

* Change line on minutes

EEOWC
April 26, 1994

Present: Naomi Scheman - Marcia Odom, Stephanie Lieberman
Ann Burkhardt, Kathryn Sedo,

Regrets: Emily Hoover, Jessica Bailey

Guest - Mandy Kurz

Exceptional Hires

Infante

Hart

Josie John

Pat Jane White -

Wac Bader -

Frank Cerra -

Stephanie: it did fit guidelines for emergency hire - a lot of consultation went on -
Stephanie - Guidelines were followed -

Refer to page 55 - on guidelines

Naomi: this was not about Frank Cerra
what needs to be done to regain trust -

Mindy Kruger, Chair, Sexual Harassment Board.

In a confusing time - Board has been working a couple of years -

Primary function of board has been to hear appeal of denial of Complaint

- Only 2 cases that have gone through full appeal process in last 7 years or so - others have been dropped -

Respon. to review appeal procedures & Regent's policy.

Issue that have come up are hard to reach consensus on.

Mike Bog & Harritt Haynes co-chair committee to review -

this is a subcommittee of the Denny Commission

Bogrom's approach to process is to streamline

- Body is supposed to review policy & procedures this is an area that has not been clarified

Board has been pushed to come up with something, quickly -

x finished policy a year ago - went to Senate, but was stone-walled at FCC -

because wanted ban on -

Consensus in end is what consent is diff.
no such thing as consent in position of
power.

Naomi - explained

TOO much of gray area -
went to SCFA a year ago - were open
but had concerns - FCC completely rejected
without giving feedback to Chair -
FCC sent it in to Senate - Chair of Board
asked to have it pulled.

Conflict Resolution Com. has asked them to
more - some of the Conflict are not happy
with some of policy & procedure.

1. Board does de novo hearing - some feel that is not nec,
2. Bogus would like Board to change or nature of it change - Stephanie, agree with this
Mindy thinks } reviewing all denials
there needs to be of complaints -
further discussion.

Board still wants doing de novo
strong pros + cons on both sides of issue
Board has not discussed about the crossing

Another part of context

1) Why do we have procedure at all.
Complaint does not have any place to
go on campus -

Others might say -

BoG. feel strongly that (should not
have special)

Major problem is that another group involved
not clear where authority lies

Issue of Board's authority -

Just because its in the pamphlet does
not mean its a policy.

3rd party needs to show tangible harm -

{ quite a bit in discussion
a lot should be written.

→ SCFA did not approve it -

→

What about Harriet Hynes?

She Chair

Jessica - what is due to - needs a policy -

Naomi - tied in with tenure

disciplinary procedures all under one -

* Society Code of Conduct.

Naomi asked quite about complaint -

Steph - experiment with broodling board.

appeals medical & dropped -

discussion about sexual harassment -

the reason we have sexual harassment is
not because of the policy.

Appntl - of members of Board have been
made for 1 year -

== Pool Committee ==

Stephane -

Process has not helped.

How was Denny Commis appointed?
looking at if we are socially bureaucratic

J.B. Whether - department have right to hire -
- target of opposit. hire

- would meet new Supreme Court

Just Denny Report lay out ground work -

- Compensation Sub Committee - no info -

Hard to get info because it is fragmented -

Herman Resource - things can be done better -

4 Sub Com.

Could invite Chuck Denny or Carol Carrier
ask for draft of things that come out
of Commission.

~~15~~
Invite Carol Carrier to an upcoming
meeting.

Reorganization of Committee

In discussion - Collapsing Disables of EEOC
broader - diversity issues.

don't want issue to get lost &
& independence of Senate Committee -

dividing equity & access -

- Overlapping work of committees -

A lot of people who are not
represented -

Issue need to be raised

Reception 21 of May - Naomi Regue

| | | |
|----------------|-----------|--------|
| Every Thursday | 2 Senate | 2-5 |
| | 9 SCA | 3:19-5 |
| | 16 Senate | 2- |

Ann 2 or 9+
Emily or Delane

* Let Fred Kaffery know about final letters that went out about it

* Judy - get for her data on appointments -

AHC FCC with Provoost

Judy Garrard, Peter Billermark, Dan Feeney, Mickey Beabean, Frank Cera, David Hamelton, Cynthia Moss

UPDATE with Jeds

agreement - but not on dollars - Thurs. come to agreement on dollars &

agreement with NIH

thing was at impasse -

- Congress / Dept. of Justice
- getting deal of support
- major thing that has come out -
- Grants Management Committee had many of these things in place.

described their's front end / back end.

removing designation

Focus on surgery epidemiology

- ①
- ②
- ③ start informal process audit on the 3 pilot sites
- ④ have some NIH decisions then, get NIH to come review

Cera & Brenner to meet with ~~Jeff~~ ^{John} to find out where the accountability rests.

Litigation Subcom. of Board of Regent.

- a - through the whistleblower act?
- b - Alg - & Poche money are big ones.
or go ahead & settle, but be done with it -

Cera asked for feedback - & discussion.

Justice has separate.

Pete - focus of central for grants management
- direct reports - no CPA's in Medicine

Cera knows geopolitics

Principle Investigator

Cynthia - the organization keeps protecting itself
who protects the P.I.

- Competency of accounting staff that handles
grants M.

Business Manager -

ORTTA - accounting competency

Cera - locals will ~~be~~ have to be fixed
models, may be different, will have to be

looked at individually

< back to General Counsel -
+ policy on underpayment

Covered until you get to a point where
individual + it diverge

Frank - Cerra - this is an area where
fac. should - do something about
an ~~employee~~ insurance policy.

Judy - all the more reason for union
- governance group?
Who? ~~who~~ would do this.

Grants Management Group have
addressed underpayment issues.

Cerra - Should this issue be brought before
Judof?

- Cerra - should something be done across
AHE.

- Frank is going to check on what other
schools are doing -

Judy - Where does 25% that fac. patents?
Cera - usually funds for new patents.
- intellectual property.

Cindy - What kind of infrastruc. is need to
run a \$1 million plant.

On Semiconductor Insurance.

- What is incentive

Hartz +10880
Bart

Bennett Bill discussion (Research Committee)

Meeting with Cerra
September 3, 1976 - Not on record.

Set up next meeting with Cerra

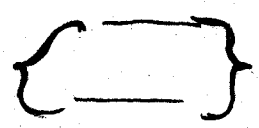
Judy Garrard, Cynthia Cross, Frederic Hafferty
Muriel Bebeau, David Hamilton

Tenure Code - new one written by Muriel by Regents.
Call from Marvin Marshall

1) base pay issue -
Regents want to present it at
meeting this week.

Cerra agrees with what fac. has already
approved

Great concern -
- walk out
- unionization
Land grant mission



next meeting - comprehensive planning

discuss
following.

- Role of students - difference -
joint mtg - FCC SCC
separate but equal voices -

Task Force
+ assembly business

Judg. need a strong faculty voice -
+ encourage that -

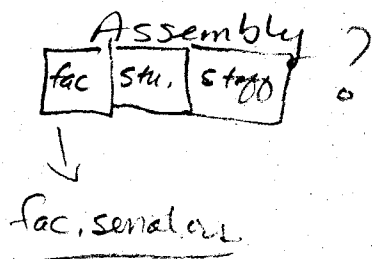
make concordance -

Task Force - should there be
students involved -
should be separate, but voices
come together when needed.

Common thread -

draft a charge to Task Force

AHC
FCC



Proposal come to -
Recommend SCC -
for final approval -

David should
report on

Grants Management Group
in response to NIH

- CIFS 2000
- or new
- financial
management

Judy - infrastructure - issue -

Judy - letter about letter.

Reorganization of Biology - David Han.

Sept 30

~~Mon~~

Monday 12-1:00

4-185

Monday Oct 28

Monday Nov 18

Monday Jan 6

Monday Jan 27

Monday Feb 24

Monday Mar. 24

~~April 21 Monday~~

Wed May 19

Monday June 16

Wednes. Sept. 11
w/ Proost Cerra

Judy H. David H. Mueky Bebeau, Pete,
Cindy

Regrets: Dan, ~~Pete~~,

fac,
Linda Krieg, Union -
Assoc. Prof

218-726-7436 - 726-7953

AHC - treated as a unit, muddy if

- Has a sense that Regents are ready to
sit down & negotiate

① Puts him in open conflict - with Regents
Polarizing them - or work internally &
if make Regents move in a direction
last 24 hour significant movement

- Proposal may be put back to negotiate -

- AAUP -

To
Get word
of him

Peter Bitterman

899-2003 (Digital)

One Regent going to take it upon
himself to move Regents - Board is
divided -

The average public is not as smart
as the fac!

Physicist Prof.

- negotiate to get the concession you want
locks in place to give stability -

Credibility of the Board is under question

Position things so it's a clear violation
of contract -

If there was a case + decision.

- Regent Rule is done

de facto doc.

What are we going to do:

law school
medical school
Health Sciences

{ have opted }
out

AHC would have to hold election by ^{Sept} 30 -

BMS Bureau of Mediators?

- AHC mtg first - + how does
1. What is a bargaining unit? it work -
 2. What the role + power of Regents
 3. What is the Constitutional authority of Regs
 4. Who can present Fed - who else?

CANCEL Thursday Mtg -

Someone needs to contact BMS -

~~Revised~~
Pharm. getting together on Monday -
Need correct players.

← Contact TOM Walsch =
✓ Get him know we cancel -

VA
42
8 | 339 hours
32
19
Mary Jo
721-5443

8396
3
39
463

ACADEMIC HEALTH CENTER FCC

October 17, 1996

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 reflect the views of, nor are they binding on, the Senate or Assembly, the Administration, or the Board of Regents.

PRESENT: Judy Garrard (chair), David Hamilton, Daniel Feeney, Muriel Bebeau, Sheila Corcoran-Perry

REGRETS: Peter Bitterman, Cynthia Gross, Fred Hafferty

ABSENT: None

The meeting of the Academic Health Center FCC convened at 12:00 noon. The following issues were discussed:

1. The draft Proposal of the Structure and Organization Team on the re-organization of the AHC - Members spent time discussing the proposal and its implications. It was noted that the organization proposed in one that is almost identical to that designed by CSC Index and that it has serious implications for the authority and responsibilities of the Deans and the independence of the Schools/Colleges. The question was raised whether members had seen the Education and Research Reports, and if not, were they interested. Members indicated that they had not seen the report and were interested. One member reported that the committee charged to write the Research Report had never met but received a thank you for writing it. The report was issued under all of the members' names. It was then agreed that the AHC FCC discuss the three reports with Provost Cerra at its regularly scheduled meeting on October 28th. Prior to that meeting, it was agreed that Professor Garrard write to Provost Cerra informing him that the AHC FCC has serious reservations about the administrative re-organization report and that he not do anything about it until the AHC FCC has the opportunity to review the other reports.

2. Access to Student Records - The issue of access to student records and confidentiality was discussed. It was reported that in at least two school/colleges faculty were being asked to sign or justify seeking access to student records. Some members questioned whether units could develop their own statements or if all units were expected to operate under The Board of Regents' Policy on Access to Student Records. A copy of this policy will be distributed to committee members. One of the committee members was asked to draft a letter to the Senate Committee on Faculty Affairs about this matter.

3. Professor Garrard reported that she received a draft report from the Governance Task Force.

4. Tenure - Professor Feeney reported that SCFA was scheduled to meet later in the day to discuss the two proposed drafts of modifications to the Tenure Policy by the Board of Regents and the other by Dean Sullivan of the Law School.

5. Fairview Merger - Professor Garrard reported that the merger has been put on hold.

Members concluded the meeting with a general discussion about collective bargaining at a research institution.

Mtg w/ Provost Cerra

Oct 28, 1996

- Provost Cerra, Cynthia, Sheila, Mickey, Peter, Judy.

Regents: Fred + Dan.

Tennant

Law School mtg on Thurs. regarding union

- still trying to cut a deal -
- Provost considering writing a letter -

AHC - Nov 21 - vote -

- Provosts - would follow Hills pattern

Jairview - Merger 95% + issues solved.

Principals

1) Buck + Morici

a. affiliation agreement

Jairview University Medical Center

Basic Research -

Overview of negotiations

IRB

the appendix will have a clear defin.
of base programs.

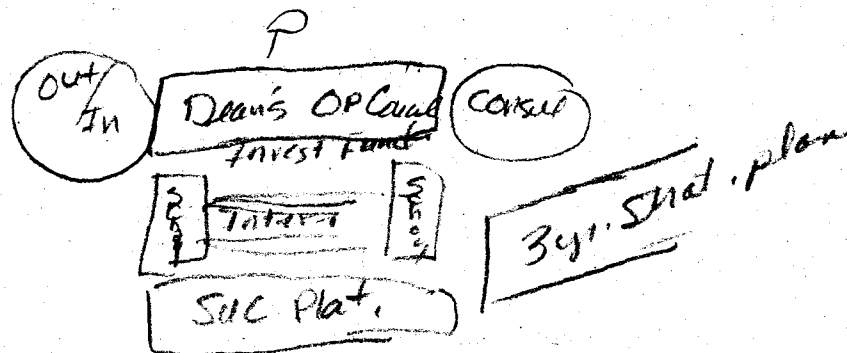
Info systems & Pub. relation - job descrip
will be going out - Search Committee

Reports need to go out for discussion
QRTC Reports

- 1) re-organi.
- 2) research
- 3) educ. + curriculum

main / schools, deans, depts.

- Cerna - in terms of resource, will



Governor - 4 areas - primary care
must develop - geriatrics -
managed care

d

process of strategic invest - out of strategic plan.

Cerna not focused on QRTC Reports -
He is focused on strategic plan.

Groups don't know how to participate,
Who

Why Neuroscience?

Neurogenetics is one area that
needs a push.

(12 programs they want to go to Governor)
Dean will head -

What is process? A lot of confusion -

Is addressing plan become a player -
Major disconnect -

CSC Index - (Created much confusion
residual)

AHC - may need to invest in its own
Core challenges that need to be met -
Investment fund is for those areas
that the U won't fund or legis. won't fund.

Cerna - Reports are not being used -
Education report - will be forwarded on.

Andy - Need a prescriptive pathway -

12 programs being developed -
under 4 general areas
which are the 4 goals of Strategic Plan

5 areas in education

Brookline -

Vice Provosts

Educator { these are staff person
Research { implementing, not creating -

Cerra needs to make it all clear -
that Deans report to Cerra - not Vice
provosts -

that "Jetro" report is not
his strategic plan

Cerra actions

1. come out w/ clear dir. of CRTC
2. overall pic. keep saying
repeating direct,

3. define ^{portal of entry} point of entrance

4. Govern - Clear who point Deans
& get - out the ¹² programs.

ACADEMIC HEALTH CENTER FCC

August 1, 1996

Minutes of the Meeting

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PRESENT: Judith Garrard (chair), Frederic Hafferty, Peter Bitterman, Daniel Feeney, Sheila Corcoran-Perry, Muriel Bebeau

REGRETS: Cynthia Gross, David Hamilton

ABSENT: None

Professor Garrard convened the meeting at 10:40 a.m. The main purpose of the meeting was to discuss the FCC's meeting with the QRTC held earlier and to prepare for the meeting with Provost Cerra at 11:30.

Background about the QRTC: The QRTC Tenure and Governance Team was formed and the charge established by the Provost's Office. The co-chairs of the team are Carole Bland and Stan Erlandsen. One of the main charges of this group is to assemble and summarize the current status of the AHC colleges' governance systems and to consider a post-tenure review process that may be mandated by possible tenure code changes. At the meeting with the QRTC, Professor Bland distributed a working draft and rationale for the Academic Health Center Senate. Student leaders in GAPSA also distributed a document outlining their ideas on the structure of the AHC Senate.

During this meeting, the roles of the FCC and the QRTC were discussed. There was general agreement that the Provostal FCC ought to operate in the same fashion as the University's FCC. The University Senate/FCC structure is time tested and has proven to work effectively. And, since the QRTC had already done so much work on the governance structure that it continue that work but under the auspices of the FCC. The FCC would also like this group to review existing practices in order to create a draft for an administrator review policy, outlining both purpose and procedures for implementing the policy. This idea will be presented to Provost Cerra and with his support, the FCC will "adopt" the members of the QRTC to serve on a Task Force to address these issues. A member from the FCC will be appointed to serve as ex officio on the Task Force. It should be clearly noted that the QRTC will continue to work on issues identified by the Provost's Office.

Members of the FCC discussed inviting Robert Elde, Cell Biology and Neuroanatomy, to discuss the reorganization of Biological Sciences as well as Mark Brenner, Vice President of Research and Dean of the Graduate School. Vickie Courtney will contact David Hamilton about setting up a meeting with those individuals.

Professor Garrard reported that a group calling themselves the Independent Faculty Coalition have widely distributed a document in opposition of what the Faculty Senate approved on tenure. Members agreed that because the document was not signed there was no reason to acknowledge it.

Members then discussed their upcoming meeting with Provost Cerra. The committee agreed to

convey the following to him: 1) the proposed role of the PFCC in the Academic Health Center; 2) that the FCC met with the QRTC and would like to "adopt" this group to work on the governance and administrative review issues; 3) the work of the AHCFC and the QRTC is in the interest of a sound administration and faculty; and, 4) the AHCFC is interested in serving in an advisory role to the Provost in the process of hiring key positions.

Members spent some time discussing the AHCPSCC (Academic Health Center Provostal Student Consultative Committee) and its relationship to the AHCFC. Members were in agreement that the students should have a separate voice but should be enfranchised in the overall Academic Health Center structure.

It was agreed that the meeting with Provost Cerra not be part of the official record.

The last item of business was to discuss future meetings. It was agreed that the AHCFC will meet the third Thursday of the month from 12:00 - 1:30.

The meeting was adjourned at 11:20.

- Vickie Courtney

ACADEMIC HEALTH CENTER
Provostal Faculty Consultative Committee
Thursday, July 11, 1996
Minutes of the Meeting

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PRESENT: Frederic Hafferty, Daniel Feeney, Peter Bitterman, Judith Garrard, David Hamilton, Sheila Corcoran-Perry, Cynthia Gross

REGRETS: Muriel Bebeau

ABSENT: None

The Academic Health Center Provostal Faculty Consultative Committee (hereinafter AHC FCC) held its first meeting on July 11, 1996. Members introduced themselves; discussed the charge to the committee and held a general discussion about the importance of having mechanisms in place for faculty to get information and to provide input.

The first item of official business was to elect a chair. Judy Garrard was nominated to serve as chair for 1996-97. The nomination was unanimously supported by committee members.

Professor Garrard asked each member to briefly describe the governance structure in their school/unit. The infrastructures varied - some school/units being more organized than others and in at least one case no faculty group exists. It was recommended that every unit have a faculty group. There was agreement that there needs to be an independent faculty voice. A questionnaire will be sent to members about faculty governance in their school/unit.

Members then agreed on the following:

- That the AHC FCC should meet with Provost Cerra as soon as possible;
- That Judy Garrard contact Carol Bland and Stan Erlandsen, Co-Chairs of the QRTC Tenure and Governance Team to about a joint meeting between the two groups -- there may be overriding issues;
- An announcement about the establishment of the AHC FCC will be placed in BRIEF, KIOSK and THIS THURSDAY;
- An email system will be set up by Vickie Courtney that will enable the committee to communicate among themselves. Vickie will also set up a listserv to include all faculty members of the AHC. AHC faculty will be able to receive the minutes of the AHC FCC electronically if they choose;
- Professor David Hamilton will look into what is happening with the reorganization of the biological sciences;
- The AHC FCC is interested in meeting with the University of Minnesota presidential candidates;
- That Vickie Courtney provide members of the AHC FCC will a list of the AHC Senators;
- AHC FCC members will receive copies of the Chait Report to the Regents concerning Tenure Review;
- The committee will plan to meet monthly. A year-long schedule of meetings will be established as soon as possible.

Members also emphasized the importance of maintaining a relationship with the University's Faculty Consultative Committee. It was noted that Virginia Gray (the chair of FCC) intends to plan two meetings during the year with FCC and each provostal FCC, once in the fall and once in the spring. Professor Garrard will contact Professor Gray about the relationship of the AHC FCC and the FCC.

AHC FCC members expressed interest in monitoring the tenure process and taking a look at the issue of faculty liability in their roles as Principal Investigators on grants and contracts.

The meeting was adjourned at 1:15 p.m.

- Vickie Courtney

AGENDA
QRTC, Tenure and Governance Meeting
July 31, 1996

- 1) Chairs' report on letter from and discussion with John Fetrow about charge
- 2) Meet with The Health Sciences Faculty Provostal Consultative Committee
- 3) Discussion of Subcommittee report on faculty governance.
- 4) Subcommittee report on administrative review
- 5) Subcommittee report on ombudsman
- 6) Approval of minutes of last meeting

S:\USERS\STAFF\SHARED\BLAND\QRTC\AGENDA2.076

Received: from two.senate.pres.umn.edu by mailbox.mail.umn.edu; Tue, 25 Feb 97 1
Date: Tue, 25 Feb 97 18:25:34 CST
From: "Vickie Courtney" <courtney>
Message-Id: <77054.courtney@mailbox.mail.umn.edu>
X-Minuet-Version: Minuet1.0_Beta_18A
X-Popmail-Charset: English
To: abenNer@csom.umn.edu, jeicher@che2.che.umn.edu, dnelson@mes.umn.edu,
jmbryson@hhh.umn.edu, hoove001@maroon.tc.umn.edu,
jperry@mercury.forestry.umn.edu, choms001@maroon.tc.umn.edu,
maryjo@maroon.tc.umn.edu, robin003@maroon.tc.umn.edu, senate, courtney
Subject: Agenda for the Monday, March 3 PSFCC Meeting

PROFESSIONAL STUDIES FCC MEETING

MONDAY, MARCH 3, 1997
2:00 - 3:30 P.M.
52 EARLE BROWN CENTER

AGENDA

1. Minutes of the Feb. 17 Meeting
2. Update on the Meeting with President Designate Yudof
3. Faculty Development - Follow up on discussion with Provost Allen about John Bryson's proposal for a Team-based Approach to Faculty Computer Skills in the Professional Schools
4. Non-regular faculty
(Revised questions for survey will be sent via e-mail)

Special thanks to Carol Chomsky for nominating Jan Hogan for the FCC slate and for raising the question to the Senate about staggering classes.

