, M.D.
Assistant Dean
University of Minnesota
Medical School
1360 Mayo Memorial Building
Minneapolis, Minnesota 55455
AC 612 - 373-8141

Consultants

Ralph H. Mines, Ph.D.
Vice President
Meharry Medical College
Nashville, Tennessee 37208

Doris A. Howell, M.D.
Chairman, Department of Pediatrics
The Medical College of Pennsylvania
3300 Henry Avenue
Philadelphia, Pennsylvania 19129

William D. Mayer, M.D.
Dean, School of Medicine
Director, Medical Center
University of Missouri Medical
Center - Columbia
Columbia, Missouri 65201

Staff - Division of Educational and
Research Facilities

Theodore M. Lorenzen
Public Health Advisor

Charles Wagner
Architect

An evening meeting of the site visitors is planned for 7:30 p.m. Monday, December 2, 1970. Reservations have been made in your name for the nights of December 2 and 3, 1970, at the Holiday Inn - Central, 1313 Nicollet Avenue, Minneapolis, Minnesota 55403 (AC-612-332-0371). This will be a joint site visit with Dental Education Facilities Branch.

Office of the Dean

September 9, 1970

Mr. Thomas Smith
Associate Director
Hospitals, Box 605

Dear Doctor Mr. Smith:

We have received notification that on December 3rd and 4th, 1970, the University of Minnesota will have a site visit by representatives of the Division of Educational and Research Facilities. This site visit will relate to the NIH Grant Application for Buildings B/C of the Health Sciences Development Program.

Site visitors scheduled to appear are:

Ralph H. Hines, Ph. D.
Vice President
Meharry Medical College
Nashville, Tennessee 37208

Theodore M. Lorenzen
Public Health Advisor

Doris A. Howell, M. D.
Chairman, Department of Pediatrics
The Medical College of Pennsylvania
330 Henry Avenue
Philadelphia, Pennsylvania 19129

Charles Wagner
Architect

William D. Mayer, M. D.
Dean, School of Medicine
Director, Medical Center
University of Missouri Medical
Center - Columbia
Columbia, Missouri 65201

Please reserve these dates since most departmental heads will be called upon to participate in the visit. At least one meeting, to be announced later, of the Department Heads and other appropriate faculty will be held prior to the site visit in order to brief the participants of the visit.

I have requested material from each department for inclusion in the grant

OK file

Office of the Dean

November 20, 1970

Dr. Lyle French
Acting Vice President Health Sciences
424 Morrill Hall

Dear Dr. French:

At the Administrative Board Meeting of the Medical School, held on November 19, 1970, we reviewed the possible questions or issues which might arise at the NIH site visit on December 3rd and 4th.

The Board raised two questions which probably require special review by your office:

1. The Board is concerned that there should be solidarity and agreement about the extent of the future facility needs of the Health Sciences. This involves the question of a new University Hospital, VA, etc.

The Board and we feel that some position on this matter should be developed before the review session on December 1, 1970.

2. The use of affiliated hospitals. It was suggested by Homer Venters at the Board Meeting that Dr. Resch review this question with the affiliated hospitals before the site visit.

We have not included representatives from the affiliated hospitals at the site visit since they are not part of this application whereas they were part of the original Phase I application site visit in July, 1969.

Tom Smith knows of these concerns and is prepared to discuss them with you as soon as possible.

Sincerely,

Bob M
Robert O. Mulhausen, M.D.
Assistant Dean
Associate Professor of Medicine

ROM/rr

CC: H. Mead Cavert, Mr. Tom Smith, file

STUDENT TEACHING IN OUT-PATIENT SETTINGS

A major change in delivery of health care at the University of Minnesota proposed for the next decade involves bringing the University to the community as a primary source of total health care. Facets of this program already planned or in operation include small clinic facilities distant to the main campus and increased use of out-patient facilities at the main campus. These changes will be reflected in redistribution of faculty and therefore of students. Phase D of our new curriculum, emphasizing all specialty tracks, will bring each student into close daily association with supervisory physicians during all patient care activities; obviously these schedules will involve an increased amount of time spent seeing ambulatory patients. Phase D will also reflect new emphasis on family medicine (as defined track), where a significantly large percentage of time will be spent in clinic activities. (Current estimates reflect an interest in this track on the part of over half of our students.) Because the faculty is deeply concerned about the manpower and economic aspects of health care delivery as well, we believe the faculty will devote considerably more time in the future to perfecting ways of providing experiences and teaching in out-patient settings. Existing facilities are grossly deficient for proper teaching and health care delivery, as documented in the Health Sciences Expansion Grant Application, Unit B-C.