Changes made before sent
on 11/20

ACADEMIC HEALTH CENTER FCC

October 1, 1997

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PRESENT: David Hamilton (chair), Judy Garrard, Cynthia Gross, Sheila Corcoran-Perry, Muriel Bebeau

REGRETS: Pete Bitterman, Fred Hafferty

GUESTS: Tony Faras, Nelson Goldberg (Members of the Ad Hoc Committee for Early Retirement Incentives)

Professor Hamilton convened the meeting at 12:00 noon. He introduced the main agenda item: a discussion regarding early retirement issues and went on to provide some background information about this issue.

- . The AHC FCC met and discussed this issue with VP Cerra and Kathryn Johnston
- . Professor Hamilton has publicized information regarding early retirement through the minutes of the FCC as well as in BRIEF

Professor Hamilton then turned to Professor Faras and asked that he go over the report on Faculty Revitalization and Renewal Program. The Plan:

- . Offers a mechanism to restore a proper balance between the hiring and the retiring of faculty
- . Provides the funds for the restructuring of faculties
- . Retains the services of those retirees who will be productive past their retirement
- . Helps to restore a positive image of the University of Minnesota as a leader in the fair treatment, recruitment, and retention of faculty.

This proposal is intended to encourage the voluntary transfer of qualified senior faculty to the status of Professor Emeritus. With that, a contract with the University would be developed in concert with the Professor Emeritus, the Dean and the Department Chairman, regarding the service or no service, depending on what is decided, Professor Faras explained. The original plan had been discussed with Frank Cerra when he was Dean and have been on-going with him in his role as Vice President. Additionally, this proposal has been reviewed/reworked by the Ad Hoc Committee for Early Retirement Incentives. The program allows for significant contributions toward achieving the mission of all departments in the units of the Academic Health Center, he said. Approximately 35% of tenured faculty would be eligible to retire under the Rule of 75 (age plus years of service), resulting in the potential savings of 15 to 20 million dollars. The plan makes available at least 60% of the savings to the unit, over the course of the program, in order to hire new faculty and/or to provide the flexibility to support new or redirected programs. He noted that there are different issues for different schools.

Referring to a discussion with Kathryn Johnston regarding this issue, one member recalled that she had indicated that they were looking at about 30 individuals who may be part of this program. Professor Gross added that there was a lot of discussion at the Dean's Council meeting about the advantages and disadvantages of the proposal and that the major advantage would not be realized - that the Rule of 75 applies too broadly and to too many people and

Put Jac. Revitalization & Renewal Program

because of their success could not be permitted to do this. What is the incentive for a Dean to allow a faculty member who is highly productive to support this plan because they would be less likely to have the proceeds of future grants run directly through the department? There is a perception that this would become a reverse incentive where individuals who should actually be removed through the tenure code will be rewarded and those who have been incredibly productive would be penalized.

Members then spent some time discussing the issue of contracts. There are issues on both extremes, Professor Faras said. One is litigation of a particular contract - if that should occur and the other is whether or not you want a faculty member to participate in the plan.

Professor Hamilton turned the discussion back to the report of the ad hoc committee and asked members if they wanted to approve the report or if there were changes that ought to be made and ask the ad hoc committee to incorporate them into the report. Once the FCC accepts the report, it should be forwarded to VP Cerra.

It was pointed out that the plan presented to the Deans was Kathryn Johnston's report and that they haven't seen the report of the ad hoc committee. One of the criticisms of Kathryn's report is that it only talks about expense to the University but not about the gains in terms of revenue to the University by doing this. She also doesn't deal with the issue of retaining faculty on a contractual basis. The procedure seems to allow the focus of the plan to be lost, partly because the Rule of 75 is so broad, one added. This is not an entitlement, another interjected, and it has to be agreed upon by the Dean, Chair and the applicant for the plan - this prevents hemorrhaging. One of the concerns raised was that the Dean might choose this plan over termination out of fear of litigation rather than use the State money that should be used to reward people as an incentive for good performance. Retaining individuals because they have been productive and have brought in a lot of money is a fallacy, another said. If the faculty member has declared their intention to go, it would seem unlikely that a Dean or Chair would want to "force" the individual to stay. This plan should also make it clear that you don't reward administrators who are afraid of implementing the tenure code, someone remarked.

Professor Hamilton reported that an email was sent to the Deans from Kathryn Johnston asking them to forward their perceptions of the need for an early retirement program for their school or college and the features they would include in an AHC early retirement program.

One member asked if there was another way to look at the issue - getting away from the idea that we're either rewarding people at the top end or we're trying to get rid of non functional faculty? This is an issue of not only bringing in new people, but of giving recognition to the contribution that others have made while retaining a position of some stature at the institution that they have given most of their lives to. Professor Garrard suggested that perhaps it should be looked at much like the McKnight Professorships for up and coming faculty - as an example, she said, it could be designated as something that it is clearly an honor, with contingencies attached and the Deans would be allowed to nominate individuals for this honor. It was suggested that it be called the Deans Distinguished Professor Emeritus.

The AHC FCC, accepted in principle, the report of the ad hoc Committee Report on Faculty Revitalization but asked Professor Faras to rewrite certain portions of it to focus more on some of the issues addressed above. The report will then be forwarded to the Deans. Motion was made and carried unanimously.

OTHER BUSINESS

Task Force on Governance: Professor Corcoran-Perry reported that the Task Force has met twice and is in the process of interviewing people. They have met with President Yudof,

Provost Bruininks and VP Cerra, to name a few. She said she has brought to the group that the AHC FCC would like to be part of the formal consultation process. The report of the Task Force is expecting at the end of Fall Quarter.

Comprehensive Reviews for Campus and System Officers: the recommended procedures were developed by the Office of Human Resources, under Carol Carrier and have been recommended for use in reviewing chancellors, provosts, vice presidents, deans and other senior administrative positions designated by the president. Members agreed that since the process is new in the AHC, the FCC should talk with VP Cerra about the make up of the review committee. Professor Hamilton indicated that he would email VP Cerra informing him that the group would like to discuss this issue with him.

AHC Faculty Assembly: Vickie will poll AHC Senators and FCC members regarding a date for the AHC Faculty Assembly.

The meeting was adjourned at 1:30 p.m.

- Vickie Courtney
University of Minnesota!

ACADEMIC HEALTH CENTER FCC
Minutes of the Meeting
September 11, 1997

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 reflect the views of, nor are they binding on, the Senate or Assembly, the Administration, or the Board of Regents.

PRESENT: David Hamilton (chair), Muriel Bebeau, Daniel Feeney, Judith Garrard, Cynthia Gross

REGRETS: Fred Hafferty, Sheila Corcoran-Perry, Peter Bitterman

ABSENT: None

CHAIR'S REPORT

Professor Hamilton provided an update on AHC FCC activities.

- . Three agenda items were identified at the August meeting with VP Cerra. These include: 1) the impact of loss of Medica Premier on faculty and staff access to University physicians and what can be done about the severe financial burden imposed; 2) reports received indicating that compensation policies have varied quite significantly from school to school and there is particular concern about a specific department in the Medical School (Lab Medicine and Pathology and the School of Pharmacy); and, 3) distribution of money received from the legislative initiative.
- . Professor Hamilton stressed the importance of AHC FCC members attending the monthly meetings with VP Cerra. He urged members to inform Vickie Courtney whether or not they can attend these meetings. If only a few members can attend, perhaps it would be best to cancel or reschedule the meetings with VP Cerra.
- . Members spent some time discussing the concept of consultation - what kinds of things the committee should approve, etc. The RSO Report was given as an example - VP Cerra discussed the revised report with the FCC and the FCC indicated that it was very pleased with the scaled down version but did not formally approve the report. However, from those discussions, VP Cerra felt that the group had approved the report and publicized that the FCC had approved it. Another example cited regarding the lack of consultation was that of the Legislative initiative money and the process used as to how that money was going to be delivered to the faculty - this item was never brought to the FCC for discussion and reaction. Members were in agreement that it should have been. While concern was expressed about the consultative process, members were mindful that often there is pressure to make decisions in a very short period of time. The AHC administration and the FCC need to come to an agreement as to how the consultative process ought to work and then to follow that process.
- . Professor Hamilton stated that he would write a letter to VP Cerra regarding the consultative process.
- . Compensation Issues: With respect to the School of Pharmacy, it has been reported to some members of the FCC that the evaluations of faculty had been done not by a peer method but administrators, some of whom have questionable expertise and therefore

ability to make judgements. This led to a discussion regarding objective/subjective processes relative to compensation. Professor Hamilton stated that the FCC can't do anything about compensation matters other than ask to investigate the basis on which the decisions were made. It was noted that these kinds of issues be taken to the University Grievance Officer. Grievances are not a function of the FCC but it is a function of the FCC to talk to VP Cerra regarding procedures dealing with compensation issues. Professor Hamilton stated that this had been raised with VP Cerra at the August meeting. One action resulting from the discussion with VP Cerra about this issue is that Kathryn Johnston is to provide Professor Hamilton with all of the data about individual schools - this will include the dollars involved, the amount of money distributed, and to provide the FCC with the instructions that the Deans sent out to units as to how the money was to be distributed.

Indemnification: Professor Gross requested that this issue be put back on the AHC FCC agenda. Professor Hamilton reported that the issue of indemnification was raised at the University FCC Retreat earlier that morning. He suggested that the AHC FCC coordinate efforts with the University FCC. Professor Gross reported that Mark Rotenberg indicated he would meet with the AHC FCC. Professor Gross also said that Francis Lawrenz has indicated to her that NIH wants a stronger statement regarding academic misconduct. Professor Feeney suggested that intellectual property be included in discussions as well. Professor Hamilton said that the Research Committee addressed these issues last year and perhaps it would be a good idea to invite Len Kuhi to an upcoming FCC meeting.

Health Care Issues and the Loss of Medica Premier: Professor Hamilton raised this issue with VP Cerra. This group of people stand the chance of losing their physician and if they want to move into the State Health Plan which will have their physician in it will have a 600% increase in their premium, he said. There are probably people in this pool that make \$20,000 to \$30,000 annually and for them to have to pay \$2,500 for their health care will be a severe tax. Professor Hamilton suggested to VP Cerra that they begin a process to try to identify a way to subsidize people in a graduated way to enable them to afford to keep their physician for a year and it would peak out at some where around \$50,000 annual income and assume other beyond that can manage. Professor Hamilton met with Carol Carrier, Bob Fauhnhorst, Frank Cerra and Dick McGehee regarding this issue. Details of the meeting were discussed but are not part of this record. The University FCC plans to address health care issues in the coming year along with SCFA. Faculty are going to have to become activists with respect to health care issues, it was said. This should be a coordinated effort, another said, to include P&A and Civil Service.

Part of the discussion about health care included Boynton Health Service. Boynton Health Service is run by Group Health and there are practically no University physicians in Boynton Health Service. Boynton serves approximately 30,000 people. There is no reason that money from Boynton should go to competitors of the Medical School.

AHC FCC should consider meeting with the following individuals to discuss various issues mentioned above: President Yudof, Mark Brenner, Len Kuhi and Francis Lawrenz. It was said that a meeting with President Yudof is necessary to adequately air the issues in the AHC. Professor Hamilton cited the three levels of hierarchy in the President's administration: Council of Vice Presidents; Executive Committee, and the Management Committee. It was pointed out that VP Cerra sits on all three bodies.

Members stressed the importance of building and maintaining a strong relationship with

the University FCC.

CHRISTINE ROBERTS, DIRECTOR, AHC OFFICE OF COMMUNICATIONS

Ms. Roberts met with the FCC to discuss her strategic communications plan. She distributed a rough draft of her plan. She reported that she presented it to the AHC Deans and VP Cerra at the Dean's Council meeting on Tuesday. Before sending the document out for draft discussion she wanted the FCC to discuss it.

Everything embodied in the plan, she said, will: 1) create opportunity; and, 2) focus on achievement and accomplishment. Underlying principles of the plan are: 1) to deliver the plan as a team; and, 2) that everybody wins. She then went on to identify four goals of the plan. They are:

- . to build a broader appreciation and active support for the University of Minnesota through its Academic Health Center;
- . to strengthen the sense of community within the AHC, and to enhance the teaching, learning and working environment;
- . to advance the AHC research and education mission by building on existing initiatives to create additional sources of financial support; and
- . to improve the AHC's internal capacity to identify and size upon communications and marketing opportunities.

The plan, she said, will continue to evolve and this is the beginning of discussion, not the end. It is basically a two year plan. Her guess is that the goals will stand but the objectives may change. She explained that the tactical pieces of the plan are simple and went on to talk about the major initiatives. The first is a plan to do two new external quarterly periodicals. One periodical, called Pictures of Health (expected to be published November 1) will be a piece focusing on achievement and accomplishments and the benefits of that. The second periodical will be rolled out in the Spring and will be a research journal for lay people - it will be called Breakthrough. This periodical will be comprised of study results, discoveries, patents, licenses, etc. - these are the tangible products that happen at the AHC. The second major initiative is internal periodicals. THIS THURSDAY is getting buried, Ms. Roberts quipped. It will be replaced by a periodical that provides straighter, more timely, and more detailed information. It will include a section providing information from VP Cerra; an AHC variation of BRIEF named TimeCapsules and the third piece will be a true community newspaper

AHC FACULTY CONSULTATIVE COMMITTEE
TUESDAY, January 20, 1998
12:00 p.m.

HANDOUTS

- 1) Task Force Report on Allied Health Professions
- 2) The Fairview Relationship: A Progress Report (to the Regents) (salmon)
- 3) Charge to the Academic Health Center Finance and Planning Committee (grey)
- 4) Organizational Chart of the Office of the Senior Vice President (green)
- 5) Year-to-Year Change in FTE Employment by the Office of the Senior Vice President for Health Sciences (yellow)
- 6) Grants Management Project (blue)

PROFESSIONAL STUDIES FCC

Minutes of the Meeting

February 17, 1997

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PRESENT: Mary Jo Kane (chair), Joanne Eicher, Emily Hoover, Avner Ben-Ner, Carol Chomsky, David Nelson, Jim Perry, John Bryson, Julia Robinson

ABSENT: None

MEETING WITH PRESIDENT DESIGNATE YUDOF

The PSFCC decided that they would request a meeting with President Designate Yudof. Members discussed that rumors are afloat that Yudof may disband the provosteries. Before meeting with the President, members agreed that would like background and rationale for why the provostial structure. Vickie will forward available materials to members. Members then spent some time discussing their own hypothesis of why the provostial structure was put in place and their perspective of the positives or negatives of this structure.

It was noted that Provost Allen is meeting with President Designate Yudof on February 24. The PSFCC thought it would be best to talk to Yudof after that. The group also agreed that in addition to the issue of the provostial structure, it should think about other questions to ask him. Members agreed that in their discussion with Yudof they will want to talk about the benefits they have seen and the problems - it should be an interchange.

Another item the committee would like to discuss with President Yudof is the IMG model. Professor Kane will inform Virginia Gray that the committee is asking for time to meet with Yudof.

A notice regarding the PSFCC meeting with Yudof will go out to the professional studies faculty prior to the meeting. The PSFCC will invite faculty to submit questions or issues that they would like the PSFCC to discuss with Yudof. Questions should be sent to: psfcc96-97@tc.umn.edu.

Members requested that Vickie send them another copy of the questions that Provost Allen and Geoff Maruyama generated from their discussion with the PSFCC about IMG. Members were reminded that the Provost was interested in hearing their comments.

FACULTY DEVELOPMENT

Professor Bryson lead the discussion about faculty development. He expressed an interest in seeing an initiative that would involve cohorts of faculty members getting up to speed on the various technologies that are available. He described an extremely informative session given by Linda Jorn, University Media Center.

Given how fast changes are occurring the technology field, the entire University needs to move more quickly - some parts of the University are moving faster than others - particularly in the

teaching realm, he said.

Professor Perry described two program: 1) PFF (Preparing Future Faculty) which is a Ph.D program funded by PEW; and 2) TOPS (Teaching Opportunities for Ph.D. Students) a subset of PFF which is a very structured program where people participate in classes and take training in how to teach. He said the committee that he works with intends to recommend to VP Mark Brenner and Provost Phil Shively that the money that has been earmarked for updating rooms go towards funding a few departments to enhance faculty computer skills by hiring a Ph.D candidate who would become a better technological teacher when they leave and in turn teach their own faculty about it.

Members talked about the lack of support for faculty - that most of the support is given to the infrastructure - not to the faculty or for course development. It was then agreed that the PSFCC write a specific proposal for a team-based approach to enhancing faculty computer skills in the Professional Schools. Professor Bryson agreed to draft the proposal and have it ready to submit it to Provost Allen at the February 20 meeting.

Issues to be addressed in the proposal:

- create faculty cohort groups
- identify funding for a quarter-time research assistant
- secure release time such as a one-course reduction in teaching load
- in exchange the faculty will bring technology into the classroom and upgrade courses
- on-going support
- target date to start program - 1997-98 academic year

This lead to a discussion about other faculty development programs such as the BUSH Grants program on teaching and the Faculty and TA Enrichment Program.

OTHER BUSINESS

Professor Nelson distributed copies of a portion of the minutes of the July, 1996 Finance and Planning Committee outlining compliance with salary guidelines. He suggested that the committee discuss funding for salaries and distribution of funding from the State. This item should also go on the agenda to discuss with Provost Allen.

FUTURE AGENDA ITEMS

- Salary issues
- Non-regular faculty appointments
- Reorganization of Biological Sciences
- Schedule Spring Quarter Meetings
- Meetings with Provost

The meeting was adjourned at 3:30 p.m.

- Vickie Courtney
University of Minnesota

Received: from two.senate.pres.umn.edu by mailbox.mail.umn.edu; Fri, 28 Feb 97 1
Date: Fri, 28 Feb 97 12:24:20 CST
From: "Vickie Courtney" <courtney>
Message-Id: <57323.courtney@mailbox.mail.umn.edu>
X-Minuet-Version: Minuet1.0_Beta_18A
X-Popmail-Charset: English
To: abenNer@csom.umn.edu, jeicher@che2.che.umn.edu, dnelson@mes.umn.edu,
jmbryson@hhh.umn.edu, hoove001@maroon.tc.umn.edu,
jperry@mercury.forestry.umn.edu, choms001@maroon.tc.umn.edu,
maryjo@maroon.tc.umn.edu, robin003@maroon.tc.umn.edu, senate, allen,
geofmar@vx.cis.umn.edu, johns225@maroon.tc.umn.edu, courtney
Subject: AGenda for the Tuesday, March 4 Meeting with Provost Allen

PROFESSIONAL STUDIES FCC MEETING WITH PROVOST ALLEN

Tuesday, March 4, 1997
8:00 - 9:00 a.m.
115 Morrill Hall

AGENDA

1. Update on meeting with President Designate Yudof
2. Continued discussion regarding faculty development
3. Discussion with the Provost about non-regular faculty
4. Discussion - IMG Questions
5. Other Business

**PROFESSION STUDIES FCC MEETING
WITH PROVOST ALLEN**

**FRIDAY, JANUARY 31, 1997
8:00 - 9:00 A.M.
ROOM 238 MORRILL HALL
(Regents Room)**

AGENDA

- 1. The role of human resource development in the move towards IMG**
- 2. Ideas for faculty development programs**
- 3. Mechanisms for settling problems and for facilitating cooperation, especially tuition sharing issues**
- 4. Encourage communication to and from faculty about concerns that are being raised about IMG and explaining how those concerns will be addressed**
- 5. Update on the provostal structure plan**
- 6. Capital needs and building issues**

**PROFESSION STUDIES FCC MEETING
WITH PROVOST ALLEN**

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8:00 - 9:00 A.M.
ROOM 238 MORRILL HALL
(Regents Room)**

AGENDA

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- 2. Ideas for faculty development programs**
- 3. Mechanisms for settling problems and for facilitating cooperation, especially tuition sharing issues**
- 4. Encourage communication to and from faculty about concerns that are being raised about IMG and explaining how those concerns will be addressed**
- 5. Update on the provostal structure plan**
- 6. Capital needs and building issues**

**PROFESSIONAL STUDIES FCC MEETING
WITH PROVOST ALLEN**

**THURSDAY, DECEMBER 19, 1996
8:30 - 9:30 A.M.
115 MORRILL HALL**

AGENDA

- 1. New President and Organization of Central Administration**
- 2. Update**
 - a. Incentives for Managed Growth**
 - b. Technology Grants to Colleges**
 - c. Affinity Groups**
 - d. P&T Process for this year**
 - e. Academic Freedom Examples**
- 3. Feedback from PSFCC on these meetings**

Return to Allen

**PSFCC Meeting with Provost Allen
December 19, 1996
Summary of the Meeting**

PRESENT: Provost Gene Allen, Emily Hoover, Carol Chomsky, Avner Ben-Ner, John Bryson, David Nelson, Mary Jo Kane, Jim Perry, Geoff Maruyama

REGRETS: Julia Robinson

Provost Allen convened the meeting at 8:30 a.m. and asked members if they had any issues they wanted to raise before he addressed the items on the agenda.

One member asked the Provost to talk about the reorganization of Biological Sciences and said there is concern among many faculty about what might be happening and that rumors are running rampant. Provost Allen assured her that no decisions have been made about anybody moving anywhere.

Another member stated that she was concerned about the transportation between the St. Paul and the Minneapolis Campus. Provost Allen said that he would bring this item to the Executive Council and to Joanne Jackson, Vice President for Finance and Operations.