OFFICE OF THE VICE PRESIDENT FOR COORDINATE CAMPUSES
AND EDUCATIONAL RELATIONSHIPS • MINNEAPOLIS, MINNESOTA 55455
PHONE 373-2054 • AREA CODE 612

December 2, 1970

TO: Stanley J. Wenberg

FROM: Marcia Cushmore

The following is a list of the people who will be attending the Site Visit luncheon on Thursday, December 3, 1970 in the East Wing of the Campus Club at 12:00 noon.

Mead Cavert - Associate Dean and Executive Officer, Medical School
Hale Champion - Vice President, Finance, Planning, and Operations
Marcia Cushmore - Office of Federal Programs
Richard Ebert - Professor and Chairman, Department of Medicine
Terry Finzen - Health Sciences Planning Office
Lyle French - Acting Vice President, Health Sciences
Mellor Holland - Dental School
James Jenson - Assistant Dean for Academic Affairs
Roland Kløver - The Architects Collaborative
Robert McCollister - Assistant Dean, Medical School
Robert Mulhausen - Medical School
Severn Olsen - Dental School
Hugh Peacock - Director, Physical Planning and Design
David Preston - Acting Assistant Vice President, Health Sciences
Peter Sammond - University Hospitals
Erwin Schaffer - Dean, Dental School
John Scott - The Architects Collaborative
C. Thomas Smith - Health Sciences Coordinator
Albert Sullivan - Assistant Dean and Director of Admissions of Medical School
Kenneth Taylor - The Architects Collaborative
Daniel Waite - Professor and Chairman, Oral Surgery
Stanley J. Wenberg - Vice President, Coordinate Campuses and Educational Relationships
John Westerman - Director, University Hospitals

In addition to the above list there will be the nine members of the Site Visit team who will be attending the luncheon.

MCC:glf

NATIONAL INSTITUTES OF HEALTH

UNIVERSITY OF MINNESOTA

HEALTH SCIENCES SITE VISIT

December 3 and 4, 1970

Thursday, December 3

- 8:00 Site Team met by C. Thomas Smith at Holiday Inn for tour of campus.
- 9:00 General meeting with representatives of University Central Administration, Health Sciences units, and architectural team, East Wing, Campus Club, Coffman Memorial Union, University of Minnesota.

Welcome - Malcolm Moos, President

Introductions and Health Sciences Mission and Governance -

Lyle French, Acting Vice President, Health Sciences

Presentations on Program -

Mead Cavert, Associate Dean and Executive Officer, Medical School

Erwin Schaffer, Dean, Dental School

Planning Process and Slide Presentation -

Hale Champion, Vice President, Finance, Planning, and Operations

Hugh Peacock, Director, Physical Planning and Design

C. Thomas Smith, Health Sciences Coordinator

Legislative Support -

Stanley J. Wenberg, Vice President, Coordinate Campuses and Educational Relationships

Other Minnesota Health Manpower Programs and Closing Remarks -

Lyle French, Acting Vice President, Health Sciences

Others attending morning session:

William G. Shepherd, Vice President, Academic Administration

Donald McInnes, Assistant Vice President, Physical Planning and Development

David Preston, Acting Assistant Vice President, Health Sciences

Isabel Harris, Dean, School of Nursing

Lee Stauffer, Dean, School of Public Health

William Thorp, Dean, School of Veterinary Medicine

Lawrence Weaver, Dean, School of Pharmacy

John Westerman, Director, University Hospitals

Vernon Ausen, Executive Assistant, Physical Planning and Development

Lyle Eakins, Assistant Director, Space Allocations and Scheduling

Winston Close, Advisory Architect

Marcia Cushmore, Office of Federal Programs

Terry Finzen, Health Sciences Planning Office

Mellor Holland, Dental School

Eugene Kogl, Director, Engineering and Construction

Robert Mulhausen, Medical School

Severn Olsen, Dental School

Peter Sammond, University Hospitals

Roland Kluever, The Architects Collaborative

Ken Taylor, The Architects Collaborative

John Scott, The Architects Collaborative

- 11:00 Curriculum meetings
The dental site visit team and medical site visit team meet separately in conference rooms at the Campus Club, 4th floor.
- 12:00 Luncheon - East Wing, Campus Club, Coffman Memorial Union with Vice Presidents Lyle French, Hale Champion and Stanley J. Wenberg in attendance.
- 1:00 Tour of medical and hospital facilities.

AGENDA

NIH SITE VISIT

MEDICAL SCHOOL

DECEMBER 3rd and 4th, 1970

555 DIEHL HALL

DECEMBER 3 Thursday

TIME:

- 11:00-12:00 Curriculum
Physicians Augmentation Program
Dr. H. Mead Cavert, Associate Dean and Executive Officer, Medical School
Dr. Richard V. Ebert, Head, Department of Medicine, Educational Policy Committee
Dr. Robert McCollister, Assistant Dean, Medical School
Dr. W. Albert Sullivan, Assistant Dean, Medical School
Dr. Robert Mulhausen, Assistant Dean, Medical School
- 1:30-2:00 Dr. Wallace Armstrong, Head, Department of Biochemistry
Dr. Robert Good, Head, Department of Pathology
Dr. Eugene Grim, Head, Department of Physiology
Dr. Arnold Lazarow, Head, Department of Anatomy
Dr. Frederick Shideman, Head, Department of Pharmacology
Dr. Dennis Watson, Head, Department of Microbiology
- 2:00-2:30 Dr. David M. Brown, Acting Head, Department of Laboratory Medicine
Dr. Elwin Fraley, Head, Division of Urology
Dr. Eugene Gedguadas, Head, Department of Radiology
Dr. Seymour Levitt, Head, Department of Therapeutic Radiology
Dr. John Moe, Head, Department of Orthopedic Surgery
- 2:30-3:00 Dr. John Najarian, Head, Department of Surgery, Chief of Staff, University Hospitals
Mr. John Westerman, Director, University Hospitals
Mr. Peter Sammond, Associate Director, University Hospitals
- 3:00-3:30 Dr. Richard Ebert, Head, Department of Medicine
Dr. John Najarian, Head, Department of Surgery
- 3:30-3:45 Coffee Break
- 3:45-4:30 Dr. John Anderson, Head, Department of Pediatrics
Dr. John Sciarra, Head, Department of Obstetrics-Gynecology
Dr. John Verby, Acting Head, Department of Family Practice and Community Health

AGENDA (continued)

4:30-5:15 Dr. Thomas Alt, Department of Dermatology
Dr. John Harris, Head, Department of Ophthalmology
Dr. Michael Paparella, Head, Department of Otolaryngology

5:15-5:45 Dr. Shelley Chou, Acting Head, Department of Neurosurgery
Dr. William Hausman, Head, Department of Psychiatry
Dr. Frederic Kottke, Head, Department of Physical Medicine and
Rehabilitation
Dr. Joseph Resch, Department of Neurology
Dr. F. H. Van Bergen, Head, Department of Anesthesiology

DECEMBER 4 Friday

TIME:

9:00-10:00 Meeting with Medical Students

10:00 Summation Meeting
Dr. French, Acting Vice President Health Sciences
Dr. Cavert
Dr. McCollister
Dr. Mulhausen

MEDICAL SITE VISIT TEAM

Ralph H. Hines, Ph.D.
Vice President
Meharry Medical College
Nashville, Tennessee 37208

Doris A. Howell, M.D.
Chairman, Department of Pediatrics
The Medical College of Pennsylvania
3300 Henry Avenue
Philadelphia, Pennsylvania 19129