One other member asked for an update on the law suit from the U.S. Government and the University's countersuit and any impact it might have on Professional Studies. Provost Allen responded that negotiations are underway and that he did not have information relative to the details of those negotiations. He added that there is no optimism that the suit will be settled ahead of time or even if the suit is filed they will continue to negotiate. He believed that if they don't settle or the government does not file their suit by Friday, then the time limit runs out. Relative to the financial impact, he said it was his understanding that it would be paid out of the Fairview deal. This will not result in faculty lay-offs and discrediting of other programs because of this law suit, he added. The Federal Government is taking a very aggressive stance right now -- this is why we are concerned about grants management and A21, Provost Allen emphasized to members. This led to a brief discussion about the nature of the grants management process and the responsibility of the faculty. **PROVOST ALLEN SUGGESTED HE INVITE MARK BRENNER TO AN UPCOMING MEETING TO DISCUSS GRANTS MANAGEMENT.**

NEW PRESIDENT AND ORGANIZATION OF CENTRAL ADMINISTRATION

Provost Allen reported that he had the opportunity to meet with President-elect Mark Yudof. He said he was impressed with him because he is a good listener, a quick study and has a wonderful wit.

Provost Allen said that rumors are going around the campus that the provostal model will disappear. He reminded the group that 1) we don't know what the final answer is; 2) anyone coming into the job will want to ask questions; and, 3) there has been no indication that President Yudof is leaning towards changing this model. Provost Allen said that he thinks the President's biggest decision to make is whether he is going to divide the responsibilities of CEO and Chief Operating Officer - that basically means the President and the Twin Cities Chancellor.

Under the provostal structure, change has been initiated and carried out, he said. For example, the connection with the colleges - this would not have happened under a Provost and Senior VP

position. He also pointed out that the average length of time of the Provost and Senior Academic VP is less than two years. Provost Allen then briefly talked about the various central administrative positions that are currently filled on an interim or temporary basis.

- . Marvin Marshak, Academic VP, is on a one-year contract;
- . Mark Brenner, VP Research, is on a temporary contract which was done so that a new president could decide;
- . Tom Swain is serving as Acting VP Institutional Relations;
- . Roger Paschke's position will need to be filled through a national search.

Other issues

- . Capital Campaign - this will take a considerable amount of the new president's time.
- . Major bridge building needs to be done, this too will take time and effort by President-elect Yudof.

One member inquired whether it would be appropriate for the PSFCC to invite President-elect Yudof to an upcoming meeting. Provost Allen agreed it would but commented that he felt that the legislative items would be a high priority. All information to Yudof is being run through the Regents Office.

Provost Allen provided a brief update on IMG.

- . July 1, 1997 we will go into a budget neutral year moving on the principles imbedded in incentives for managed growth and by July 1, 1998 will be more fully into the system;
- . There will be rules for IMG;
- . IMG will force us to look at how we do things and encourage some cooperation between programs - for example a common core course on Planning and Design has been developed that all students associated with planning and design would take versus having it offered in three different colleges.

Concerns expressed by members regarding IMG include:

- . The competitive nature of the IMG Model;
- . Committee doesn't have enough information about the IMG system and what the incentives are suppose to be.

PSFCC will invite Bob Kvavik to an upcoming meeting to discuss IMG more specifically.

The discussion around competitiveness included graduate fringe benefit rates. Provost Allen reported that the fringe benefit pool for graduate students is currently at an \$8 million deficit. This is a national issue. Wisconsin is dealing with this issue by paying students a stipend and the student pays the tuition. Some predict that in the next few years the federal government will force institutions to go this way. Graduate students do not favor this model because they have to pay taxes on it.

Will this influence how fringe benefits are budgeted on grants, it was asked? For example, now they are at 50% - is this charge in addition to that fringe pool? Provost Allen responded that on some of the grants they will be able to go back two years. Professor Marayama reminded members that the fringe rate for next year is 74% and part of that is for recapturing the underpayment on federal grants.

FEEDBACK ON MEETINGS

Provost Allen asked members for feedback regarding the meetings with him. Members overwhelmingly responded in favor of holding meetings with the Provost.

TECHNOLOGY GRANTS TO COLLEGES

Professor Marayama provided a brief update on technology grants to colleges.

- . Technology people from the colleges have gotten together to talk about what was going on in their respective colleges in terms of hardware/software and what kinds of capabilities they had.
- . Discussions about sharing technology resources are underway and happening. For example, the Carlson School has a CD Rom that others were interested in using and that is going to happen.
- . Faculty development is a major priority.
- . Some units are so strapped for the basics that they have to spend the grant money on infrastructure.

Professor Perry commented that he has been working with Mark Brenner and Phil Shively on the SIP Proposal and there is money available to upgrade two rooms. He said he has not been effective at trying to get central administration to make the decision about where the two rooms will be. He has suggested that if a decision can't be made by the end January then they shouldn't upgrade rooms - let the Classroom Study to that - and use those funds instead to invest in things such as course and faculty development. He added that nobody has said yes or no to this idea.

Provost Allen asked members if faculty development should be done at the provostal level. Members unanimously said yes. Members suggested that faculty development would be most effective if done in small groups and in convenient locations.

Having run out of time, Provost Allen said that he would put this item back on the agenda for a future meeting.

The meeting was adjourned at 9:30.

- Vickie Courtney
University of Minnesota

AHCFCC MEETING WITH PROVOST CERRA

January 27, 1997

Executive Summary

PRESENT: Provost Frank Cerra, Judith Garrard, Peter Bitterman, David Hamilton, Cynthia Gross, Muriel Bebeau, Sheila Corcoran-Perry

REGRETS: Daniel Feeney, Fred Hafferty

At the January 27, 1997 AHCFCC meeting with Provost Cerra it was agreed that an executive summary of the meetings will hereafter be recorded. The record will be brief - identifying the issues discussed and any action taken.

Provost Cerra convened the meeting at 12:00 noon.

UPDATE OF NIH: Provost Cerra reported that a complete draft agreement is forthcoming and that the University and the NIH are about 99% in agreement with the content of the draft.

ROLE OF FACULTY CONSULTATION: The AHCFCC and the Provost are in agreement that faculty consultation is critical, specifically with respect to policy decision making. To facilitate an effective consultation process the following was agreed upon:

1. Draft policies affecting the AHC will come to the AHCFCC in a timely manner for review and discussion. The AHCFCC will meet with the appropriate administrative officer regarding policies. Administrative officers include but are not limited to the Provost, the Vice Provosts and the AHC Financial Officer.
2. A member of the AHCFCC will serve on the Council of Deans as ex officio. Members of the AHCFCC will take turns attending the weekly meetings of the Deans; The Deans' Council meets on Tuesdays in Provost Cerra's conference room. Sheila Corcoran-Perry will attend on January 28; Judy Garrard on Feb. 4th; and Muriel Bebeau on February 11th.
3. The AHCFCC will have a column in THIS THURSDAY which will provide a means of communicating with the AHC Faculty. This column will provide a concise synopsis of committee discussion, publicize the agendas of upcoming meetings (including the Deans Council meetings), and address questions raised by the faculty for the committee. Provost Cerra agreed to contact Peggy Rinard, editor of THIS THURSDAY, to inform her about the column. Judy Garrard will serve as the point person for the AHCFCC.
4. Agendas for the AHCFCC and the meetings with the Provost will be made available approximately one week prior to the meeting date. The agendas will be publicized. Minutes of the AHCFCC will continue to be sent via e-mail as well as the executive summaries.
5. Provost Cerra invited the AHCFCC to meet with President-elect Yudof during his visit to the AHC in either February or March. The AHCFCC requested time for the AHC faculty to meet with him. It was agreed that AHCFCC would host an open forum. The logistics will be publicized in THIS THURSDAY as well as an invitation to faculty to submit questions to be asked of President-elect Yudof. The questions will be given to Yudof prior to the forum.

FACULTY INDEMNIFICATION

In order to support faculty and enable them to assume the responsibilities for conducting research and managing grant funds, the AHC FCC decided that a faculty indemnification plan is needed. This plan would provide faculty with legal representation with appropriate expertise in research and academia in the event of an external accusation of scientific misconduct. Provost Cerra agreed to: 1) provide a qualified staff person to collect copies of similar plans from other institutions; 2) obtain quotes for similar coverage for AHC faculty; and 3) provide cost figures to enable the University to include this expense as part of "the cost of doing research business", and justify using a portion of IDCs. Further, the AHC FCC would assume the consultant role in reviewing the materials collected by the staffer. Cynthia Gross, AHC FCC member agreed to serve in that capacity.

It was further suggested that the AHC FCC collaborate with other FCC's on this matter and that down the road this plan become a Regential policy.

UPCOMING AGENDA ITEMS

- Sponsored Research Project Managers
- Vice Provost positions in Clinical Affairs, Education, and Research
- Consultation process with Vice Provosts
- Strategic Financial Plan
- Access to student Records (report after meeting with Deans Council)

Provost Cerra adjourned the meeting at 1:20 p.m.

The next meeting of the AHC FCC with Provost Cerra is Monday, February 24th.

- Vickie Courtney
University of Minnesota

ACADEMIC HEALTH CENTER FACULTY ASSEMBLY MEETING

**Thursday, May 1, 1997
12:00 - 1:30 p.m.
2-571/2-585 Moos Tower**

AGENDA

- 1. Welcome and Opening Remarks (5 minutes) - Judy Garrard, Chair**
- 2. Proposed AHC Faculty Assembly Constitution - Judy Garrard
Discussion (35 minutes)
(Document to be sent via e-mail)**
- 3. AHC FCC Progress Reports**
 - a. Faculty Indemnification (5 minutes) - Cynthia Gross**
 - b. Programs and Inter-Disciplinary Programs (PIDP)
(5 minutes) - Peter Bitterman**
 - c. Early Exit Strategies for Senior Faculty
(5 minutes) - David Hamilton**
 - d. Council of Deans Meeting/THIS THURSDAY
(5 minutes) - Muriel Bebeau**
 - e. Corporate Research Support Service and other reports
(10 minutes) - Judy Garrard**
- 4. Questions and Answers (15 minutes)**
- 5. Other Business (5 minutes)**

AHCFCC
Thursday, April 17, 1997

MINUTES OF THE MEETING

PRESENT: Judy Garrard, Muriel Bebeau, Peter Bitterman, David Hamilton, Cynthia Gross, Sheila Corcoran-Perry, Dan Feeney

REGRETS: Fred Hafferty

GUEST: Leo Furcht

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RESEARCH SUPPORT SERVICE TASK FORCE

Leo Furcht began by identifying the members of the Task Force. He then proceeded to walk the Committee through the draft of the Task Force Report to the Provost.

Objectives

- improve service to corporate sponsors and faculty
- improve the ability of the faculty to market their research and service capabilities
- aid and be more competitive internally and externally
- more responsive administrative oversight and approval of compliance services
- to consider each step in the myriad offices and determine how to increase efficiency
- provide seamless coordination

Scope of the Review Process

The Task Force met with the Director with the full teams of the various areas to determine what each group cared about, what was important to them, what their processes were, and how they saw themselves fitting into a bigger context.

It was asked that the premise of the introduction be discussed in greater detail. Referring to Introduction 1.1 "The fundamental objective is to improve and enhance the ability of faculty to market their research and service capabilities." Since that objective is not a primary University mission, it was asked where that fit into the context of the primary University mission. It was understood that this objective was a desirable concern, but its process-oriented nature was questioned. It was asked that the objective be put in its proper context. Concern was expressed as to the level of awareness among faculty, and misunderstandings of the connection between the target of the Task Force Report is, versus the target of other research. It was noted that more time should be spent identifying the target group to make it more valuable. It was asked if the target group was the corporate world at the expense of other research. Mr. Furcht noted that the charge to the group was to examine infrastructure support to facilitate faculty. Another issue brought up was the deliverable; and whether it is

ACADEMIC HEALTH CENTER FCC

January 23, 1997

Minutes of the Meeting

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PRESENT: Judith Garrard (chair), Muriel Bebeau, Sheila Corcoran-Perry, David Hamilton, Peter Bitterman, Cynthia Gross

REGRETS: Fred Hafferty, Daniel Feeney

Professor Garrard convened the meeting at 12:00 noon.

Access to Student Records: The issue about faculty being restricted from having access to student records was raised at an earlier meeting. Since that time, at least one of the schools formed a task force to establish a policy about this matter. A three-page document was forwarded to the Council of Deans about a policy for access to student records within the AHC, it was reported. Despite the Regents' Policy and discussions with some of the Deans about this matter, the faculty report they are still experiencing difficulty in obtaining access to records. It is unknown whether the Council of Deans has reviewed the document or taken any position on the matter. Members then agreed that the issue be taken to Provost Cerra and request that when it is taken to the Deans Council that the AHC FCC have the opportunity to review the policy from the faculty perspective.

Role of faculty consultation: Members spent a considerable amount of time discussing the role of faculty consultation and the importance of it, especially in terms of decision and policy making. It was noted that policies are being put in place and enacted without consultation with AHC FCC. In general, the perception is that there is a lack of consultation with the faculty. In terms of the Council of Deans, members expressed an opinion that there should be representation of the AHC FCC at those meetings. Additionally, the AHC FCC indicated that they would like at minimum, a half-hour during the monthly meetings with the Provost to discuss agenda items generated by the AHC FCC. The role of faculty consultation will be raised with Provost Cerra at the monthly meeting.

Issues the AHC FCC felt it should have or should be consulted on include: 1) the issuance of the document titled Academic Health Center - Achieving the Financial Management Goals of the Strategic Plan; 2) faculty access to student records; and, 3) research managers. Time was spent discussing this as well as some other areas of concern relative to consultation.

A number of issues and action items were identified by the committee.

- The AHC FCC must communicate with the broader AHC faculty about committee business, meetings, agendas (including the Council of Deans), minutes, etc.
- AHC FCC will request a regular column in THIS THURSDAY to publicize information;
- The AHC FCC agreed to request time to meet with President Designate Yudof - Judy Garrard will contact Virginia Gray about the process. All AHC faculty would be invited to the meeting; the AHC FCC will solicit questions from the faculty, in writing, and will send them to President Designate Yudof prior to his visit;

- . The AHCFCFCC will request representation at the Council of Deans meetings;
- . The AHCFCFCC member who attends the Council of Deans meetings ought to write a summary of that meeting;
- . The AHCFCFCC will identify faculty and administrative leaders and invite them to upcoming meetings;
- . Judy Garrard will write to Carole Bland, inviting the Governance Task Force to meet with the AHCFCFCC at its February meeting;
- . Judy Garrard will write to Provost Cerra prior to the meeting with him on Jan. 23, identifying agenda items;
- . The AHCFCFCC will hold a follow up discussion with Provost Cerra regarding a faculty indemnification plan; further, Cynthia Gross recommended that the AHCFCFCC initiate an action that would provide the kind of support that faculty need on this issue. She volunteered to draft a statement on a faculty indemnification plan. The AHCFCFCC would request that the Provost identify a qualified staff person from his office to compile data identified by a representative from the AHCFCFCC.

Appointment to the AHCFCFCC: Members inquired about their terms of service on the AHCFCFCC. Vickie Courtney will send out information about this. Professor Garrard suggested members start thinking about who they want to chair the committee next year.

Professor Garrard adjourned the meeting at 1:30 p.m.

- Vickie Courtney
University of Minnesota!

Midday - will be gone the next two weeks.

John
Carroll
60622

AHCFC meeting with Leo Turchi
March 12, 1997

Present: Judy Garrard, David Hamilton, Peter Bitterman,
Cynthia Gron, Midday Bebeau, Sheila C. Bony

Regrets: Dan Feeney, Ted Hafferty

Programs & inter-disciplinary programs (PIDP)
Implementation Task Force Report

- Begin discussion with Leo J.
- Leo - faculty driven - trying to serve 2 masters
- those who are not well identified -
- Leo - "Who's kissed the bishop's ring?"
approach -
- Perception is a good thing - but what about implementation
- Don't put out something without money to implement.

Leo went over

- create the cap.
- give each fac. an equal oppor.
- create the fac.

Page 3 of draft doc.

Devil - what about other provincial units.

Cindy observation - gives observation -

- Leo - needs to be standardized to protect fac.
- should it be money down a black hole? etc, etc.

last point about accountability.

90% of IOC's don't go down to ~~the~~
should go down to the P1 level.

* Next on definition -

- schools, depats. etc. should have their own -
go to 1 - to 3 schools if they want -

To try to define it in a conceptual way
not inappropriate to identify what those
purposes are -

Leo - View of committee was what it did not want
to obstruct fac. creativity -

Idea was to have everything go thru review process.

Multipl~~i~~ about interdisciplinary.

Next talk about Model Page 12
Walk thru.

David - What's going to happen with this after the meetings.

Leo - take it back to Dean Council - members of
AHEFCC will be present at that meeting.

- How much it costs.

- Evaluation -

Leo - This is for new programs -
peer review
open access, for all -

Under PIRP. Cnd
Cindy Council - what should be at top, public
spirited about should be on it - no
matter how perfunctory.

- if you treat it like a checkbox - do - it

- Leo agreed may not be as good place.

- Bringing in State leaders
or forward thinking leaders talking about
letter of intent - should that Council
do first overview -

- Will those leaders be willing to set the
time aside to do this.

leo

- 1) - want a balance
- 2) - recog faculty

(Clear control versus fac. involvement -
leo - committee would probably concern

Let's not eat up "C" resources with 1/2 baked
ideas. - Feedback on content - by committee

reiterative ideas -

then person who submit have a sense
~~know~~ of why it wasn't (the letter of intent)
wasn't accepted - or perhaps level of
enthusiasm -

"way of skimming the fat out the wimps"

Who decides who gets on this group

- Pete, people who get on these groups should
be selected meritorious -
"appointments are not the way to go."

Leo. Object. leaders in research, etc, etc.
- facetted leaders, people of accomplishment -

* Leo - suggested that group come up with matrix
or criteria for selecting

to identify people who excel! (person review
this group)

- David's point - whatever gets decided comes to
~~closure~~ closure at the end.

what about review of centers
process

- World wide web - bad idea to put
proposals up - helping

- Funding issue - comment -

Pete - want to go to direct - indirect model.

Leo - how to go outside - group (why, why?)
why?

IOC

need to be spent the way it's
intended.

On-going support -

Leo - Committee perspective is that they want to reward success - self sustaining but not subsidized.

Cindy interjected -

David - group (Fac should talk about it)
Something about sunset clause

- Funds need to be set aside -

X - amount of money + the best ones are funded -

Fac group thought that the objective of this proposal should be publicized - Leo did not embrace this idea.

Propose ideas that will make things better for fac.

Fac. needs + a successful

- Objective + intent should go out -

- David - the old IDP is on the web

- Has this been carried out.

Cost associated

What amount of money is going to administer this?

- How many centers are going to start?
 - How many can the U afford to fund at this time?
- Some agreed, some not.

Should it be pub. - Yes? No?

- David - about high expectations or opinion

- Don't want to misconstrue - intent.

- Leo - wants to get back stuff from them - & incorporate before launch -

- David will write a letter to the
- This Thurs. describing process underway.

Who selects committee? How?

Who on committee?

How to get a varied perspective

Leo - what about some nominating process.

- David - How about from the collegiate unit?

At Deans Council there would be
some knowledge about etc etc. . .

Other issue - Vice Proosts -

Page 18

• Petes point about appointing of director of
PIDP

P1 on grant should direct
of the proposal should be the
director.

Cindy - the evaluation process needs
to be reviewed - of center.

~~P.I. should be able to designate
Center has to be reviewed~~

~~David needs flexibility -~~

ACADEMIC HEALTH CENTER PFCC
March 20, 1997
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 reflect the views of, nor are they binding on, the Senate or Assembly, the Administration, or the Board of Regents.

PRESENT: David Hamilton, Peter Bitterman, Cynthia Gross, Dan Feeney, Fred Hafferty, Sheila Corcoran-Perry

REGRETS: Judy Garrard, Muriel Bebeau

GUESTS: Michael Armstrong, Jeannine Pluhar, Tom Caravello, Vicki Habegger, Albert Nakano, Tim Strauss, Mike Yu, Sean Ohmswinnie (Members of the AHCFCC)

Professor David Hamilton called the meeting of the AHCFCC to order at 12:00. Professor Hamilton reminded members that members of the AHC Provostal Student FCC were scheduled to meet with them at 12:45. Professor Hamilton said that he had spoken with a student on the SFCC about their concerns. The students don't want the Faculty and Student FCC to go along as two separate groups of people never interacting and that there should be times when they do interact but in general there should be two separate groups, always working together toward a common goal. Members of the AHCFCC were in agreement.

The committee went on to discuss the development of faculty governance within the AHC. It had been decided at an earlier meeting with the members of the Governance Task Force, that the AHC should have in place a Faculty Assembly. This group is to be comprised of members of the AHCFCC and AHC Senators. Professor Hamilton reported that he announced in THIS THURSDAY that the AHC Faculty Assembly would meet on Thursday, April 17th. Members then discussed the need to develop a draft of a specific proposal relative to a governance structure in the AHC. Professor Gross volunteered to draft a proposal. The document will be distributed to AHC Senators prior to the "Assembly Meeting."

The governance proposal ought to identify AHC governance committees and charges. At an earlier meeting with the Task Force, the formation of following committees were suggested:

- . AHC Assembly Committee (comprised of AHCFCC members and University AHC Senators; (Deans and Provosts should be invited regularly)
- . Advisory Faculty Committees - Finance and Planning
Faculty Affairs and possibly a Student Affairs Committee

Members then discussed how leaders of these committees ought to be selected. One member suggested that a nominating committee be set up in the Academic Health Center much like the University Senate model. Could the University Senate FCC expand the charges of its nominating committee, one asked?

The next item of business was to discuss some financial documents sent to the PFCC's from Professor Fennel Evans. At least one member expressed frustration that the materials were unclear and that it was a waste of time to look at matrixes of numbers that you don't understand. It was further stated that she didn't want the AHCFCC to be seen as being consulted and approving things that it doesn't fully understand. Professor Hamilton noted that

the AHCFCFCC was not being asked to approve anything - that this information was pulled from CUFSS and sent by the ASEFCFCC. This led to a discussion about how much information is on the WEB and that the financial data available is incomprehensible. It was further suggested that the issue about consulting with the AHCFCFCC be brought to Provost Cerra's attention and that appropriate people meet with the AHCFCFCC to discuss the issue thoroughly prior to any action that the AHCFCFCC might take.