William D. Mayer, M.D.
Dean, School of Medicine
Director, Medical Center
University of Missouri Medical Center - Columbia
Columbia, Missouri 65201

Staff - Division of Educational and Research Facilities

Theodore M. Lorenzen
Public Health Advisor

Charles Wagner
Architect

DENTAL SITE VISIT TEAM

Dr. J. Howard Oaks
Dean, School of Dentistry
State University of New York at Stony Brook

Dr. Richard Bradley
Dean, College of Dentistry
University of Nebraska, Lincoln

Dr. Nolten E. Fowler
Scientist Administrator
Division of Physician and Health Professions Education

National Advisory Council Observer

Dr. Eugene L. Staples
Director, West Virginia University Hospital
Morgantown, West Virginia

December 3, 1970

TO: Dr. John Najarian
Mr. John Westerman

FROM: Peter H. Sammond

SUBJECT: Comments at NIH Site Visit - December 3, 1970

While I am sure you each have your own thoughts as to appropriate remarks for the NIH Site Visit Team, I thought I might suggest points that we should include.

I. Medical School Team - 555 Diehl - 2:30 p.m.

Ralph H. Hines - Vice President; Mabarry
Doris A. Howell - Pediatrics, Medical College of Pennsylvania
William D. Mayer - Dean, Missouri

Dr. Najarian:

A. Importance of new clinics to teaching program:

1. Present facilities with crowded, no teaching space, no waiting space, no air-conditioning, no place to demonstrate the practice of ambulatory medicine
2. Census - After decline has risen over past 3 years reflecting:
 - a) New chairmen
 - b) Shift toward ambulatory medicine
 - c) Necessity of supporting faculty through patient income
 - decline in research funding
 - disappearance of the indigent
 - d) New programs
 - prepaid health care
 - Family Practice Groups
 - University employees and faculty
 - expanding students, faculty

3. Affiliate Hospitals

- a) Necessary for inpatient care but outpatient facilities very poor for teaching

B. Importance of new E.R. and Treatment Facilities

- 1. Need for E.R. so urgent we have pulled it out of B/C and going ahead on our own.
- 2. Are providing in B/C 4500-5000 sq. ft. of specialized space for Treatment Center -- congregation of facilities for scheduled outpatient treatments; we have no such thing now.

C. Plans and need for new inpatient hospital

- 1. Affiliates are OK up to a limit etc.

Mr. Westerman:

- A. B/C incorporates those areas which are now in worst facilities - ie. clinics

- B. Only those hospital departments which relate most directly to clinics have been included.

C. Clinics in B/C have been designed to:

- 1. Serve projected needs
- 2. Be flexible to meet changing patient needs at minimal remodeling cost
- 3. Work as a unit
- 4. Relate well to existing hospital, future hospital site, dentistry, and other health sciences

- D. Approved and endorsed by planning agency

QUESTIONS!

II. Dental School Team - 4112 Powell - 3:45 p.m.

S. Howard Oaks - Dean, Stony Brook
Richard Bradley - Dean, Nebraska
Noltan E. Fowler - Scientist Admin., NIH

Dr. Najarian:

- A. Professional relationships among health science faculty
1. Dentists are full members of University Hospitals medical staff
 2. Planning for B/C dental clinics was a part of overall outpatient planning done by Outpatient Committee
 3. Development of the health team concept as reflected by:
 - a) CUHCC
 - b) Joint student programs

Mr. Westerman:

- A. Hospital feels need for full compliment of health services -- dentistry of all types vital
1. Remodeled small clinic for dentistry as pilot
 2. Census has climbed
 3. What was once an oral surgery program, now a comprehensive, but small, program in dentistry
 4. Joint program statement Hospitals/School of Dentistry

QUESTIONS!