At this point in the meeting, the student representatives from the PSFCFCC joined the group. Members introduced themselves and then they began with Michael Armstrong reading a letter from Provost Cerra regarding governance structure within the AHC. Professor Hamilton opened the floor for discussion. He told the students that the faculty are not interested in distancing themselves from the students rather the issue is how often should the groups meet, what are the issues that would bring the two committees together outside of a regular standing meeting?

What would be a good frequency of meetings between the AHCFCFCC and the AHCSFCFCC, one asked? Mr. Armstrong indicated that the students would like a joint meeting once a quarter. The faculty agreed with this. This also follows in the spirit of the charges to the two committees. There may be instances when Provost Cerra or appropriate individuals be invited to joint meetings, it was pointed out.

How do the agendas get created for the joint meetings? This could be done during the quarterly meeting between the chairs of the faculty and student FCC's.

The group spent a considerable amount of time talking about issues of communicating with their respective constituencies.

As the governance structure develops, will there be student participation on the various advisory committees being considered, one student asked? Professor Hamilton explained that at this point things are unclear and that a proposal is being developed as to how the AHC governance structure might look - the Faculty Assembly will determine that.

Another student stated that they would like to see the privilege of consultation continue through committees on the Graduate School and the Senate - it is about access but not necessarily equal access. What they would like is to be on committees that make decision and have real input and not be set up as a parallel structure that has no input.

One of the faculty members said that they do not want AHC faculty members to pull out of University Senate responsibilities because there are too many governance obligations within the AHC structure, therefore, the AHCFCFCC would like to see the number of advisory committees limited to three or four that would not duplicate the Senate committees.

With respect to AHC-wide issues, the faculty asked the students what they thought about the development of common core courses. One student responded that she liked the idea because common core courses would allow students to get to know each other and what other students do. In Vet School there is a physical separation, it was noted, although the student didn't believe that this would be addressed any time soon. One of the faculty recommended that as the students develop their governance structure that they keep in mind core issues as well as an implementation plan. The students then spent some time sharing individual concerns about their specific area.

A lengthy discussion was held about the existing organizational structure and what President designate Yudof may or may not do. There was general agreement that President Yudof will be very responsive to good implementation plans from well constructed faculty and student

groups.

It was suggested that a common mailing list be developed between the two groups. Members inquired about IVT connections for meetings. It should be noted that the Senate does organize meetings through IVT upon request.

Hearing no further business, the meeting was adjourned.

**-Vickie Courtney
University of Minnesota!**

NOTICE AND ELECTION BALLOT

PROVOSTAL FACULTY CONSULTATIVE COMMITTEE ELECTION

May 8, 1996

To: School of Dentistry Faculty
From: Martha Kvanbeck, Clerk of the Twin Cities Campus Assembly
Re: Provostal Faculty Consultative Committee Election

Strong interest has been expressed in the faculty governance system in establishing a faculty consultative mechanism within each provosty on the Twin Cities Campus. In response to this interest, the enclosed legislation establishing Provostal Faculty Consultative Committees in each provosty to discuss matters of concern to the faculty and to meet regularly with the provost and other academic officers to represent the viewpoints of the faculty was approved by the Twin Cities Campus Assembly at its April 18 meeting.

The Academic Health Center Provostal Faculty Consultative Committee shall be comprised of eight faculty members, two from the Medical School and one each from Dentistry, Nursing, Pharmacy, Public Health, Veterinary Medicine, and the UMD School of Medicine. Members are elected by the faculty within their unit.

The following individuals from your college have agreed to serve on the committee, if elected. Please vote for one person, SIGN the ballot, and return it to the Senate Office, 427 Morrill Hall, 100 Church Street SE, Minneapolis 55455, fax: 612-626-1609, BY MAY 22. Anyone preferring not to sign the ballot may return it unsigned in an envelope that bears his/her signature.

ELECTION BALLOT

**ACADEMIC HEALTH CENTER
PROVOSTAL FACULTY CONSULTATIVE COMMITTEE**

Vote for one

MURIEL BEBEAU

BURTON SHAPIRO

write in candidate: _____
(please print)

Signature _____

UNIVERSITY OF MINNESOTA

University Senate

427 Morrill Hall
100 Church Street S.E.
Minneapolis, MN 55455-0110

Phone: 625-9369

Fax: 612-626-1609

E-mail: senate@mailbox.mail.umn.edu

***** CALL FOR FACULTY NOMINATIONS TO THE ***
ACADEMIC HEALTH CENTER PROVOSTAL FACULTY CONSULTATIVE COMMITTEE**

[Please note this is a separate request from the call for nominations
for the Senate Consultative Committee]

January 3, 1997

To: College of Pharmacy Faculty
From: PFCC Nominating Committee
Re: Call for Nominations - Deadline January 21

Last year, the Twin Cities Campus Assembly approved a motion to establish a faculty consultative committee in each provosty on the Twin Cities Campus to serve as a consulting and advisory body to the provost and other academic officers, representing the viewpoints of the faculty. The Academic Health Center Provostal Faculty Consultative Committee (AHC-PFCC) is composed of 8 faculty (2 from the Medical School and 1 each from Dentistry, Nursing, Pharmacy, Public Health, Veterinary Medicine, and the UMD School of Medicine). Terms of membership are generally three years, but were staggered at the committee's inception last year. While members are elected by college, "each PFCC is elected to represent the faculty at large of its respective provosty and not the individual institutes, colleges, schools, or departments within the provosty." Nominees should be from your college but have a broad perspective on University affairs and an understanding of the issues affecting the AHC.

AHC faculty whose terms of office continue beyond the current academic year are:

| | |
|---------------------------------|--------------------------------|
| Muriel Bebeau (Dentistry) | Daniel Feeney (Vet Med) |
| Peter Bitterman (Medicine) | Judith Garrard (Public Health) |
| Sheila Corcoran Perry (Nursing) | David Hamilton (Med Sch) |

Faculty members whose terms expire in June (and are eligible for re-election) are:

| | |
|--------------------------|-----------------------------|
| Cynthia Gross (Pharmacy) | Frederic Hafferty (UMD/Med) |
|--------------------------|-----------------------------|

The Nominating Committee invites and urges you to participate in the election process by nominating yourself or faculty colleagues for this most important committee in provostal governance.

Nominations should be made in writing or by phone, citing the nominees' qualifications, to Martha Kvanbeck, Senate Office, 427 Morrill Hall, 100 Church Street SE, Mpls. 55455, (612) 625-9369, FAX: (612) 626-1609, senate@mailbox.mail.umn.edu, by JANUARY 21.

OVER

If you have any questions or wish further information, you may contact any one of the following Nominating Committee members:

- Amy Alving, Aerospace Eng & Mech, 625-6694, (fax) 626-1558, alving@aem.umn.edu
- Dorothy Anderson, Forest Resources, 624-2721, (fax) 625-5212, danderson@forestry.umn.edu
- Catherine French, Civil Engineering, 625-3877, (fax) 626-7750, fgd6450@maroon.tc.umn.edu
- Margaret Hostetter, Pediatrics, 624-1112, (fax) 624-8927, hoste001@maroon.tc.umn.edu
- Lance Neckar, Landscape Arch, 625-6596, (fax) 625-7525, mecha001@maroon.tc.umn.edu
- Dan Panshin, MN Ext Service, 624-1773, (fax) 625-3746, dpanshin@mes.umn.edu
- Gail Peterson, Psychology, 625-2863, (fax) 626-2079, peter004@maroon.tc.umn.edu
- Irwin Rubenstein (chair), Plant Biology, 624-0774, (fax) 625-1738, irwin@molbio.cbs.umn.edu
- Burton Shapiro, Oral Sciences, 624-3991, (fax) 626-2651, burt@mailbox.mail.umn.edu
- Kendall Wallace, UMD/Med, 218-726-8899, (fax) 218-726-8014, kwallace@d.umn.edu
- Cheryl Zimmerman, Pharmaceuticals, 624-4611, (fax) 626-2125, zimme005@maroon.tc.umn.edu

fgd6450
necka001

Again, nominations must be received by **TUESDAY, JANUARY 21**. You may use the form below to submit your nominations or contact the Senate Office as indicated on the reverse side.

**NOMINATIONS FOR THE ARTS, SCIENCES, AND ENGINEERING
PROVOSTAL FACULTY CONSULTATIVE COMMITTEE**

NOMINATOR: _____

Nominee's Name: _____ **Rank:** _____

Department: _____ **College:** _____

Service and Qualifications: _____

Nominee's Name: _____ **Rank:** _____

Department: _____ **College:** _____

Service and Qualifications: _____

Send form to: Martha Kvanbeck, Senate Office, 427 Morrill Hall, 100 Church Street SE, Mpls, MN 55455,
FAX: (612)626-1609, senate@mailbox.mail.umn.edu

Nicole
transcribed
m.

AHC Soc. Assembly
July 30, 1998

Frank Cerra called mtg to order -
First item of business.
AHC Legislative Request.

1. Compensation
2. Undergrad educa. (small group seminar)
3. Health prof. education

Targeting \$200 million request
AHC + schools have been underfunded in
terms of state resources - this has become
more apparent as other resources become
less.

- 1. Clinical revenue is not decreasing
- 1. needing 20-40 more patients to keep up
\$85 million of NIH funding.
- Educational payments
- Medicare pays hospitals, not the AHC
- diff. components of health prof. education
- Medicare is cutting out _____
20 million is coming out of ed. support
for Mn. _____ of over the next 5 years.

Medical
Specialty education

In U of M — over next 5 yrs.
• Have \$100 million problem.

Describe 4th piece

1. Pharm. has begun to shift focus to
Community — Paying comm. practitioners
to teach

Cost
behind
here

\$60 per ^{educa.} contact hour.
• 90 hrs work done by comm.
adds 40-45,000

— Public funds to train healthcare prof.

Health Sup. want to pay their fair share —
FC has been meeting w/ them —
input about how many are taught —

• Preventive health — because U of M doesn't
teach this, they have to — and, they don't
want to.

• Argument of Public good.

• States, health trust fund.

APAC?

Medicaid (Merck)
& Medicare (APEC)

• Still have trouble getting money out Merck

• Looking at ^{major demographic shift} 2010 (magic #)
peak when baby boomers get older.

• In the next 10 yrs. who will

• chronic disease which means major
increase in level + cost of care

• \$40-45 mil a year comes from physician
fees & medical school -

These are being hammered by Medicare.

Quetzal - thru 2005 yr.?

got a \$300 million problem.

Trying to put a pro

1. \$\$ in schools to pay for ed work
2. \$\$ for school in AHC to develop
new cur. + innovative programs

Distrib. Case iterater to get in front
of legis.

- No one group can take the burden.
- Piece has been thru several consultations

AMC. has reduces — by 25%
 + medical student () by about 13%

Read thru - doc.

FC
 talked
 next
 about

How does it interface with tobacco ~~88~~

~~88~~
 Money that is man. by
 after that piece about 750 million left.

- Example - instead of bonds - pay w. cash.
- The demand on tobacco ~~88~~ is enormous.
- Leg. wants to use ~~88~~ for tax rebate.

Talk about the game.

Put on plate of legis. that sells to them they can take back home to their constituents.

If not, 15 yrs. Our programs in deep probler.

Question ① about impact Children's hospital

② - Physical presence + document - ?

FC respond - let the \$ follow the student.

OK thru 2000

FC asked how they thought about
concept. invites people to send email - etc.

Good time

Very Confusing

Carol - post-tenure review stuff.

Encouraged members to read & get back to Mary - any comments, etc can go to her -

Carol walked - thru timeline -

Table I -

Mary's doc. help + serv as guide for the post-tenure review process.

John? Public Health -

- ① Would like a letter about separating salary.
- ② Does it have to be done annually.

F.C. 3 processes
post-tenure
annual
annual compensation

Schools can
link as process
couple or have it
separate

Intent - not clear -

Annual merit review process
annual performance review - if unit head decides

Compensation
annual

- ① Committee (fac. only)
head
head & fac.

Merit Reviews
annual (head does
it in some)

Dept.
Head & fac.

Special
Post-tenure
~~Review~~
Special

PIR Com.
screens.

Carol Wells -

1. vote on goal #3 → Fac. will then choose how to do comp
2. elect fac. com.
3. compensation committee - fac. decide criteria

F.C. admin is asking for input.

look at guidance letter

Plan -

1. most important items in front of fac.

⊙

According to doc. each unit can do.

ACADEMIC HEALTH CENTER FACULTY ASSEMBLY

April 13, 1998

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.

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

I. The minutes of the November 25, 1997 meeting were approved.

II. AHC FCC Chair's Report

Cynthia Gross, Chair of the AHC FCC, gave an overview of the process for naming the Nominating Committee for the new AHC Committee on Committees. She directed members' attention to a list of names distributed to them for the Nominating Committee to which the following individuals had been appointed by the AHC FCC: Donna Brauer from Nursing, Mark Rosenberg from Medicine, Thomas Shier from Pharmacy, Jill Stoltenberg from Preventative Science, Deb Swackhammer from Environmental and Occupational Health, and Jim Waddell from Clinical and Population Science. (A representative from Duluth was yet to be named.) She asked that the AHC Faculty Assembly approve the membership of this Nominating Committee. This committee would be charged to generate a slate of names, twice as many as should be elected for the Committee on Committees, and there would be a subsequent election from that list. The Committee on Committees would be responsible for appointing the individuals to serve on the AHC Finance and Planning Committee and the AHC Faculty Affairs Committee.

Professor Gross then called for a motion to accept the slate. The motion was approved and passed unanimously.

Professor Cynthia Gross explained that, depending on how the governance issue would be resolved at the University Senate level, either the AHC Assembly Committee on Committees or the University Senate Committee on Committees would nominate individuals to replace the existing members of the AHC FCC as they rotate off.

She then presented an overview of issues on which the AHC FCC had provided consultation last year:

1. Communications: AHC FCC Minutes abstracted for the CAPSULE
2. Creation of Subcommittees on Finance and on Faculty Affairs
3. Evaluation at the AHC
4. AHC Grants
5. Faculty recognition events
6. Memorandum of Understanding & Compacts O&M/ICR Swap
7. Retirement Issues
8. Plans to create an AHC Educational Service Organization (ESO)
9. Governance Issue: Continuing the link between the U FCC and the AHC FCC, with the appointment of a single provost and the senior VP for the Health Sciences
10. Diversity task force

Upcoming Issues:

11. U's Conflict of Interest Policy
12. U-Wide support for faculty development/sabbaticals
13. Post-tenure Review
14. Process for approving Interdisciplinary Programs and Centers

III. Governance Task Force Report Update

Professor Gross explained that one of the recommendations of the Governance Task Force is to discontinue the direct reporting link of the AHC FCC to the University Senate/Assembly. She stated the position of the current AHC FCC that it is important for the AHC FCC to have a direct link to the University FCC and to be a conduit of information to that group regarding the activities of the AHC. She added that the AHC FCC also matches the structure of the AHC in having a Senior Vice President who seeks consultation from a faculty group.

Professor Mary Dempsey added that the proposals in the Task Force Report aim to give the Senators a more active role in faculty governance. The continuance of the AHC FCC would support that goal. To strengthen the tie between the AHC FCC and the University Senate, the AHC FCC members would hopefully be Senators; otherwise, the chair would automatically be a Senator. Also, the University FCC would meet regularly with the AHC FCC chair. She welcomed comments on these proposals.

Professor Judith Garrard spoke out against the plan and urged Senators to vote instead for keeping the AHC FCC as a formal subcommittee of the FCC. Her position was that maximum involvement of the faculty representatives should be the main consideration.

One member directed a question back to the Task Force regarding the upcoming issue of post-tenure review and urged that faculty play a very active role in this process. Professor Dempsey assured him that the process was meant to be driven by faculty, not administration. Professor Carole Bland, Chair of the AHC Subcommittee on Faculty Affairs, added that her committee hopes to work with Jeanette Loudon, AHC Director of Human Resources, on issues surrounding the implementation of these policies. Professor

Gross concluded the discussion by reiterating that consultation by the AHC FCC and its subcommittees would aim to ensure that the processes in question are faculty-led.

IV. Grants Management

Dr. Cerra cited the restructuring of the grants management process and introduced Professor David Hamilton as the Director of the Grants Management Project and WinAnn Schumi as the Project Manager.

Professor Hamilton opened his presentation on the University's vision for grants management by articulating this vision in terms of three goals:

- 1) To provide the tools necessary for investigators to easily and accurately manage their grants
- 2) To provide the tools necessary for administrators to easily provide oversight and monitor compliance
- 3) To provide educational experiences for all personnel on regulatory, compliance and ethical issues in research

He went on to address the ways in which the grants management process could be facilitated.

1. Managing the Laboratory From Anywhere

To allow PI's to manage their laboratory from anywhere in the world, several elements have come into play:

- Financial Forms Nirvana, a WEB-based system that interdigitates with CUFS
- CUFS data warehouse that can be accessed on the Web

The first step was the development of financial reports on the WEB from CUFS data. The greatest problem lies in not being able to accurately encumber salaries and fringe benefits. Isn't the problem that encumbering is done by formula and doesn't reflect changes in staff from month to month, one member queried. Professor Hamilton responded that there are two solutions to this problem, and their accuracy is currently being tested.

Professor Hamilton shared his frustration about the decision to keep CUFS in place until at least 2000. Dr. Cerra addressed the complaints about CUFS but argued that its function as an accounting system was not the problem.

- The on-line purchase request and payment voucher

The purchase request can be accessed on any screen to partially populate a purchase order form; this is already being implemented. It is easy to use but would require training to complete the purchase request. Responding to several members' concerns about having to rely on someone else

to do the ordering, Professor Hamilton explained that the training process was still being tested. He promised to return to this question later in the presentation.

2. Applying for a Grant Using EGMS

Professor Hamilton discussed the technical aspects of the EGMS system, which allows the PI to electronically fill in a proposal database, generate the proposal forms, and receive the Notice of Grant Award which, if accepted, is automatically uploaded to CUFS. He announced that in a year and a half, NIH will be accepting grants electronically, thereby eliminating current problems with fonts and graphics. The University hopes to become a pilot for electronic grant submission.

3. The Expertise Database

- A part of EGMS that is currently being developed for the Medical School
- Provides up-to-date records of background, honors, publications, research expertise, patents, and industrial relevance.
- Can be accessed through the WEB by Minnesota businesses as well as others around the world
- Will be uploaded to the Community of Science
- Can be used to construct BioSketches for grants
- Can be used to construct curriculum vitae
- Could benchmark faculty scholarship

Some members expressed concern about the privacy of curriculum vitae on the system. Dr. Hamilton explained that information on the database can be suppressed. Dr. Cerra added that according to the Minnesota Data Practices Act, only a few items are considered truly private.

Another member commented that these databases are only useful if kept current. Dr. Hamilton responded that the University hopes to refine mechanisms modeled by the Community of Science that automatically notify the PI when data needs updating.

4. Elements of Oversight and Compliance

- Educational aspects of roles and responsibilities
- Technical Enhancements: CUFS Spending Control, CUFS Object Control and A-21 violations
- Incentives, both positive and negative
- Certified approvers who assess the risk involved in any transaction. The majority are low risk and go directly to the vendor; high risk transactions are deferred to the Dean's Office, which may then choose to pass them on to SPA (formerly ORTA). Dr. Hamilton pointed out that since not all departments can afford certified approvers, the possibility of service clusters that serve groups of departments is being investigated.

Dr. Cerra reemphasized the earlier point about developing tools that enable the PI to manage his/her own grant independent of administrators. Another set of tools would allow administrators to oversee regulation of the grant. He announced that October has been set as the target date for another NIH sight visit, for which he feels the University is prepared. Finally, he stressed that the internal model used is not an administrative model, but a collaborative effort with faculty governance. Dr. Hamilton added that his group reports to the Senate Committee on Research and will report to the FCC as well this spring. He also noted that many members of the faculty have been involved in consultation on this project.

A question was raised about whether a PI could manage the grant independent of the University. Dr. Cerra responded by stressing that the model was one of shared responsibility between the PI and the University. He expressed the University's desire to break away from the "exceptional" designation and move ahead with electronic developments and expanded authority to reduce delay time.

He went on to address the Civil Suit and announced that the trial date has been set for early October. Work is being done in an attempt to resolve the dispute in a settlement out-of-court.

The floor was opened for questions about the Grants Management process. One member commented on the recent WEB slow-down and the need for back-up when the WEB crashes at deadline times. Dr. Cerra responded that this is part of the Year 2000 project. Another member commented that increasing electronic control over grants was simultaneously decreasing the PI's degrees of freedom. He voiced the need for a procedure to allow the PI access to a formula-based side account to resolve problems that can't be fixed in the main system. Dr. Cerra agreed and stated that this loss of flexibility was being addressed at the policy level. The proposed idea of an attached account is simple but difficult to implement. Carole Bland returned to the question of training on the WEB. Dr. Hamilton replied that there are already some modules up on the WEB and work is being done to add more. He announced that Norma Allewell will lead the faculty education effort.

Dr. Cerra closed by citing the success of the legislative session. He thanked everyone involved and adjourned the meeting at 1:30 pm.

- Anya Schwender
University of Minnesota AHC

ACADEMIC HEALTH CENTER FACULTY ASSEMBLY

November 25, 1997

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 membership shall constitute a quorum.

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

I. The minutes of the June 5, 1997 meeting were approved.

II. Professor David Hamilton introduced a motion to grant the AHC FCC the authority to appoint a Finance and Planning Committee and a Faculty Affairs Committee of the AHC for the 1997-98 academic year. He explained that an election for members of the AHC Committee on Committees will take place during spring quarter, 1998. Members will be elected for a three-year term. The terms will be staggered to ensure continuity.

The AHC committees should deal with AHC issues, one member cautioned, and not to forget that there are University Senate Committees that deal with the some of same issues. Professor Hamilton agreed, noting that University-wide issues will go to the Senate Committees on Finance and Planning and the Faculty Affairs Committee. The importance of the link between the University Senate and the AHC was echoed by a number of members.

The motion was approved and passed unanimously.