NATIONAL INSTITUTES OF HEALTH

UNIVERSITY OF MINNESOTA

HEALTH SCIENCES SITE VISIT

December 3-4, 1970

STAFF - DIVISION OF EDUCATIONAL AND RESEARCH FACILITIES

Theodore M. Lorenzen
Public Health Advisor

Dr. Nolten E. Fowler
Scientist Administrator
Division of Physician and
Health Professions Education

Charles Wagner
Architect

MEDICAL SITE TEAM

DENTAL SITE TEAM

Ralph H. Hines, Ph.D.
Vice President
Meharry Medical College
Nashville, Tennessee 37208

Dr. J. Howard Oaks
Dean, School of Dentistry
State University of New York
Stony Brook, New York

Doris A. Howell, M.D.
Chairman, Department of Pediatrics
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3300 Henry Avenue
Philadelphia, Pennsylvania 19129

Dr. Richard Bradley
Dean, College of Dentistry
University of Nebraska
Lincoln, Nebraska

William D. Mayer, M.D.
Dean, School of Medicine
Director, Medical Center
University of Missouri Medical Center
Columbia, Missouri 65201

NATIONAL ADVISORY COUNCIL OBSERVER

Mr. Eugene L. Staples
Director, West Virginia University Hospital
Morgantown, West Virginia

NIH SITE VISIT

GENERAL SESSION

Thursday, December 3, 1970

- 8:00 Site Team met by C. Thomas Smith at Holiday Inn for tour of campus.
- 9:00 General meeting with representatives of University Central Administration, Health Sciences units, and architectural team, East Wing, Campus Club, Coffman Memorial Union, University of Minnesota

Welcome - Malcolm Moos, President

Introductions and Health Sciences Mission and Governance -

Lyle French, Acting Vice President, Health Sciences

Presentations of Program -

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C. Thomas Smith, Health Sciences Coordinator

Legislative Support -

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Lawrence Weaver, Dean, School of Pharmacy

John Westerman, Director, University Hospitals

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Robert Mulhausen, Medical School

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Peter Sammond, University Hospitals

Roland Kluver, The Architects Collaborative

Ken Taylor, The Architects Collaborative

John Scott, The Architects Collaborative

John Harkness, The Architects Collaborative

NIH SITE VISIT

MEDICAL SCHOOL

Thursday, December 3, 1970

- 11:00-12:00 Curriculum - conference room of Campus Club, 4th floor Coffman Union
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Dr. H. Mead Cavert, Associate Dean and Executive Officer, Medical School
Dr. Richard V. Ebert, Head, Department of Medicine, Educational Policy
Committee
Dr. Robert McCollister, Assistant Dean, Medical School
Dr. W. Albert Sullivan, Assistant Dean, Medical School
Dr. Robert Mulhausen, Assistant Dean, Medical School
- 12:00- 1:00 Luncheon - East Wing, Campus Club, Coffman Memorial Union with Vice
Presidents Lyle French, Hale Champion and Stanley Wenberg in attendance
- 1:00 Tour of medical and hospital facilities.
- 1:30-2:00 Dr. Wallace Armstrong, Head, Department of Biochemistry
555 Diehl Dr. Robert Good, Head, Department of Pathology
Dr. Eugene Grim, Head, Department of Physiology
Dr. Arnold Lazarow, Head, Department of Anatomy
Dr. Frederick Shideman, Head, Department of Pharmacology
Dr. Dennis Watson, Head, Department of Microbiology
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Dr. John Moe, Head, Department of Orthopedic Surgery
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555 Diehl University Hospitals
Mr. John Westerman, Director, University Hospitals
Mr. Peter Sammond, Associate Director, University Hospitals
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- 4:30-5:15 Dr. Thomas Alt, Department of Dermatology
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Dr. Michael Paparella, Head, Department of Otolaryngology
- 5:15-5:45 Dr. Shelley Chou, Acting Head, Department of Neurosurgery
555 Diehl Dr. William Hausman, Head, Department of Psychiatry
Dr. Frederic Kottke, Head, Department of Physical Medicine and
Rehabilitation
Dr. Joseph Resch, Department of Neurology
Dr. F.H. Van Bergen, Head, Department of Anesthesiology