III. Discussion of Administrative Reviews

Dr. Cerra provided an overview of the process and review committee membership for the review and evaluation of Academic Health Center senior administrators. He directed members' attention to the document that had been distributed to them regarding the University's current Recommended Guidelines for the Review Committee. He noted that the document came out of a faculty/administrative governance process and through Human Resources. Dr. Cerra then spent some time walking through the document. Question was raised whether the review process violates the data privacy act. Dr. Cerra responded that this piece is an abstract and not part of the review file - it is a part of the

report. The University's Legal Counsel must review the document prior to release, he added.

The discussion then focused on membership of the Review committee. Professor Hamilton pointed out that the AHC FCC spent two meetings discussing this item with VP Cerra. Overall, the Review Committee is designed to gather information, analyze and interpret the information and prepare a report. The composition of the review committee includes:

| | |
|-----------|---|
| Co-chairs | Dean, Non-AHC Senior AHC professor, outside of school |
| Members: | (2) Tenured faculty in school (2) Tenured faculty outside of school (1) Staff outside of school (1) Student (1) Alumnus from the school |
| Staff: | AHC Director of Human Resources Secretarial (this means staff support to the committee) |

The Senior VP for Health Sciences appoints the committee in consultation with the dean being reviewed and the governance system in the school of the dean under review. Several comments were made regarding how members of the Review Committee will be appointed. Dr. Cerra emphasized that he will ask for recommendations from the deans and from the faculty governance and then appoint the committee as per the guidelines.

The committee will convene and have 30 days to plan its information gathering and process. The 60 day clock will then begin. Once the committee has gathered information from all of the appropriate constituent groups, it will pull the data together and conduct an objective evaluation. The Review Committee will then submit to the VP an objective assessment of the performance of the dean.

How frequently will the reviews take place and what is the likely outcome, one member queried. Dr. Cerra responded that university policy mandates that reviews be conducted at least once every five years; initiate a review after three years; or, at the discretion of the responsible administrator anytime in between. As to how the results of the review will be used, Dr. Cerra said that it is one piece of information he will consider in the reappointment of the dean. It was pointed out that higher level administrative positions do not have contracts - an individual is hired to serve at "the whim of."

What is the assurance that there will be representation on the review committee from the governance system and not only those recommended by the dean, another asked? Dr. Cerra responded that he could only say what he would do in practice. If he chose everyone who came from the governance system or everyone who came from the dean, he may as well resign, he said. That would be very poor administrative protocol. Besides, the composition of the committee is public, the transactions of the committee are not.

Will there be a step in the process where the faculty member is asked whether he/she can be objective, one member asked? Dr. Cerra said that he could ask that question once the names have been forwarded to him. He indicated he would also ask them whether they were willing to serve - noting the considerable time commitment.

Dr. Cerra then talked about how he would use the data forwarded to him. If a flagrant problem is cited in the report, he will have to make a decision whether he has enough information or if he needs more. Assuming that he had enough information, he may dismiss the dean, he said. The other end of the spectrum is the perfect dean! Then there is the middle ground. Dr. Cerra indicated that he would like to get into the mode of an objective evaluation of how the leader is doing in the school and what can be done to improve the performance; and to improve the support of the faculty and staff in that school in the mission of that school. He stressed that he would like the review to be a positive exercise. It was suggested that Dr. Cerra include an "intent statement" to this effect.

In terms of the review cycle, Dr. Cerra said that he would like to see a 3-year cycle of comprehensive reviews. Members were interested in the annual review being tied into the 3-year review. Members then asked Dr. Cerra for information about the annual review as well as information regarding the review process used for department heads.

A motion was made to recommend to Dr. Cerra that he institute 3-year reviews. The motion failed because some members felt that it shouldn't be mandated but perhaps leaving it open depending upon the need for review if performance is not adequate. Additionally, conducting a review every three years would be too time consuming.

Motion was made requesting Dr. Cerra to bring back information regarding annual reviews of deans and that he would go back to the deans and request information from them regarding the review process for department heads. Motion passed unanimously.

IV. Discussion with Senior VP Cerra

Dr. Cerra spent a considerable amount of time discussing the legislative initiatives and facilities issues.

Legislative initiative process:

- . The review of the scientific proposals have been completed and has been sent back to the committee because there wasn't enough money to do everything they wanted to do. The committee came back with another resolution. An announcement regarding this is forthcoming.
- . The \$2 million dollars in the Basic Science proposals have been distributed.
- . The process is in motion to distribute the educational proposals. The total distribution is somewhere in the range of \$3.8 million.
- . The Review Committee is reviewing about 63 proposals for the

- . Research RFP and approximately 63 small grant proposals.
- . A full report identifying members of review panels, the awards, what was funded, etc. will be available within the next two weeks.
- . Members of the review were selected through recommendations from the Deans Council and interested faculty.
- . Faculty who provided oversight for the small grants and SIPS developed a set of rules for the review.
- . The interdisciplinary programs grew out of the 65 RFP's submitted about a year ago. These programs were forwarded to the Legislature and the AHC received \$2 million recurring pot of money.
- . Funding graduate students is an issue. The training grant does not have enough money to pay for graduate students. Dr. Cerra hopes that the issue will be addressed university-wide.
- . Thirty applications were submitted to the Minnesota Technology Matching Grants - the University did not receive any.

Facilities Issues:

- . Through the CIAC process (the central process to prioritize capital expenditures), JOML replacement was not scheduled to come up until 2003. Subsequent to the new administration, Dr. Cerra put together a justification, to carry forward, that the JOML replacement needed to be moved up and to plan for funding in the next session of the Legislature. Dr. Cerra explained that a two year budget is agreed upon during the first year of the biennial process; and capital expenditures are dealt with in the second year. Dr. Cerra said he was on course to go for planning money this coming session of the Legislature. The new president became very interested in the Biological Sciences, the reorganization, etc. So, Dr. Cerra added JOML on President Yudof's plate because the AHC doesn't have funding to cover the \$400 per square foot that it will cost to replace 270,000 square feet.
- . After responding to inquiries and supplying information, President Yudof has made Biological Sciences one of his top four priorities. One of the manifestations of that is the \$70 million replacement facility and \$30 million in recurring and non-recurring dollars to recruit faculty and "outfit" them the way they should be in the area of Biological Sciences.
- . Faculty will be brought into the process, during the second phase, to determine where the investments need to be made.
- . George Wilcox agreed to chair the JOML Replacement Committee. A number of public requests were made for people to participate. One hundred-fifty faculty and staff came to the public meetings to volunteer to serve on these committees.
- . A pre-proposal has been developed under the rubric of Biological Sciences and Neurological Sciences - not talking about any particular department. The pre-proposal is in, the Governor has approved it and it's going forward.

At this point, Dr. Cerra directed members' attention to the overheads and walked through the committee structure set up to work on the strategic facility plan for the AHC. Dr. Cerra invited

anyone who is interested in serving on one of the committees to contact him.

Is the Space Coordinating Committee handling the new space or is it looking at remaining space issues that are not in the Biological Sciences, one member asked? Dr. Cerra responded that its primary charge is to come up with a process for the management of space in the Academic Health Center. The specific space needs are the subject of a monthly document that Dr. Cerra receives from Lorelee Wederstrom, Director of Facilities Management. The ultimate goal Dr. Cerra said, is to provide faculty members with the resources they need to accomplish their work.

V. Old Business

There was no old business.

VI. New Business

One member inquired about the Faculty Revitalization Program. Dr. Cerra commented that the materials regarding Faculty Revitalization were developed and then reviewed with the Deans. The member's concern was that the senior faculty will "head out the door" in her school before there are enough people to adequately replace them. There should be something done to keep them on at some level. Dr. Cerra interjected that they are talking about mechanisms or tools for use by schools to accomplish certain goals. After considerable review, it was determined that the current tools that exist provide sufficient mechanisms for the School of Nursing to do that. Dr. Cerra stated that he was open to further discussion regarding this issue. Faculty were encouraged to read the document regarding the Faculty Revitalization Program...it can be found on the WEB.

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

- Vickie Courtney
University of Minnesota!

AHC FACULTY ASSEMBLY MEETING

Monday, April 13, 1998
12:00 - 1:30 p.m.
5-125 Moos

AGENDA

1. Approval of the November 25, 1997 Minutes
2. Nominating Process for AHC Committee on Committees (10 min.)
Cynthia Gross, Chair, AHC FCC
3. Governance Task Force Report Update (10 min.) - Cynthia Gross
4. Grants Management (20 min.)
David Hamilton and Frank Cerra
5. Discussion with Senior Vice President Frank Cerra (30 min.)
6. Old Business
7. New Business

ATTENDANCE RECORD OF

April 13 - AHC Fac Assembly

MEETING

PLACE A CHECK BEFORE YOUR NAME TO INDICATE ATTENDANCE

- Frank Cerra
- Muriel Bebeau
- Peter Bitterman
- Sheila Corcoran-Perry
- Daniel Feeney
- Judith Garrard
- Cynthia Gross
- Frederic Hafferty
- David Hamilton
- Yusuf Abul-Hajj
- John Bantle
- Susan Berry
- Carole Bland
- Kathleen Conklin
- Mary Dempsey
- Kathryn Dusenbery
- Martin Dworkin
- Timothy Ebner
- Barbara Elliott
- Stanley Erlandsen
- Anthony Faras
- Bernie Feldman
- Jean Forster
- Marshall Hertz
- Margaret Hostetter

- David Hunter
- David Ingbar
- John Kralewski
- Richard Linck
- Dennis Livingston
- Omelan Lukasewycz
- Patrick McKeever
- Matthew Mescher
- David Murray
- Kakambi Nagaraja
- Theodore Oegema
- Harry Orr
- Mary Porter
- Richard Purple
- Paul Quie
- Norma Ramsay
- Laura Ranum
- T. Michael Speidel
- Bert Stromberg
- Patricia Tomlinson
- Howard Towle
- Alexander Wagenaar
- Carol Wells
- Timothy Wiedmann
- Christopher Wylie

ATTENDANCE RECORD OF

April 13 - AHC Faculty Assembly

MEETING

PLACE A CHECK BEFORE YOUR NAME TO INDICATE ATTENDANCE

- Frank Cerra
- Muriel Bebeau
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- Bert Stromberg
- Patricia Tomlinson
- Howard Towle
- Alexander Wagenaar
- Carol Wells
- Timothy Wiedmann
- Christopher Wylie

Cynthia:

Process for naming the Nominating Committee for the new AHC Committee on Committees.

The AHC FCC appointed a nominating committee (see membership roster) charged to generate a slate of names of twice as many faculty/administrative professional candidates from each college for the Committee on Committees.

Committee on Committees shall be composed of 8 elected faculty/academic professional members (2 from the Medical School) one from the basic sciences and one from the clinical sciences) and 1 each from Dentistry, Nursing, Pharmacy, Public Health, Veterinary Medicine, and the UMD School of Medicine). Faculty/Academic professional members must have served as members of the University Senate within the last five years.

Today, we are asking the AHC Assembly to approve the membership of the Nominating Committee. The Nominating Committee will then begin its work to produce a slate of names. During spring quarter an election will be held. Ballots will be mailed to faculty/academic professional representatives of the AHC Faculty Assembly to elect the appropriate number of individuals for three-year terms.

Committee on Committees will be responsible for forwarding annually to the AHC Faculty Assembly, names it recommends to those committees of the AHC Faculty Assembly specified in the Bylaws – such as the AHC Finance and Planning Committee and the AHC Faculty Affairs Committee.

Hope this is helpful
Vickie

AHC NOMINATING COMMITTEE FOR COMMITTEE ON COMMITTEES

1997-1998

List compiled on: 4/9/98

REPRESENTATIVES, FACULTY

1 to be named

UMD Med Representative

*Ted didn't produce
a name for me!*

Thomas Shier

Pharmacy

8-168 Weaver-Densford

East Bank

shier001@maroon.tc.umn.edu

fax: 624-2974

624-9465

Jim Waddell

Clinical & Population Sci

385 Animal Sci/Vet Med

St. Paul Campus

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fax: 625-1210

625-3118

Donna Brauer

Nursing

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East Bank

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fax: 626-2359

624-1100

Jill Stoltenberg

Preventative Science

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East Bank

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fax: 626-6096

625-5651

Mark Rosenberg

Medicine

Box 736 Mayo

East Bank

rosen001@tc.umn.edu

fax: 625-2174

624-9444

Deb Swackhamer

Enviro & Occup Hlth

Box 807 Mayo

East Bank

dswack@mail.eoh.umn.edu

fax: 626-0650

626-0435

SENATE STAFF

Vickie Courtney

University Senate

428 Morrill Hall

East Bank

courtney@mailbox.mail.umn.edu

fax: 626-1609

625-4805

If you have any questions, please contact the University Senate Office at 625-9369

**AHC - FCC UPDATE FOR AHC ASSEMBLY
APRIL 13, 1998**

Consultation Issues '97- '98

- 1. Communications: AHC-FCC Minutes abstracted for the CAPSULE**
- 2. Creation of Subcommittees on Finance (D. Feeney, chair) and on Faculty Affairs (C.Bland, chair)**
- 3. Evaluation at the AHC**
 - composition and selection of review committee for Dean's review
 - proposed annual reviews of schools, departments, deans
- 4. AHC Grants**
 - Report on process of AHC small seed grant distribution
 - Follow-up on larger grant distribution - in progress
- 5. Faculty recognition events**
 - Newly tenured and promoted event to be held as done last year.
 - Proposal for event to honor retirees across the AHC
- 6. Memorandum of Understanding & Compacts, O&M /ICR Swap**
 - Letter to Yudof and Cerra voicing concern about policies which disadvantage highly productive groups like the School of Public Health (SPH);
 - Change in wording of SPH Compact's focus on school-wide performance criteria, not individual benchmarks;
 - Request for tenure & school specific faculty hiring, departure data to track trends.

7. Retirement Issues
 - Tracking the proposed faculty revitalization plan and distinguishing faculty rights from administrative options for retirement incentives
 - Retiree's Bill of Rights from the U Senate
8. Plans to create an AHC Educational Service Organization (ESO)
 - concerns about U-wide overlap, unfunding of existing educational efforts
9. Governance Issue: Continuing the link between the U FCC and the AHC-FCC, with the appointment of a single provost and a senior VP for the Health Sciences
10. Diversity task force

Upcoming Issues

11. U's Conflict of Interest Policy
12. U-Wide support for faculty development/sabbaticals
13. Post-tenure Review
14. Process of approving Interdisciplinary Programs and Centers

University of Minnesota Grants Management

Introduction:

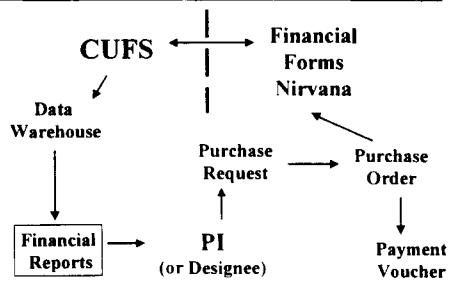
- Our Vision**
- The Time Line**
- The Challenges**
- The Risks**
- The Players**

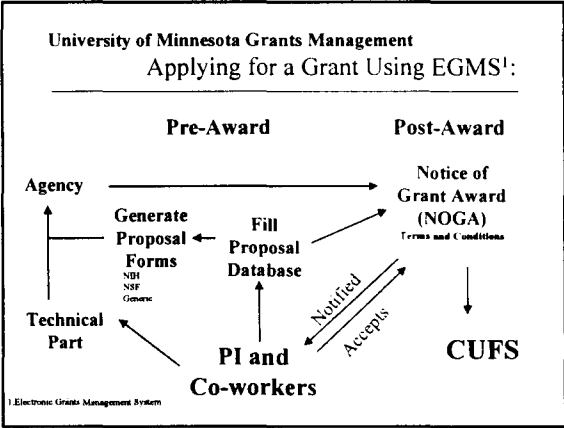
University of Minnesota Grants Management

Our Vision:

- To Provide the Tools Necessary for Investigators to Easily and Accurately Manage Their Grants**
- To Provide the Tools Necessary for Administrators to Easily Provide Oversight and Monitor Compliance**
- To Provide Educational Experiences for all Personnel on Regulatory, Compliance and Ethical Issues in Research**

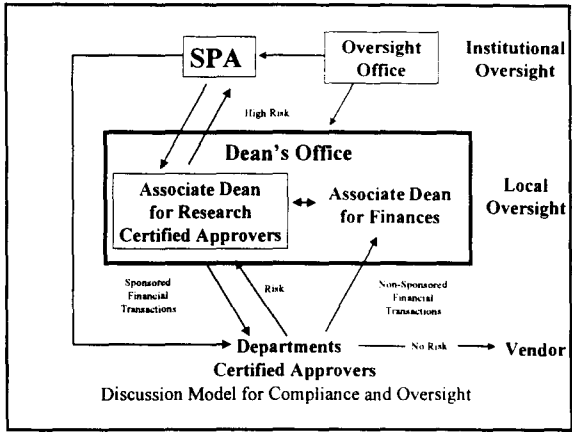
University of Minnesota Grants Management
Managing the Laboratory From Anywhere:

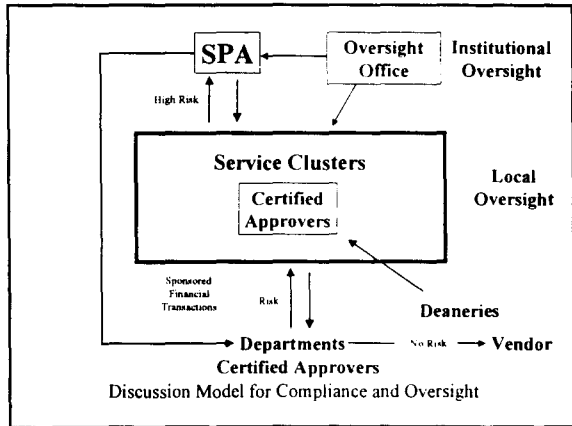




- University of Minnesota Grants Management**
The Expertise Database:
- A Concept That Extends Beyond Sponsored Accounts
 - Provides Up-to-Date Records of:
 - Background • Research Expertise
 - Honors • Patents
 - Publications • Industrial Relevance
 - Can be Accessed by Minnesota Businesses as well as Others Around the World
 - Will be Uploaded to the Community of Science
 - Can be Used to Construct BioSketches for Grants
 - Can be Used to Construct a Curriculum Vitae
 - Could Benchmark Faculty Scholarship

- University of Minnesota Grants Management**
Elements of Oversight and Compliance:
- Education in Roles and Responsibilities
 - Faculty - Management and Ethics
 - Staff - Certified Approvers
 - Students - Management and Ethics
 - Technical Enhancements
 - Electronically Flag OMB Circular A-21 Violations
 - CUFS Spending Control
 - CUFS Object Control
 - Random and Targeted Monitoring
 - Incentives
 - Positive
 - Negative
- Discussion Model for Compliance and Oversight





University of Minnesota Grants Management
The Time Line:

Delivered:
 EGMS Pre-Award
 Financial Reports on the Web
 Financial FormsNirvana (Purchase Order, Payment Voucher)
 Administrative Training

Promised:
 FormsNirvana Purchase Request.....Pilot 7/1/98
 EGMS Post-AwardPilot 7/1/98
 Department & Dean's Office Processes.....Pilot 9/1/98
 Electronic Upload to CUFS.....Pilot 7/1/98
 Education of Faculty..... Fall Quarter
 Roles and Responsibilities.....Pilot 7/1/98
 Technical Compliance Enhancements.....Pilot 9/1/98

Monday April 13, 1998
AHC & Fac. Assembly -

Frank Cera, called the mtg to order -

Minutes of the last mtg:

1. Minutes approved -
2. Nominating Committee -
Cythia Bron gave overview - of process
- ~~3.~~ State approval -

II. Governance Issue -

Possibilities - continuation of FCC -

Position of current FCC is to have a formal link - matches structure.

Cynthia over head - What FCC has been doing

1. Communicator: AHC-FCC minutes abstracted for the capsule
2. Creator of subcommittees
3. Evaluator of deans
- composer + selector of review
4. AHC Grants -

4. Report on process of AHC small seed grant distributor

- follow up on larger grant distrib. in progress

5. Fac. Recognition

- Newly tenured + promoted event to be held as done last year.

- Proposal for event to honor retirees across the AHC.

6. Memorandum of Understanding & Compact, OJM/ICR SWAP

- Letter to Yudof + Cerna voicing concern about policies which disadvantage highly productive groups like the School of Public Health.

- Change in wording of 5pt Compact focus on school-wide performance criteria, not individual benchmarks;

- request -

7. Retirement Issues

- tracking the proposed faculty reorganization plan + distinguishing fac. rights from administrative options for retirement incentives

- Retiree's Bill of Rights from U Senate

8. Plans to create an AHC Educational Service Organ. (ESO)

- concerns about U-wide overlap, unfunding of existing educational efforts -

9. Governance Issue: Codifying the link between the UFCC - essential for deliberation

10. Diversity Task

Upcoming Issues

11. U's Conflict of Interest Policy
12. U-wide support for fac. develop. / sabbatical
13. Post-tenure Review
14. Process of approving Interdis. Programs + Centers

Many ~~to~~ Dampney

Talked about Task Force -
Senate, closer tie & play a much more active role - will also
Skeltoned comments -

Judy - spoke out about maintaining formal link -

Quester about post-tenure review:

- Thinks that fac should play very active role -

Carol's sub committee will work w/ joint

London regarding this -
Is it increasing the _____?

Bernie - talk about Senate policy - yesterday
intent is not be used by the as a
means to "get rid of dead weight,"

4. Grants Management.

Frank introduced - - has been restructured

David agreed to be director - Win Ann
Project Manager -

- talked about tools for investigation, admin,

- provide educational

- managing from anywhere - to accomplish
a couple of elements have come into play -

a) Financial Forms Review

b) Financial info on WEB -

Major problem can't get accurate info
on salary + fringe

will be in
testing

Oct - late
Feb -
May - late

{ VC - try to
get up next year
AHC Sac. Assn'ts }

Frank said a few words -
CUFS - will be used beyond 2000

- Purchase request on-line -
- Payment voucher - also on-line
- Applying for a Grant Using EGMS

- discussed technical aspects - HTML ^H will allow color

Another part of EGMS is the Expertise ^{form etc.}
database -

currently developing Expertise Database

Value of expertise database is that they can
be accessed thru WEB

Talk about ^{Construct} ~~curriculum~~ vital - ^{Some} member
commented about the data privacy act.

Another member commented that this is great unless
database in NT kept current.

- Elements of Oversight & Compliance -
 - Educator in roles & Respon.
 - fac - management + ethics
 - staff - careful approval
 - student - Management + ethics

Technical Enhancement

Electron Hig OMB Circular
A-21 Violator

Incentives

positive

negative

R & B

SPA (is now what

Dean's office

ORTHA was

Certified approvers

Looking at service clusters -
for those areas that can't afford

Mail then tucked - tool - to allow PI
to manage own grants - if you

2. a set of tools for adm. to oversee reg.

Target date Oct - site visit under NIH

The internal model used is not an admin.
model, but a collaborative effort
with fac. + fac. governance -
David said they report to Research

Committee - 0 members of fec. have been involved & will also report to FCC.

J. Cera talked about some other things dealing with "exceptional status."

- Civil Suit - getting ready for trial date - expected in Oct - also working diligently to settle out-of-court.

Shel will come back to talk about Grants Man.

Comments

(1) Back up on WEB talk about slow down on
(Euler back bone?) WEB-

(2) - hooking the objects -
in larger pict. # of degrees of freedom
for PI is down to 0 -

Plan for procedure - PI have access to formula
that the PI can do

→ FC. direct cost + indirect cost
not always - add up + grant.

Institution needs to address

Concept is easy, how to ^{turn} make
that into cash flow - pattern

III

Training on Web, question -

A couple of modules are up
Educator effort for fac.

Next announce did well during legislative
session - Thanked everyone

**MEETING OF THE ACADEMIC HEALTH CENTER
FACULTY ASSEMBLY**

**TUESDAY, NOVEMBER 25, 1997
12:00 - 1:30 P.M.
5-276 MILLARD HALL**

- 1. Minutes for June 5, 1997
(sent via email)**
- 2. Discussion - Motion regarding committee structure (15 minutes)
(page following the agenda)**
- 3. Administrative Reviews - (30 minutes)
Senior Vice President Frank Cerra and Professor David Hamilton**
- 4. Discussion with Senior Vice President Frank Cerra (25 minutes)**
- 5. Old Business**
- 6. New Business**
- 7. Adjournment**

AHC FACULTY CONSULTATIVE COMMITTEE

April 9, 1998

Minutes of the Meeting

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REGRETS: Fred Hafferty, David Hamilton

The minutes of the last meeting were approved.

REPORT FROM THE AHC FACULTY AFFAIRS COMMITTEE

Professor Carole Bland, chair of the AHC Faculty Affairs Committee, reported that the committee had its first meeting. Members of this committee include Bernie Feldman, Jean Forster, Ted Oegema, Rick Purple and Bert Stromberg. Kent Bales, chair of the Senate Committee on Faculty Affairs also attended the meeting and provided them with an overview of SCFA's agenda. Professor Bland also spoke with Jeannette Loudon, Human Resource Director (AHC) about other items the committee may want to consider such as Faculty Revitalization. The Faculty Revitalization plan has not made its way through the governance structure. However, Professor Bales thought it would be appropriate for it to start with the AHC since that is where it originated. Professor Bales encouraged the AHC FAC to look at a Sabbatical Leave Program. There seems to be an issue of how to fund it, particularly if the majority of the college/units funds are not State dollars. Other issues the committee talked about addressing include post-tenure review and the full time clinical track

With respect to the full time clinical track, Professor Bland explained that the Medical School has a full time clinical track that means you can be a regular faculty, with all of the privileges of a regular faculty except tenure. This is currently being refined in the Medical School because they want to add the benefit of a rolling contract once the faculty gets to associate professor. A lengthy discussion ensued regarding this matter. The group resolved that this would set a precedent for all AHC schools and therefore the AHC FAC must look into it further and have the issue discussed AHC-wide.

Members then spent some time talking about the Faculty Bill of Rights and faculty revitalization. One member thought it would be helpful for AHC FAC to try to separate out what is an entitlement; what is a right; what is an exit strategy and all of the implications of the exit strategy and being up front about it. After a lengthy discussion, there remained uncertainty as to whether there is movement afoot to put a Faculty

Revitalization Plan in place. The FCC charged the Professor Bland's committee with going ahead on the aforementioned issues. Specifically, she should find out the status of the Faculty Revitalization Plan. The FAC was also asked to look into honors and awards available to recognize faculty for their accomplishments.

OTHER BUSINESS

Professor Gross brought before the Committee for its review a draft letter to Mary Dempsey regarding the importance of the AHC FCC continuing a formal reporting link to the University Senate/Assembly structure and a draft letter to Frank Cerra regarding a recognition event for retirees. Members offered some suggestions for revisions. Professor Gross indicated that she would circulate the revised letters to members prior to sending them.

Vickie Courtney reported on the nominating process for electing a Committee on Committees for the AHC. Members were asked to provide her with at least three names (6 for Medical School) from each of their respective schools to serve as a nominating committee. This nominating committee comprised of representatives from each of the schools will be charged to generate the names of twice as many faculty/academic professional candidates from each college for the committee. An election will take place during spring quarter. Members of the AHC Faculty will be asked to vote (via mail ballot) for one individual from each college (2 from the Medical School). Results of the election will be reported at the Spring Faculty Assembly meeting.

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Professor Gross will raise the issue again with Vic Bloomfield regarding faculty members serving as ex officio on the Twin Cities Campus Deans Council.

Hearing no further business, Professor Gross adjourned the meeting.

Vickie Courtney
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Hearing no further business, Professor Gross adjourned the meeting.

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Hearing no further business, Professor Gross adjourned the meeting.

Vickie Courtney
University of Minnesota!

AHC FCC Meeting with Frank Cerra
Wednesday, April 15, 1998
Executive Summary

PRESENT: Frank Cerra, Dan Feeney, Fred Hafferty, Cynthia Gross, Sheila Corcoran-Perry, Judy Garrard

REGRETS: Peter Bitterman, Muriel Bebeau

This first item of business was to discuss the letter Professor Gross drafted on behalf of the committee to Mary Dempsey regarding the importance of the AHC FCC continuing a formal reporting link to the University Senate/Assembly structure. Dr. Cerra expressed his support of the letter as did all members present. A copy of the letter will be sent to Vic Bloomfield, Chair of the FCC.

Annual Review of Deans: Dr. Cerra talked about the role of the compact in relationship to the annual review of the deans. He thought that this would provide the basis for an objective review system because the compact is a year-to-year agreement about what is to be accomplished during that time with respect to relevant academic and financial issues; the goals, problems; and what the reports include. He also mentioned that a faculty evaluation could be done through a survey instrument within each college and a financial evaluation will be done by the CFO of the AHC with respect to reviews. It was suggested that faculty within the AHC be asked to assist in developing the survey instrument. Members recommended Phyllis Piery and Illene Harris. Dr. Cerra indicated that he would follow up on this suggestion. If they agree to do this, he will provide them with job descriptions and the review guidelines. Once a draft survey instrument is developed, Dr. Cerra will bring it back to the FCC for its review.

A considerable amount of time was spent discussing the outcomes based on the review. Because of the Data Practices Act, the content of the performance review is not public unless the individual under review agrees to release the information. Members commented that they believed that members of the faculty were interested in knowing about the outcomes and encouraged Dr. Cerra to develop an instrument that could be used and maintained as a public document.

It was suggested that publicizing a "good" review could be used as part of development. With respect to outcomes, the review could also be used to show how the AHC is a leader, especially in those cases where the Senior VP provides the dean with the necessary training and development in areas identified through the review process. The mission and vision of a school/unit should not be lost. The compact should reflect the mission or one should build on the other.

Dr. Cerra will bring a sample of a compact to one of the upcoming meetings for the committee's review.

Budget Process: Dr. Cerra outlined the budgeting process. The basis on which revenue is distributed is generally a policy decision. Because we don't know what we will get from the Legislature until May in a fiscal year that ends in June, the final budget pages don't go to the Dean's office until the end of May. This is problematic. Questions about changing the University's fiscal year have been raised.

The Legislature gave the University about \$138 million. Seventy million is needed for the new building. This was given along with the authorization for the University to sell bonds as one means to make up the difference. The Legislature further said that if it bonded the first \$35 million for the building it would give the U the option of coming back for the last \$35 million in the biennium. The stipulation with this is that all of the money needs to be spent (on the building) by the year 2002.

OTHER BUSINESS

ESO; Post-tenure review; and, SIP (large grants):

John Fetrow will be invited to an upcoming FCC meeting to discuss the ESO.

Members indicated they would be interested in receiving a document relative to the outcome of the large grants. The information provided by Fetrow on the seed grants was very helpful and perhaps something similar could be provided on the large grants.

. Dr. Cerra will keep the group apprised about the post-tenure documents. He reported that he met with Mary Dempsey and Janet Loudon on this matter.

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. Dr. Cerra will provide the FCC with a progress report on the RSO.

Hearing no further business, the meeting was adjourned.

Vickie Courtney
University of Minnesota
AHC

AHC FACULTY CONSULTATIVE COMMITTEE

March 12, 1998

Minutes of the Meeting

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PRESENT: Cynthia Gross (chair), Sheila Corcoran-Perry, Peter Bitterman, Dan Feeney, Muriel Bebeau

REGRETS: Judith Garrard, Carole Bland, David Hamilton, Fred Hafferty

ABSENT: None

GUESTS: Stephanie Lieberman

[In these minutes: AHC Task Force on Diversity; Nominating Committee; AHC Publications; Faculty Revitalization; OCR/O&M]

Professor Gross welcomed members and introduced Stephanie Lieberman from Sr. VP Cerra's Office to talk about the charge to the Academic Health Center's Task Force on Diversity. She then turned the meeting over to Ms. Lieberman.

AHC TASK FORCE ON DIVERSITY

Stephanie Lieberman distributed a draft of the charge to the AHC Task Force and talked about the need for the University to do better in the area of diversity. In most departments the numbers for faculty in terms of a diversity are in single digits, she said. As far as she is concerned, this is not acceptable. But what to do about it, is the question, she added. The Task Force will look at diversity issues with respect to faculty and students.

Members then spent some time talking about the meaning of "diversity." Ms. Lieberman has urged people to look at diversity differently than defined by Federal Guidelines - to look at it in a broader scope - and each school should talk about its own kind of diversity even if it is urban/rural or class. She pointed out that this is why they chose the term diversity as opposed to multicultural.

Ms. Lieberman then directed members' attention to the questions for the Task Force on Diversity. She explained that the Task Force will serve as the umbrella committee to look at the basic issues and then will be split into two work groups: one for students, and one for faculty. They'll meet together occasionally to make sure both groups are on track. The following questions were developed for the Task Forces' consideration:

- . How should the Academic Health Center define "diversity" as it relates to its students and faculty?
- . What is/should be the best "mix" of students; the best "mix" of faculty for the Academic Health Center?
- . What programs are currently in place to promote the recruitment, selection, retention, (and promotion and tenure for faculty) of diverse student and faculty populations?
- . What programs have been successful locally and nationally to attract and retain diverse student and faculty populations?
- . Should these programs be interscholastic, central, or discipline specific? What would the Academic Health Center's diversity program ideally look like from an organizational perspective?
- . What 'new' initiatives should be recommended for action by the AHC? The Schools? Departments?
- . What are the budget implications? What are the priorities?
- . What future directions do you foresee for diversity within the AHC? How will existing systems adapt to these changes?

Ms. Lieberman asked for representation from the FCC to ensure a link between the Task Force and the FCC because the recommendations for implementation from the Task Force will be brought back to the FCC. One member inquired about the budget for implementation. Ms. Lieberman estimated that several million dollars most likely will be invested, emphasizing that this is not an evaluation of the current programs. What they do want to figure out is whether or not the current programs, given the economy now, makes sense. faculty/academic professional candidates from each college.

We are losing some of our very best students to other universities that we think we should be able to compete with and we are not, commented one of the members, and we need to look at this very carefully. It would be very useful to know where the very best students are going. This led to a discussion about relationships with high school teachers and creating a positive attitude between the University and secondary education peers.

Another opined that the Federal Guidelines have done a disservice in making people defensive and reactive by forcing us to pretend somehow that we are in south Bronx and not in the upper Midwest and really penalize us unfairly for our environment rather than appreciating the diversity that is here.

Members expressed an interest in continuing consultation regarding the work of the Task Force. The Task Force is scheduled to meet on March 31, 8:00 - 10:00, 488 CHC. Members requested a list of Task Force members.

NOMINATING COMMITTEE: A nominating committee needs to be appointed to produce a slate of names for the AHC Committee on Committees. The nominating committee will produce twice as many faculty/academic professional candidates from each college. AHC Faculty Assembly members will be asked to vote for eight individuals who will serve as the AHC Committee on Committees. Professor Gross will talk with Vickie Courtney regarding the process to be followed as outlined in the AHC Constitution.

TENURE AND RETIREMENT EVENTS: Professor Gross reported that she was contacted by the individual responsible for the Tenure Recognition Event who was interested in talking with her about how the event could be better. Members who attended last year's event said that it was an outstanding event and looked forward to another this year. Professor Gross also talked about the importance of recognizing retirees at an annual event. When she talked with Sr. VP Cerra about this idea and he was very receptive. Members talked about whether this event should be AHC-wide. Most agreed that it should. It was also agreed that retirees should be recognized in one of the AHC publications.

GOVERNANCE TASK FORCE: Professor Gross updated the committee on the status of the recommendations of the Governance Task Force. The motions on the floor of the Senate to approve the recommendations did not pass. She pointed out that the recommendation was not to eliminate the AHC FCC but to sever the formal tie to the Senate FCC and the University Assembly. In her conversation with Vic Bloomfield, FCC Chair, he said that the AHC FCC misunderstood what the Governance Task Force meant and that the Task Force and the FCC supported the continuance of the AHC FCC. She responded to his comment by saying that the one of the committee's concern is about being supported under the control of the individual the committee is providing consultation - the current AHC administration is very supportive of governance but that doesn't mean the next vice president will be supportive. She said that Sr. VP Cerra sent a letter to the UFCC saying that he intends to financially support AHC faculty governance and the funds will be administered by the University Senate Office and therefore would receive Senate support.

Members then spent some time sharing their perspectives on why the Task Force recommended the severing of formal reporting ties to the University Senate FCC. Professor Gross agreed to draft a letter to Vic Bloomfield and Mary Dempsey stating that there are too many senators changing too often for them to develop an ongoing effective internal system without a smaller executive committee, which the AHC FCC satisfies. This body should report to the parent FCC. Consultation should be distinguished from reporting, it was noted. The parent FCC should be the strongest single faculty voice to the administration and any other FCC ought to report to it. The parent FCC should decide if this is a group that will increase the level of enfranchisement or not. Professor Gross will circulate the draft before forwarding on to Dempsey and Bloomfield.

OTHER ITEMS

AHC PUBLICATIONS: Professor Gross reported that Peggy Rinard contacted her about AHC FCC input relative to AHC publications. The AHC PR department has been producing a lot more positive news articles and more faculty who are experts in their area are appearing on news shows, it was noted. Members agreed to put "newsmedia" issues on the agenda on an ongoing basis.

FACULTY REVITATIZATION: A faculty member in the AHC contacted Professor Gross to talk about the status of the faculty revitalization program. Professor Feeney interjected that this issue is on the Finance and Planning agenda with Kathryn Johnson. It seems the issue is hung up in central due to the concern that there may be an inequity among colleges - those who can afford to do it and those who can't. One should not be victimized by the situation of the department you're in, one said. Professor Gross asked that the AHC Finance and Planning Subcommittee look into this issue further and requested the subcommittee obtain in writing, the basic option(s) available to faculty - not what is available to administrators to offer faculty. Members expressed interest in knowing about the steps involved and the appeal process. The subcommittee is urged to pursue the issue of faculty revitalization rigorously and report back to the FCC.

ICR/O&M UPDATE

President Yudof met with the faculty in the School of Public Health to talk about the issues relative to ICR /O&M moneys. Referring to the article in the CAPSULE, one member read....Final decisions will be incorporated into the school's compact this spring. Cerra says that he plans to work with each AHC School to determine appropriate funding to support its mission...." One member commented that there doesn't appear to be any structural changes being made relative to IMG.

Is IMG going to be used to strengthen the academic core, another queried. In the Medical School, it could have the opposite effect - where once again, the people who have the largest grants will see fit to go in the free market and force retention situations rather than having a plan to gradually reward those groups who have traditionally been good at getting grants and encouraging those who haven't, to do so. The real issue, it was said, is how IMG is implemented and whether or not an immediate reward is built in for the high earners.

ISSUES TO BE DISCUSSED WITH CERRA

- . Educational Service Organization
 - . Post-tenure documents
- (The AHC Faculty Affairs Committee ought to look into this)

The next meeting with Sr. VP Cerra is scheduled for March 18th.

The AHC Faculty Assembly meets on Monday, April 13, 1998, 12:00 - 1:30 p.m., 5-125 Moos Tower.

Hearing no further business, Professor Gross adjourned the meeting at 1:30 p.m.

-Vickie Courtney
University of Minnesota!

Cynthia - hasn't got the notice.

AHC FCC
Thurs. May 14, 1998

Call Kathy about
Next week's mtg.

Muriel Beber

Present: Dan Geaney, Sheila Corcoran-Perry,
Peter Bitterman, Cynthia Gross, David H.

Presds: Judy Harrod, Ted Hefferty,

Minutes - approved -

Fac. Develop. Grants.

I. John Etrows coming - to discuss ESO
Some discussion about - procedure for setting
up review committee -

Make review process ^{regular as possible} - peer review important -
should be public, Critiques should be written.
Methodology ~~should~~ should be public.

What is the criteria for selecting indiv. to
Proposal Review Committee.

Finance Issues from Subcommittee

1) Who's on fin/planning - U-wide.

- Need this clarified who can sit on
U Finance/Planning -

Membership of Committee -

As long as this committee is ambiguous - so will
role of this committee -

Mtg next week with prof. schools.

(Linda Bradie) St. Paul, on FCC - DAN should talk to
her about FCC linkage to Parent FCC.

- Cynthia will draft letter to Vic Bloomfield +
Mark Egan about revitalizing AHC-FCC

Post-tenure Review

Cynthia read from Carol's notes.

SCFA - a subcommittee is looking at appointments.

David's comments

Nic's email to Frank about this - Frank was unaware of the
Clinical faculty track - was even happening.

are they part of curriculum decision?

[appointed as T? P&A?]

For each of these decisions, there is a ripple effect.

Clinical Track - on next mtg w/ Frank -

[al Michael, Cherie Perlmuter]

- Discussion about academic freedom - off the record.
What goes on grant - proposals properly costed -

Back to
discussion about
clinical faculty
tracks.

Assembly Mtg.

Chair's Report

Thanks to

subcommittee Reports - DAN Feeney
Carole Blaul

John Getrow - Update ESO -
Educator Support Organization

Educator Group -

AHC-FCC voiced concern that there aren't any "faculty"

change to group - [on Educator Group]

What support services should be out there -

Needs - One time + continuing needs.

Intercollegiate curricular development +
faculty training won't be part of the ESO -
(as it stands now)

J.J. talked about that ESO would take over
area of Biomed

Pete: it would be equally useful to have an
up-to-date directory - why couldn't it
be on the WEBSITE.

What are the needs?

Where is the quality of the teaching-learning experience.

Is there money to enhance the quality of teaching in the AHC.

Curry - list does not reflect what fac. want/need.

Classroom Committee - their work is under way.

Atrow - tried to explain - what ESO should know about.

^{4th} - application of technology - should there be effort to coordinate across AHC.

Discussion - about giving students technology - before fac. who don't know how to use that technology.
(example: Vet Med - students (incoming) will have laptops
freshman Notebook.

Meiky - there are no reward for teaching
no \$\$ for fac. development.

Why should we "pay" twice - if Digital Medicine Center is suppose to be doing it -

AHC-FCC

May 20.

Frank Cerro, Cynthia Gross, Peter
Bitterman, Sheila Corcoran Perry,
Fred Hafferty, Don Seaney.

Discussion with Frank about ESO mtg w John
Getrow

Cindy -

Comment about group of indi. & what was
needed, especially academic

Master teacher was missing component -

- what are needs - graduate
- Have T. More Award winners
- don't want more phone #'s

If goal is to enhance educ. then
set the right object.

Hold offices accountability - can't build
parallel groups doing the same job.

Don talked about mtg w/ Loree Understein
Classroom revitalization.

- Structure appeared to be a duplication.
- If it's technology, then they need to be taught how to use it.
 - way to train - need to be more efficient
- Take money that would be used to fund positions, should be used to support fac. development.

Cindy. If had good goals measurable objectives -
 Muckey ~~the~~ group wanted to survey alumni, etc -
 need to do educational stuff -

Sheila - a certain amount needs to be done at
 college level - then \$\$\$ should go there -
 another piece could be AHC central.

- Critical mass ~~standard~~
- College level.

What

Objectives - make teaching better or
 Classroom better? What is it?
 Comfortable learning.

- Classroom scheduling - need either fac ombudsman
 or admin. review.
- development of teachers - training grants (AHC)

BUSH

are there
 AHC - or
 colleges?

Comfort - is faculty
is U issue

Unit - teaching

AAC - funding

AAC / College - accreditation (National)

AAC - Federal or funding

Health prof.
professional education

umbrella agreement
program. Nursing

Merck funds a piece
of this program

Quality of teaching issue

BUSHE Program?

U-wide
limited
funds -

developing prof. education

also interact with others across

campus.

Frank's - office

- 1) accountability held to those responsible
- 2) classroom renovation

do a better job for defining quality
teaching issue -

Yudof's Academy example -

went back to talking about
collecting the very best, the
very new + those who are in
+ out -

"Thorough bred teachers" analogy.