NIH SITE VISIT

DENTAL SCHOOL

Thursday, December 3, 1970

11:00 Curriculum - conference room of Campus Club, 4th floor Coffman Union
Dr. Erwin M. Schaffer, Dean
Dr. James R. Jensen, Assistant Dean
Dr. Mellor R. Holland, Assistant Dean
Dr. E. Severn Olsen, Chairman, Hospital Dentistry

11:30 Oral Surgery - conference room of Campus Club
Dr. Daniel E. Waite, Chairman, Oral Surgery

12:00 Luncheon - East Wing, Campus Club, Coffman Memorial Union

1:00 Tour of School of Dentistry and University Hospitals dental facilities
Dr. James R. Jensen
Dr. E. Severn Olsen

2:00 Pedodontics Dr. Michael Till, Chairman, Pedodontics
4112 Powell Dr. Kurt J. King, Staff Pedodontist

2:30 Periodontics Dr. Lars E.A. Folke, Chairman, Periodontics
4112 Powell Dr. James H. Butler, Staff Periodontist

3:00 Prosthodontics Dr. A.T. Morstad, Chairman, Prosthodontics
4112 Powell Dr. E. Severn Olsen, Advisor, Graduate Prosthodontics

3:30 Coffee

3:45 University of Minnesota Hospitals Administration
4112 Powell Mr. John H. Westerman, Director, U of Minn Hospitals
Mr. Peter H. Sammond, Associate Director, U. of Minn
Hospitals
Dr. John Najarian, Chief of Medical Staff, U. of
Minnesota Hospitals

4:15 Endodontics, Oral Radiology, Oral Pathology, Operative Dentistry
4112 Powell Dr. James R. Jensen, Director, Endodontics
Dr. Robert J. Gorlin, Chairman, Oral Pathology
Dr. James O. Beck, Director, Oral Radiology
Dr. Robert Vickers, Staff Oral Pathologist

5:00 Dental School Administrative Officers
4112 Powell

December 9, 1970

TO: Dr. Robert Mulhausen Mr. Al Kemper
 Dr. Sev Olsen Mr. Hugh Peacock
 Mr. Peter Sammond Mr. Terry Finzen
 Mrs. Marcia Cushmore Mr. Ken Taylor

FROM: C. Thomas Smith, Jr.

SUBJECT: Minutes of Final Review Session - B/C Site Visit

Present: Medical Site Visitors, Dr. French, Dr. Cavert, Dr. Mulhausen, Mr. Sammond, Mr. Smith.

Dr. Mulhausen distributed data to the site visitors regarding the number of medical students in the Outpatient Clinics. The information indicated there would be 72 Phase D students, 4 Phase A, and 12 Phase B students for a total of 88 students in the clinic at any one time. In addition, it was estimated that of the 900 plus graduate students 400 are in University Hospitals at any one time. Of this amount, approximately 80 would be in the Outpatient Clinics. In addition, 10 of the 55 interns would be in the clinics.

Dr. Mayer asked what Outpatient Clinics would exist outside of the main clinical facility. Mr. Sammond responded that only Cardiac Clinic in the Heart Hospital and the Oncology Clinic in Masonic are outside of the existing system. The latter would probably be moved to the new clinic.

It was pointed out by Dr. Mulhausen and Dr. French that affiliated programs deal primarily with inpatient services. Primary outpatient training will occur in University Hospitals. Dr. Mayer asked how affiliations are handled and what outreach efforts University Hospitals has underway. Dr. French described the method of handling affiliations through the Vice President's office under the direction of Dr. Joseph Resch. He indicated that the general mission statement reflected the Regents' emphasis on functioning outside the center and described existing programs such as Pilot City, CUHCC, Beltrami, Cedar-Riverside, the Physicians Associate Program and existing affiliations with urban practicing physicians. Dr. Howell asked if the University Health Sciences has plans for other affiliations than those that now exist. Dr. French indicated that the University would acquire other affiliations as needs arise for educational programs. He indicated that the extent of affiliations ebbs and flows as programs are developed. Dr. Hines asked if the coordinator of affiliations, Dr. Resch, initiates affiliations on a departmental level or if that is up to each department. Dr. French indicated it is currently more on a departmental basis than it probably should be and that a committee is being structured for development of a better organizational mechanism to handle affiliation arrangements. Dr. Mulhausen pointed out that one of the tables which he distributed shows the number of students at various affiliates.

Dr. Hines asked how many faculty offices would be in the B/C unit. He elaborated on the question by indicating that he would like to know where all faculty will

be accommodated and what proportion would be accommodated in the A and B/C units. Dr. Cavert pointed out that the faculty projections do not restrict faculty placement to B/C since indeed many faculty are accommodated elsewhere. The combined total of lab and office space is about 700 sq. feet per faculty member. This excludes clinical space. Dr. Mayer indicated it would be helpful to know the percentage of medical school space in the A and B/C units and what percentage is this of the total amount of clinical medicine space. This then would be compared to the ratio of 60 to 220 students. The aim of this kind of calculation is to compare the cost of a new medical school for 60 students to the cost of this program.

Dr. Mayer asked if Medical Records, Admitting, and the Business Office related solely to outpatient functioning. Mr. Sammond responded that they did not. He indicated that departments were moved to B/C that related most closely to the outpatient clinic but that where splitting of the function did not make sense the entire unit was moved to this area. The three mentioned fall into this category.

Drs. Mayer and Howell asked how the University related to the Regional Medical Program. Dr. French described the role played by University staff including membership on the RMP Board, the Advisory Committee and a full time staff member within the University setting. Dr. Hines inquired of the status of the comprehensive health planning. Dr. French described CHP within Minnesota indicating that there are 9 regional areas. He indicated that the Health Sciences has a close working relationship with CHP including representation on the state planning board as well as on the area planning board.

Dr. Hines asked if the University plans to operate other campuses than those in Minneapolis and St. Paul. Dr. French described the arrangements with Duluth and with Rochester and also described the three college systems within the state.

Site visitors asked for a description of space utilization within the outpatient clinics. Mr. Sammond indicated that clinics range from 3.6 to 5.3 patients per day per examination space. General examination areas will see 4.9 patients per day per exam room. These figures include projections of new and old patients as well as an analysis of the amount of time spent by students, physicians, and nurses. The average patient visit time is 1.29 hours. This projects to 80% utilization of space. Mr. Sammond then described the numbers of outpatients for each general area.

Mr. Staples asked how committed the University is to providing a parking ramp for the health sciences. Dr. French indicated the University is definitely committed to this project and that it is integral to the functioning of the center. He described the plans not only for the 3,000 car Health Sciences ramp but also plans for an additional ramp adjacent to the stadium. Dr. Howell asked how autonomous departmental budgets are. Dr. French described the Minnesota philosophy indicating that departments get funds from a variety of sources and that the extent of their funding is somewhat dependent on their own initiative. If a department is able to generate funds it is generally not inhibited from doing so. The Administrative Board of the Medical School advises the dean on the establishment of priorities for allocations of Dean's funds. However, the final decision is the Deans. Dr. Howell asked if departments contribute to the Dean's general fund from their private practice earnings. Dr. French indicated that some departments do this, others do not. Others use it for a variety of purposes within their departmental budgets.

SUMMARY OF NEEDS

The following items were requests to be sent to NIH when Mrs. Cushmore visits there the end of December:

1. One complete set of all revisions including corrected front page. - Mr. Finzen
2. A letter from the architects regarding the method of escalating costs. - Mr. Taylor
3. Description of method of prorating the shared steam plant applied to this project. - Mr. Kemper
4. A description of moveable equipment by area. - Dr. Mulhausen, Dr. Olsen, Mr. Sammond.
5. An operating budget for the Outpatient Clinics. - Mr. Sammond
6. Statement on relationship of Duluth and Rochester and the plans of each. - Dr. Mulhausen
7. Method of arriving at the dental proportion of shared space on Page 130 in the general application. - Mr. Taylor
8. Revised table showing each medical school department indicating total amount of space assigned to each department and where that space will occur including the amount that will occur in Units A and B/C. - Dr. Mulhausen, Mr. Taylor.