What is the vision of ESC?

Driving factors

FC

1) complaints that need to get

2) ~~if there~~ where's best place for the \$

3) interscholastic quality control

Skills - ^{if} We ^{say we} value quality education - how do we demonstrate we value it.

~~minutes~~

Cindy - what about a carrot - to get faculty to attend workshops - the college's merit system should recognize it -

F. C. Educa. or training course in effective teaching "toolbox of skills"? Have g fac. been giving necessary tools?

1. some discussion

Mission

Vision

minimum standards

how to build it into

" " " tool kit

system in a non threatening way.

AHC should mesh with Yudof' / Bruniels plan

Equity across units

(DAN) annual bonus - top 20% of vet. med.

{ should be supported at Dean level }

{ it is some recognition - even small \$ }

Fred - teachers identity

Where to go from here?

- Excellence -

Academy of committed to grad. + undergrad. edu,
distinguished teachers -
professors

domains that will allow us to be outstanding

F.C. ESO - as it is, is done.

Frank will construct draft of charter +
will bring to group.

Educational vision
Scholarship

bring it together + flesh it out.

ATC Fac. Assembly -

Agenda

Submittes report

F.C. - Educational Excellence.

Cindy → Fac. Govern. within ATC -

or do we cease + desist

If individual colleges
are allowed to implement

**ACADEMIC HEALTH CENTER FCC
JOINT MEETING WITH SR. VP CERRA
Wednesday, February 18, 1998
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 reflect the views of, nor are they binding on, the Senate or Assembly, the Administration, or the Board of Regents.

PRESENT: Cynthia Gross (chair), David Hamilton, Peter Bitterman, Dan Feeney, Sheila Corcoran-Perry, Muriel Bebeau, Judy Garrard, Frank Cerra

ABSENT: Fred Hafferty

The first hour of the meeting was spent discussing issues with Sr. Vice President Frank Cerra.

Seed Grant Application and Review Process: Professor Gross requested information from John Fetrow regarding funds for the AHC Faculty Seed Grant Program and the grant application process. In turn, Professor Fetrow provided a detailed written outline of the review process. Members of the AHC FCC expressed their appreciation for the good job Professor Fetrow did in providing them with the information. Members commented that they thought this information would be of great interest to the faculty of the AHC. Professor Gross offered to write a piece for the Community News regarding the issue.

Professor Gross suggested that a public relations group be formed that included someone from the Legislature who might be interested in the grants that received funding.

Professor Gross commended Sr. VP Cerra on holding an event last year to recognize individuals who received tenure. She suggested that a similar event honoring individuals who are retiring be considered. VP Cerra concurred with this idea.

Administrative Review Process: Members talked about the importance of evaluating the area of diversity with respect to the administrative reviews. There was agreement that it was also important that the membership of the review team include someone who understands diversity. Members continued discussing the review process and encouraged VP Cerra to ask the Review Team to send out a communication to the faculty outlining the charge and the outcome spectrum of the reviews. VP Cerra pointed out that faculty will be provided an opportunity to answer a survey that will be made available on the WEB. Professor Carole Bland has been instrumental in the development of this automated program.

Annual Contracts: VP Cerra talked with FCC members about MOU's (Memorandum of Understanding - formerly called a compact) in relation to administrative and faculty salaries. A lengthy discussion ensued regarding compensation based on performance.

MOU in the School of Public Health: VP Cerra informed the group that under the agreement the SPH will proceed with six tenure hires. Specific to the MOU, a number of people were raising questions about the individual specific performance criteria. He explained to the School of Public Health Policy Committee that it had nothing to do with the Tenure Code and would not be held as a performance criteria in a sense of any penalty. He went on to say that you can't do a risk analysis unless you project potential income. The question he put before the SPH Policy Committee is..."what is the relative revenue generation that could be expected."

The Policy Committee then recommended that he shift the language from individuals to the School. He wrote back to the Committee suggesting all of the language about performance criteria be removed from the MOU because it was only there to do a business risk analysis - so that piece has been taken out. Issues about the process used have also been resolved. They are now down to looking at the core issues, he said, the ICR/O&M swap and A21. Those core issues are now under analysis. Additionally, a risk analysis of the SPH is being done relative to other schools in the AHC and other schools in the University. "Risk" is defined as a stable central income over as a percentage of funds necessary for the guarantee of tenured salaries. Another way to ask the question is should a new faculty hire only be paid by O&M money? The database and derivative ratio needs to be agreed upon and then explored, he said. Lastly, VP Cerra and the President are meeting with the faculty of the SPH on March 2 at which time they will outline the elements of a plan for the School that begins to address the issues.

Members then talked about the issue of senior faculty members leaving the institution and the administration implying that it is not happening. VP Cerra commented that it is the era of "cherry picking" Schools of Public Health across the nation because 1) people have decided that they ought to invest in Schools of Public Health; and, 2) there is a rapid growth in new Schools of Public Health and the old are being "cherry picked." This led to a conversation about schools in the University that have "leverage."

The analysis that is being put together is AHC-wide and will go to the AHC Committee on Finance and Planning and possibly to the AHC Faculty Assembly, VP Cerra said.

The question about whether there is an unfunded mandate in A21 compliance was raised. VP Cerra indicated that once the analysis is completed, this question will be answered. He is in agreement with Professor Hamilton that the answer will be that it is an unfunded mandate. He went on to say that even though NIH says that if you add up the direct and indirect cost for a given grant or ROI, you have enough money to perform that grant, he doesn't believe it. A lively discussion about ICR rates followed. The Committee asked VP Cerra to keep them apprised of this issue.

VP Cerra announced that David Hamilton has accepted the position of Project Director for Grants Management.

Governance Task Force Report: Members expressed their concern to VP Cerra regarding the recommendation of the University Senate's Governance Task Force that, if passed, would delete the Assembly Bylaws that constituted Provostal Faculty Consultative Committees. AHC FCC members have expressed a strong opinion to the Task Force and the FCC of the importance of maintaining a formal link to the University Senate. VP Cerra agreed with the AHC FCC members that this link was very valuable. By changing the administration of the University, the governance system is trying to do away with a method for faculty consultation which the Senate in its wisdom developed and established - a method for more intense faculty consultation than just the Senate and Assembly. The whole process is flawed, it was said, this is not just about the AHC but there should be a real alignment of other consultative bodies. AHC FCC members who are Senators were asked to speak against the motion. It was agreed that Professor Gross would send a statement to the AHC Senators regarding the AHC FCC's concern about the weakening of faculty governance which would result if the motions passed.

Hearing no further business, the meeting was adjourned.

-Vickie Courtney
University of Minnesota!

Received: from [134.84.237.146] (x84-237-146.ejack.umn.edu [134.84.237.146])
by mailbox.mail.umn.edu (8.8.5/8.8.5) with SMTP id QAA10568
for <courtney@mailbox.mail.umn.edu>; Thu, 12 Mar 1998 16:34:52 -0600 (CS
Date: Thu, 12 Mar 1998 16:34:52 -0600 (CST)
Message-Id: <199803122234.QAA10568@mailbox.mail.umn.edu>
From: "University Senate" <senate@mailbox.mail.umn.edu>
To: courtney@mailbox.mail.umn.edu
Subject: AHC FCC Meeting
Mime-Version: 1.0
Content-Type: text/plain; charset="us-ascii"
X-Mailer: POPmail 2.3b7
Status: U

*presented
at Deans
Council
what are they doing
with it -*

Vickie,

The AHC FCC meeting stuff is on your chair. I took notes and highlighted areas (with stars) that need further attention.

The highlighted areas include:

-More clarification is needed about the role of the nominating committee. Call Cynthia because she's got a plan and I'm not sure it's needed or appropriate.

-When does the group meet next with Frank Cerra?

*Ron Frankes
put this*

-Get copies of the Educational Service Organization document and the Post Tenure Review Guidelines document so the group can have them when they meet with Frank Cerra.

want info

-Newsmedia Suggestions will have to be a standing agenda item from now on.

-Send the colored packet to the AHC FCC. Sheila Corcoran-Perry got it from the Dean's Counsel meeting so you can talk to her if it's not clear.

Those are the most urgent things. We can go over it on Tuesday if this or my notes aren't clear.

I hope you are feeling better.

Nicole

University Senate phone: (612) 625-9369
427 Morrill Hall fax: (612) 626-1609
100 Church St. SE e-mail: senate@mailbox.mail.umn.edu
Minneapolis, MN 55455

*address
with bank.*

Enterprise system?

Mohini -

Remind to get minutes -

8_ principles

College of Pharmacy to visit on
Space

Motiv -

Goals/points
principles
procedures
2 pages -

** Check to see if the Dempsey letter is going out this week

AHC-PCC w Cerra.
Sept. 29, 1998.

Present: Frank Cerra, Peter Bitterman, Carol Blund, Judy Harvard, Mickey Bebeau

Agenda: Dan Seenev, Bud Hafferty, ~~Carol Blund~~
~~Judy Harvard~~, ~~Mickey Bebeau~~, Cynthia Gross.
(David Hamilton?)

1. Frank - discussion about Dempsey post-tenure review -

pros about it being more flex.

Pete
good
brief
overview -

How much control ~~is~~ by admin
or faculty driven -

* How it initially gets started -
how it comes out will depend on
it gets -

Frank - sees it as a fac. driven process.

Frank said as chair of dept. he would call the fac. leadership together & have them decide

Judy talked about perspective from P. Health.

- effect on multidisciplinary research -
- criteria set at school level may not be same at dept. level
- if post-tenure review is tied to merit
- Carole - depts / units need to do what's best for each unit.
- some discussion about criteria used in promotion & tenure.

Frank responds to concerns

- 1) intent is that it comes from fac.
- 2) the actual tenure code prescribes that a committee be formed.

? Who has right to say which statement should be issued -

Frank's goal - requirement about what needs to be in place.

Frank his
interpretation
of intent.

Deans - fac & dean have criteria developed

Role of admin is to guard the process

Do we send it out as a procedural doc.
or do we take it back for intrep.

Questions about role of the dean

Frank talked about "backlash stuff"
or reverse things about fac.

Pete: don't want to see an end run on P&T
or "picking on" fac. because they're not

pop.

- Carol & Pete think it should be parallel to
the P&T process.

originate from fac. govern. - charged by dean. to do that.

Frank - memo is probably as good of a descriptor as
will get.

inclination for Frank is that he'd sent out cover
letter.

What does approval of dean mean
How does process differ?

Next Tues. Denis - Mary + others 2:00
+ FCC

Theme line - Denis - Council
mtg joint with Mary - FCC-AHEC
want to have final

{ Tenure Subcommittee member? }

~~action for~~

AHC Nomin. Committee
Oct 7.

Susan Berry, T. Michael Spidel, Mike Araker

Vet med

- ask Elaine if there are any women.

Don Feeney, (1)

Bob Stumberg (2)

David Brown (3)

These top 2 unless
Robinson says differently

need to know more about
him.

UMP - Table for later

Doug Wangerstein
will call for
UMP up from.

Pharmacy -

② Patricia Hanna, College of Pharmacy

Shirley suggests - ④ Courtney Fletcher + ③ Timothy Wiedman
↳ well respected ① - Cynthia Gross

1. Talk to Elaine about nominations. Who

T. Michael Spiedel will call Elaine R.
about Women Nominations

Public Health.

- ② Donna K. Arnett, Division of Epidemiology
- ① Judith Garrard
- ③ Lisa Brosseau
- ④ Robert Sergio Veringa

Patricia

Nursing:

- ① Bernie Feldman
- ② Jean Wymon (retalmedly new)
- ③ Patricia Tomlinson (Mila will
nominate)

Medicine

Susan
Benn

- ③ Philip McGlave
- ② Patricia Ferrieri
- ① Peter Bitterman
- ④ David Brown (med)

ask UMO.
come up with
Huntley

UMO mid

② Barbara Elliott - (also senator)

?
Kendall
Wallace

① Les Brewes -

Jean Heller

(Jean Regal)
Pham. Duluth.

Demie. line

Wednes. Oct 21 everyone get back
to - Vickie about this.

Digital Comm.

AHC FCC MEETING WITH SR. VP CERRA
March 18, 1998
Executive Summary

PRESENT: Frank Cerra, Cynthia Gross, David Hamilton, Sheila Corcoran-Perry, Judy Garrard, Peter Bitterman, Muriel Bebeau

REGRETS: Dan Feeney, Fred Hafferty

This purpose of this summary is to identify the issues and actions taken but not meant for distribution.

1. The Dean's Council meetings will meet every other week rather than weekly. Members of the AHC FCC will continue to attend those meetings. With respect to the Twin Cities Deans Council meetings, it was recommended that faculty from the AHC FCC and the U Senate FCC be invited to attend these meetings. Faculty from the AHC and U Senate FCC's could alternate attending the meetings. VP Cerra indicated his support for the inclusion of faculty at these meetings. Professor Gross will contact Vic Bloomfield, Chair, U Senate FCC to find out if there is interest in doing so.

2. Educational Service Organization: VP Cerra distributed "Ron Franks" Task Force Proposal to the members. This proposal as well as another that came out of the Medical School have been discussed at past two Deans Council meetings and will continue to be discussed at future meetings. Members spent a considerable amount of time discussing the proposal to create an Educational Service Organization. He also distributed a copy of the University of Colorado's Health Sciences Center program called Serving the Total Learning Environment. The following points were raised about the creation of an Educational Service Organization:

- . Duplication of University services should be avoided.
- . Could a grid be developed that would identify what services are available to avoid duplication?
- . The service organization need is greater and should be dealt with before investing in the development side.
- . With respect to development, we should utilize our own "faculty educators" before looking at outside consultants.
- . Infrastructure issues will need to be addressed.
- . Areas such as Biomedical Graphics and the Office of Educational Services will need to be brought into the discussions - could part of Biomedical Graphics be turned into another ITV room?
- . Investment into classroom renovation - renovation will be done but who is responsible for the upkeep? Basics things such as chalk, chairs that are not broken and projectors that work should be available in the classrooms. More resources need to be put into classroom upkeep.
- . There is a lack of information about resources for faculty.

VP Cerra believes that the system in place to maintain the classrooms will be part of the Service Organization. The idea, Cerra said, is to begin to develop a proposal that brings the Franks and Med School proposals together along with other things, start the discussion, bring it to the AHC FCC so that they can come together on some agreement about what should and should not be done and what kind of resources it will take.

- . There is something fundamentally wrong when the costs for basic resources have not been budgeted.
- . The way in which O&M monies are distributed needs to be looked at and driven by an educational rationale.

VP Cerra commented that would could change is an expectation in the budgeting process that you have to have: 1) a line item expense for supporting the educational facilities in your school; and 2) money in that line item. Whatever the formula, it somehow has to tie into the service function so that when a faculty goes to teach, expectations are met relative to the facilities.

- . There needs to be clear funding and structure for interdisciplinary activities. Faculty's control over curriculum are being circumvented in order to bring in money from an interdisciplinary course. People are being hired from outside the School of Nursing to develop graduate level courses with the School's number and there is no curriculum approval.

VP Cerra stated that he was unaware that this was happening in the School of Nursing and would look into it very soon. Adding that, there needs to be a service base oversight organization that looks after these kinds of things on a day-to-day basis.

- . Could the educational piece be treated like the research piece of ICR? For each dollar that is allocated for staff, a percentage of that could be allocated for educational support - for both the development and the maintenance. The Minnesota Facilities Model was cited as an example. Should be based on per student, not per faculty, because it is the teaching load that ought be recognized not the research productivity.

VP Cerra said that he and Bob Bruininks are beginning to talk about factoring in the educational support piece in phase two of the budgeting process.

Post-Tenure Review: VP Cerra distributed a document regarding Rules and Procedures for Annual and Special Post-Tenure Review. Members of the Tenure Subcommittee will be invited to discuss the document with the Deans at one of the upcoming meetings.

Items to Discuss in the Future:

- . Classroom Renovation
- . Faculty Bill of Rights
- . Regents Policy on Code of Conduct
 - a) What does it really mean?
 - b) How do you implement it?
 - c) How do you provide oversight?
 - d) What are the consequences of not doing it?
- . Enterprize System/Information systems

Professor Hamilton indicated that he is in the process of developing a vision statement. An article regarding the enterprize system ought to be placed in the AHC Community News.
- . Grants Management - NIH and problems in grants management

Determine how much information to send out to faculty about this issue.
- . Budget Issues - Inclusion of the AHC Finance and Planning Committee
- . Conflict of Interest Policy

Is there a listing of consequence for not following the Conflict of Interest Policy?

Members were asked to forward names of faculty in their respective areas to Vickie Courtney who will contact them and ask them to serve on a nominating committee to develop a slate of

names for an AHC Committee on Committees.

Peggy Rinard requested AHC minutes to include in the AHC Community News. Members were of strong opinion that any information lifted from the minutes should be approved by Cynthia Gross.

The meeting was adjourned at 1:15 p.m.

**- Vickie Courtney
University of Minnesota!**

FAX Fred H.
handouts

AHC-ACC mtg

November 25, 1998

/ Fred (via
conference)

Present: Cynthia Cross, Peter Bitterman,
Carole Bland, Bernie Feldman,
Judith Garrard, David Hammett

Guests: Christine Mazjar, ShiraAnn Schumi

Introductions -

Then Peter distributed Federal Grants -
Model: P.I. at Center of the system.

Christine Mazjar talked about

How do we replace aging equipment infrastructure
+ identify other issues -

She distrib. documents she has given to the
Regents.

- Graduate Student Issues. Compensation +
Benefits.

How many \$ to go from 9th - 2nd - \$8-900-

- Actual cost of supporting G.A. + fringe benefit
costs, put us 4-5th in Big 10.
- P.I.'s feel one way + students feel another
way about benefit structure.

C. Majiar talked about subsidizing pool - the past history, piece.

She basically, walked thru doc.

• preferred - option #3 (on hand-out)
may have to raise floor -

PI's encouraged not to turn fringe
not into another T.A.; but rather raise compensation
of T.A.

• can't cover

• trying to give PI at some cost - - -

Cindy locus of control goes to P.I. -

* sub. tuition benefit pool -

Cindy - issue with payroll - getting them to
understand. State ~~misunder~~ not understood -
it should not have to overpay for health care

about 1,500 out 15,000 students (check on this)
actually under GA. R.A.

What other issues - about Grad. Stu.

Chris responded; health care issues -
may not be Cadillac but an oldsmobile -
partial benefit to dependent.

Placement Issues.

Deep concern among grad stu. + fac. about kind of contract stu has with fac. & after they get placed -

- length of time it takes stu. to get thru program
- depends on job market in respective field.

• form ad hoc committee, to form set of rec. to evaluate process. where prog. are at U of M. in grad.

want comm. to think thru.

Conflicting
messages
&
directions.

• Wrestling w/ prog. where
IM6 message

Coord services can't be taught unless
Placement issue & be evaluated ^{unless} ^{certifi} ^{actual}
on success.

• Responding to Market forces.

1. What is successful placement of grad. stud.

• Some grad.

• Because instit is undergoing thru so many changes, shld like to not take on anything more.

Minimize changes.

(searching for)
Assoc. dean, in grad school

Moved into training grants -

disastrous fellowship - record # because
yield rate was low - on recruitment -
for 1st time put together _____

Yield rate on those, exceptionally low, not
because unattractive award, but

placed on most competitive portion of pool.
doesn't say this will need \$\$\$.

7 Pete - training grants -
explained his stuff.

• C. Magier - Just as we NIH matches, we ought
to consider \$\$\$ on training grants -

Vic Bloom. handles institute grant + ~~inst~~ match.
(assist VP
& assoc. dean)

• talk about donated time - appears to be a
penalty when involved in train. grants.

Carole - talked about.

Eds get a deal, U gets a piece, individual
gets very little.
• Arrangements vary -

~~Cindy~~ Why should -

Med. School ^{Salary} ~~Agency~~ on 500+ \$88/

Genod. School recog. benefits of training grants.

Mazin - approach at equip match pool encouraged thru &

Genod. School has been discuss. fine IMG stream budget got locked in at pre IMG -

Indirect costs are potential target.

She says she supports train. grants - but as long as 80% - not a good deal

[-NO put piece in minutes about agency being in ohent]

~~Handout~~

Referred to Pete's handout. He walked thru it

Need Service Center? Pete, no he wants to decide.

Grants Management

- Discussion about workload in depts - + grants don't make deadline - systematic issues when submitting grants -

1:00 deadline piece.

Best practices - + be aware of it?

Responsibility of dept -

David talked on this -

- dept. heads don't spend a lot of time dealing w/ grants management -
- Checks for improper spending \$8

C.G.M. don't want to be adversarial w/ dept. head.

- decentralization of ... is ridiculous -
- dept. has respan. to be managed.

Att → incorporate Q.I.

= Certain depts not following -

- free agents - stuff.

- safety valve needed

• ICR attitude - "all money is green"
fungibility business.

• Research infrastructure -

- what percentage should be set aside.

Conflict of Interest - Business
- honoraria -
TOO much info.

Intellectual
Property

What part of fac. does U own.
& your intellectual property.
IP policy pulled
because misunderstandings

Conflict of commitment

End of Winter Quarter invite Christine back -
back on consultation - being asked, but

lots of discussion

Fac. Indemnity - Carole to speak on this
perhaps -

David.

Implementation "bash", late Feb. (begin implementation)
ante: NIH visit this time next year.

Judy: attended Dean's Council -
Junds) March: Peer view
to UP -

ACADEMIC HEALTH CENTER FCC
Minutes of the Meeting
January 14, 1998

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 reflect the views of, nor are they binding on, the Senate or Assembly, the Administration, or the Board of Regents.

PRESENT: David Hamilton (chair), Peter Bitterman, Muriel Bebeau, Dan Feeney, Sheila Corcoran-Perry, Judy Garrard, Cynthia Gross

REGRETS: Fred Hafferty

GUESTS: Russell Luepker (Head, Epidemiology)

As a first item of business, Professor Hamilton asked members to turn their attention to the materials regarding Incentives for Managed Growth (IMG) and the School of Public Health (SPH). Professor Hamilton explained to members that he invited Dr. Russell Luepker, Head of Epidemiology to talk about this issue - that being the ICR/O&M swap done in setting up IMG. He added that the University FCC would be taking this issue up at its meeting later in the week. He then turned the meeting over to Dr. Luepker.

Dr. Luepker began by explaining that IMG was the restructuring of the finances of the University and a step taken to reorganize the finances and give units more responsibility and management of the money they received. The SPH receives 3.5 pots of money from the State: tuition returned in proportion to what it is generated; State subsidy; Indirect Cost Recovery (ICR) based on income generated and 51% portion of what is generated; and the other half folded in with the O&M is rent (the \$5 square foot for floor space occupied). The incentives part of this plan is to generate more income by tuition and generating more money through ICR by writing grants. Professor Hamilton interjected that last year was the index year which means that the ICR income is split 51% to the unit and 49% retained by central. From that point on, he said, the split on the index year stays but if you generate more than you did the year before, then you get everything you generated....this is the incentive. Dr. Luepker went on to explain that in the initial year everyone was held revenue neutral but it was split differently - the three pots were made explicit. Units received money in proportion for tuition and ICR to what was generated and the rest was made up with O&M. Most units in the University generate little ICR and many generate lots of tuition, he said. If they teach more they will get more tuition money. The SPH is the most outstanding example of one who has always generated lots of federal money. Now the SPH is paying regular faculty out of ICR money. Suddenly the School is exposed to the variability of ICR money paying for the teaching program which is more unstable. The more difficult piece is the "exceptional status" issue where the A21 regulation stipulates that a number of things such as phones, staff, etc., have to be charged to the ICR pot. The problem is that the ICR pot has been committed to faculty salaries and other on-going things. ICR makes up 37% of the SPH budget. The SPH has 70-80 faculty members who bring in \$30 million in grant money (majority is NIH grant money). In the past, this was seen as positive and it has now become a liability, he added.

This has made many of the faculty anxious, Dr. Luepker said, and is partly responsible for a number of people leaving and the SPH being raided. In the last year, the SPH has lost 13 tenure or tenure-track slot people. Dr. Luepker indicated that these concerns have been brought to the attention of Sr. VP Cerra. Members then spent some time discussing ICR rates. One member

was somewhat puzzled about the number of faculty leaving after sitting in a Dean's Council meeting and hearing that "we are having no more attrition than usual." They are not comparing apples to apples, it was said. There are a trivial number of tenure, tenure-track, and full professors levels - and in this vast pool of Kelly Girl Temps, it is hard to figure out who leaves. While the Titanic is going down the administration is still saying, "but we're really not sinking."

Dr. Luepker said that he has told Sr. VP Cerra that the 13 tenure/tenure track faculty need to be replaced. Cerra has indicated that he would allow filling a single digit number of slots. This leaves the SPH with a couple of problems. One, there is no money, so the SPH is on its own. Secondly, the criteria is that these individuals must generate a substantial amount of money of their income within a relatively short period of time. One of the questions is whose responsibility is it to fund these positions?

Are these decisions strengthening the SPH, one member queried? If they're not good for the students and they're not good for the scholarship of the SPH, then they're bad. If the University is saying we can't afford a SPH, then they need to say it out loud. Professor Hamilton interjected that President Yudof has publicly stated that the SPH is valuable.

The discussion then turned to the issue of indemnification. What if the government points the finger at individual PI's and say that the funds of been mishandled because the ICR's were not handled properly? One member suggested that the Committee as a whole should say that the rules in dealing with ICR's have put every individual faculty member at risk and the group would like an open hearing, legal representation, etc., before this happens. The legality of using ICR moneys to fund salaries is questionable, it was said. Dr. Luepker responded that the administration has said that according to the law passed by the State Legislature, there is no problem.

It was agreed that the Committee write to President Yudof highlighting the group's concerns about quality and faculty at risk. Cynthia Gross agreed to meet with the Associate Dean in the SPH to get the financial picture before drafting the memo. The draft will be circulated to the full committee for review and comment.

OTHER BUSINESS

Members spent some time talking about issues to write about for the AHC Community News and whether the articles should be contained to AHC FCC issues or broader AHC issues. There was agreement that there may be some broader issues that could be addressed but in general the articles should be FCC specific. The following ideas were generated:

- . **Compacts;**
- . **Review of the Deans**
- . **Exit strategies**

Broader issue:

- . **State and federal legislation concerning access to medical records for research**

Members are encouraged to select an issue and sign up to write an article for the monthly news column.

Update on review of the Dean, School of Nursing: Time was spent discussing whether the review committee had been determined and if co-chairs were selected. None of the members could confirm this piece. This lead to a discussion about the composition of the review committee and question about the staff position. One member indicated she thought it had been filled with an associate dean, not civil service or P&A. Members questioned this because

it was their understanding that the slot would be filled by a P&A position. Members will talk to Sr. VP Cerra about this matter.

It was further suggested that the issue about off-set funds for the faculty member who serves as chair of the review team be raised with Cerra.

Charges to the AHC FCC Subcommittees: Proposed charges were brought before the committee for review and approval. The charges for the Subcommittee on Finance and Planning and Faculty Affairs were approved as a starting point for each of the committees with the understanding there may be revisions as the committees carry out the duties as prescribed in the charge. The charges are parallel to those of the U Senate Committees on Finance and Planning and Faculty Affairs. It was pointed out that the Subcommittees will report through the FCC to the Faculty Assembly. During spring quarter FCC will appoint a Committee on Committees to conduct an election for members of the Finance and Planning and Faculty Affairs as well as members of the FCC.

Governance Task Force: Members expressed grave concern that the AHC FCC not be marginalized in the faculty governance structure. Professor Hamilton will continue talking with the U FCC about the importance of remaining an integral part of the U faculty governance structure.

Professor Hamilton adjourned the meeting at 1:30 p.m.

- Vickie Courtney
University of Minnesota!

From: Courtney Vickie
To: ahcfcc@mailbox.mail.umn.edu, cerra001@tc.umn.edu
CC: ander005@tc.umn.edu
Subject: Agenda for the March 17 AHC FCC Meeting with Sr. VP Cerra
Date: Tue, 16 Mar 1999 14:43:38

AHC FCC Meeting with Sr. VP Cerra
Wednesday, March 17, 1999
12:00 - 1:00
475b Child Rehab

AGENDA

1. Update on Governance Workshops
2. Discussion regarding Staffing Report
3. Facilities Planning Committee Report
4. Discussion regarding Administrative Process Redesign in the AHC

5. Other Business

Vickie Courtney
U Senate
427 Morrill Hall
625-4805
courtney@mailbox.mail.umn.edu

From: Courtney Vickie
To: bebea001@maroon.tc.umn.edu, bland001@tc.umn.edu, #
CC:
Subject: Agenda for the Feb. 16 AHC FCC Meeting with VP Cerra
Date: Fri, 12 Feb 1999 08:32:03

AHC FCC Meeting with VP Frank Cerra
Tuesday, February 16, 1999
12:00 - 1:00
475b Child Rehab

AGENDA-+

1. Feedback on the review of the dean, School of Nursing
2. Timetable regarding future reviews
3. Infrastructure to support distance education - (Fetrow memo)
4. Update on nominations for Grant Review Panel
5. FTE analysis

Vickie Courtney
U Senate
427 Morrill Hall
625-4805
courtney@mailbox.mail.umn.edu

AHC FACULTY ASSEMBLY
Thursday, January 28, 1999
12:00 - 1:30
2-101 Basic Sciences

AGENDA

1. Minutes of the November Faculty Assembly Meeting
(sent last week via email)
2. Consultative Update within the AHC (40 min)
 - a. AHC FCC Consultative Effectiveness- Frank Cerra
 - b. Enhancing the Consultative Process- Frank Cerra
 - c. AHC FCC - Chair's Comments - Muriel Bebeau
3. Biennial Request to the Legislature on Health Professional Education
Frank Cerra (15 minutes)
4. AHC Faculty Grants Update - Frank Cerra (15 minutes)
5. Question and Answer Session (20 minutes)

ACADEMIC HEALTH CENTER FACULTY ASSEMBLY

Friday, November 6, 1998

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.

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

I. The minutes of the July 30, 1998 meeting were approved, with minor corrections.

II. Approval of the slate of nominees for the AHC FCC election

Cynthia Gross, Chair of the AHC FCC, directed members' attention to the slate of nominees prepared by the Nominating Committee for the upcoming AHC FCC election. The following individuals were nominated to replace the founding members of the AHC FCC: Bernie Feldman and Kathleen Krichbaum from Nursing, Patricia Ferrieri and Philip McGlave from Medicine, Carston Wagner and Timothy Wiedemann from Pharmacy, Mary Walser and Stephanie Valberg from Veterinary Medicine, Donna Arnett and Judith Garrard from Public Health, and Fred Hafferty from the Duluth School of Medicine. Professor Gross explained that, given the difficulty in finding candidates from Duluth, the current representative would serve out the year, and a new representative would be chosen at the next election.

Professor Gross then asked that the Nominating Committee's motion to accept the slate be seconded. The motion was approved and passed unanimously.

III. Chair's Update

Professor Gross presented a list of actions and consultation issues that the AHC FCC has addressed in the last year and a half. She highlighted the following points:

- **Evaluation at the AHC**
Dr. Cerra had proposed that the regular review of deans and department heads be extended to the units themselves. The committee had provided recommendations for reviewing the Dean of the School of Nursing and is awaiting feedback on that review.
- **AHC Grants**
The committee approved the process of AHC small seed grant distribution. In terms of larger grant distribution, the committee stressed the need to maintain the distinction between competitive review and strategic initiative.

- **Retirement Issues**
The committee perceived the need for policies on the role of emeritus faculty and their access to resources.
- **Educational Services Organization (ESO)**
The committee was highly critical of the proposed creation of an AHC ESO. It recommended that units have designated budgets for teaching-related needs, and that exemplary educators set the objectives for any ESO-type initiative.
- **Post Tenure Review**
Professor Gross referred members to the minutes of the last meeting for a discussion of this issue.

IV. Discussion with Senior Vice President Frank Cerra

Dr. Cerra reported that construction of the new Molecular and Cellular Biology Building is on time and on budget. He explained that the structure will be designed and built simultaneously. An architect is currently being chosen so that the design process can begin in January. The Research Space Allocation Committee and Educational Task Force are working to determine if the space needs can be met.

Dr. Cerra has sent a work item to the AHC FCC based on the draft of the Senate subcommittee on Academic Appointments. The Dean's Council has identified the need for a non-tenured, non-staff faculty track that would include P & A in either research, education, or clinical work/outreach. This track would help fulfill the University's mission and increase flexibility. Dialogue is needed on what percentage of the total faculty and P & A this new class would account for.

Grants Management

Dr. Cerra referred members to the "Sponsored Project Management Report" presented to the Board of Regents. He pointed out that there has been tremendous progress in developing the new grants management model and commended David Hamilton for his work in this area. He emphasized that decisions about the model have been made jointly by faculty and administration. Regarding the NIH designation, Dr. Cerra reported that he, Christine Maziar and David Hamilton had gone to the NIH in July to present an update on the workplan. At that meeting they discussed the oversight model that will provide help to the P.I. and avoid excessive regulation.

Professor Hamilton enlisted the support of committee members in getting grants management on the agenda at departmental faculty meetings. A question was raised about what other issues might take priority over grants management, and how the system will accommodate for such competing agendas. Dr. Cerra explained that 80-90% percent of the control lies with the P.I. rather than the department. Another member pointed out that P.I.s are having problems getting NIH approval for carry-over monies and sharing ICR with faculty from different units. Dr. Cerra responded that the Dean's Council will discuss the different proposals for ICR partitioning at their next meeting.

Legislative Initiative

Dr. Cerra reviewed the case for the "Health Professional Education" piece of the University's legislative request. He referred members to the docket and presentation made to the Board of Regents. The request of \$37 million is 65-70% Medical School oriented. The goal is to reconnect the University's educational systems with the community's care delivery systems. Last year, much effort was put into the basic sciences. This year, the focus is on stabilizing the clinical sciences, which have been problematic in many of the schools. Dr. Cerra reported that people are responding positively to the request. Precisely evaluating the benefits for each school and the resource requirements will be difficult since much of the plan involves new educational design. The AHC FCC will thoroughly review the plan at its next meeting.

Dr. Cerra raised the issue of how the recent election may affect the outcome of the request. With a Republican House, a Democratic Senate, and a Reform Governor, it is difficult to predict the results. He felt certain that the case for care delivery would resonate with the legislature, and that grass roots support would play a critical role.

In response to one member's question, Dr. Cerra clarified that faculty, not administration, will largely determine how the money will be allocated. Once the faculty has designed the courses, the administration will calculate the FTEs. He assured the committee that this discussion will continue in the future once the content of the courses has been developed in more detail.

V. Discussion with Christine Maziar

Dr. Cerra introduced Christine Maziar, Vice President for Research and Dean of the Graduate School. She commented on some of the projects that her office is working on. She is looking for a second Assistant Dean and encouraged committee members to put their names forward for this position. She stressed that faculty representation would be important in working through the policy issues related to grants management and University technologies. The most attention is currently being devoted to grants management, with the help of Dr. Cerra and Professor Hamilton. A transition team is also being assembled to work on the implementation of ORTTA function. The new organization will be divided into three areas: 1) The Office of Sponsored Projects Administration (SPA), which will spend more time on value-added activities, 2) an area to enhance the resources available for the commercialization of technology, and 3) the Office of Institutional Oversight, Analysis, and Reporting to monitor grant management activities.

The floor was opened for questions:

Q: Regarding the O&M/ICR swap, how can aging equipment that is part of the infrastructure be responsibly replaced?

A: Dr. Maziar explained that the University does not collect sufficient indirect costs to cover expenditures on research infrastructure. A new indirect cost plan is being developed to present to the Department of Health and Human Services. Dr. Maziar hopes to negotiate an indirect cost rate that is a few points higher than the current one. Dr. Cerra added that one suggestion for supporting infrastructure was that, of the \$4 million on the RFPs for AHC funding, half a million could be used to match dollars with the Deans in purchasing new equipment.

Q: If the effective collection of indirect costs is 23-25%, where is the rest of the money going?

A: Dr. Maziar explained that the figure was cumulative, and that state grants carry no indirect cost.

Q: One member voiced a concern that giving P.I.s more authority in grants management means that the P.I.s will spend less time on science and more on administrative decisions.

A: Professor Hamilton clarified Dr. Cerra's earlier point about the P.I.'s degree of authority. The goal is that administrators at the department level will have the training and background to make decisions, not that the P.I. will assume greater administrative burdens. Dr. Maziar added that the Regents made it very clear that, in implementing the new model, the administrative burden should be taken off the faculty.

Q: Is there funding for personnel to take over these responsibilities, given the A-21 restrictions?

A: Dr. Maziar responded that while the A-21 cannot be changed, a structure can be created to give the P.I. consistent responses on A-21 issues.

Q: Even if the ICR is increased, the amount that trickles down to research may not change due to expanding educational initiatives. Are there any policies on how ICR can be spent?

A: Dr. Maziar stated that there is currently no link between ICR increases and funds available to support faculty research. Dr. Hamilton added that in many of the schools, ICR stops at the Dean's office. Dr. Cerra explained that ICR is intended to support the infrastructure of research, though this is not always apparent at the faculty level. It is permissible to use ICR dollars to fund research since the agency that gets billed is not concerned with how the funds are spent as long as they accurately reflect indirect costs. Furthermore, the University does not tie revenue streams to expense streams.

Q: What is the accountability of units that accept multi-millions of dollars in research money but do not provide capable accounting staff or education to their own P.I.s? Shouldn't there be oversight in this area?

A: Dr. Maziar agreed and explained that this is part of the certified approver program. Professor Hamilton said that he would present this program to the committee in the future. He is now gathering feedback from each department to take back to the grants management group. He described how the recommendation of the Computer Science department had been used to improve the financial reports on the Web. He also found that the Physics department was grateful that he had come to explain the oversight model. He concluded that discussions such as these were helpful in making informed judgements about the model.

Dr. Maziar went on to discuss changes in the Graduate School. A major project is the redesign of graduate program reviews, which have been suspended for two years in order to move past the transition period to semesters and the Enterprise computer system. This two year period is being used to realign program reviews with the compact process so that the outcome of the reviews is valuable in establishing academic budgets or in strategic planning.

One member asked for an update on the trends to eliminate smaller graduate programs. Dr. Maziar clarified that the vitality of the programs, not their size, was the issue. She expressed her preference for fewer programs with more tracks and options. She reported that Vic Bloomfield is working with faculty to develop an umbrella recruiting program for first year graduate students in many of the Biological Sciences programs.

It was agreed that agenda items for the next meeting should include grants management, an update on the Enterprise computer system, and the commercialization of technology. Dr. Cerra adjourned the meeting at 1:30 p.m.

- Anya Schwender -

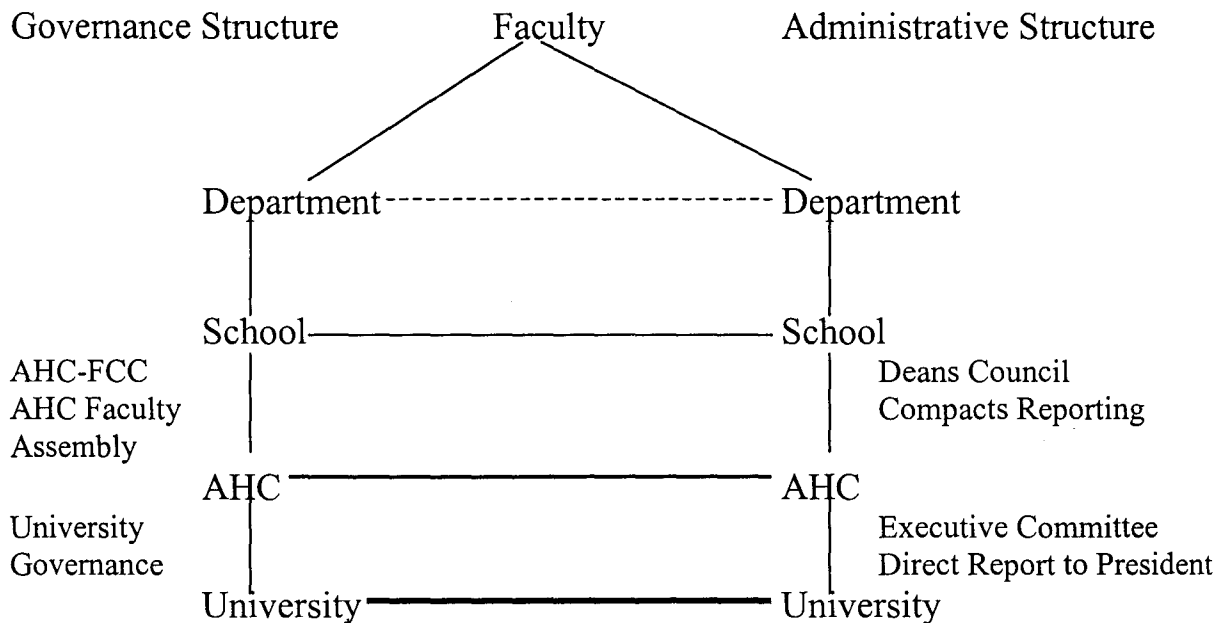
We are trying to improve communication about the consulting process and its effectiveness. The table represents an attempt to do this in several areas that were of interest to the Assembly.

AHC-FCC Consultation Report to Faculty Assembly

1/28/99

| <u>Matter Consulted On</u> | <u>Consultation Given</u> | <u>Outcome</u> |
|---|---|--|
| 1) AHC Research Grant – Process critique and recommendations for improvement | 1.1 Pre-proposal phase added work for faculty 1.2 Clarity regarding the areas of research and interscholastic nature is needed 1.3 Faculty review committee needs ability to form subcommittees for review when needed 1.4 Fund more grants 1.5 Core review group was appointed by the Deans 1.6 Outcome report needed from first years grants 1.7 Repeat small seed grants 1.8 Establish contingency fund | 1.1 Preproposal format eliminated 1.2(1) Areas of research left up to the applicants 1.2(2) Instructions clarified 1.3 Ad-hoc review teams to be formed whenever the core team feels necessary 1.4 Increase number of awards 1.5 Ask Faculty Assembly if they would like to recommend the core review team 1.6 In preparation 1.7 Done 1.8 Done – requires matching funds from the school requesting |
| 2) Comprehensive review of senior university administrators - composition and selection process of review committee - clear faculty input | 2.0 Recommended composition of deans comprehensive review committee 2.1 Recommended a process for information gathering from all school constituent bases, including faculty 2.2 Initiate process | 2.0 Followed 2.1 Followed 2.2 SON Dean comprehensive review done; public report in January 1999 |
| 3) University Biennial Request for 2000-2001 - review and critique of health professional education component | 3.0 Many clarifications of content, including figures and messages; greater specificity in where and how the resources will be used 3.1 Many suggestions on format- major ones related to the figures 3.2 Take to Faculty Assembly | 3.0 All incorporated 3.1 Format redesigned, including figures 3.2 To faculty assembly on July 30, 1998 meeting and November 1998 meeting 3.3 Direct mailing of materials to FCC and Assembly |

Goal: Effective consultation for decision-making, and effective communication



What the AHC can do:

1) *Additional enhancement via AHC*

- SVPHS create and update a project list that is available to all
- Assure minutes of AHC-FCC and AHC-Assembly are on web site
- Provide a review of AHC-FCC consultation effectiveness at quarterly meetings of AHC-Faculty assembly
- Assure Deans Council agenda and minutes are on web site

2) *Enhancements via school's*

- Each school to develop and implement a communication plan – departments/division; faculty
- Each school develop and implement a mutually agreed upon consultation mechanism(s)
- Accountability via compact and annual review of administrative performance at dean and department/division head level
- Consider: workshop on consultation
- Deans attend Faculty Assembly

THE PROCESS OF CONSULTATION

Excerpts from Comments, Orientation of New Regents
by Gary Engstrand, University Senate Office

Effective consultation is generally seen to have several elements; if an institution incorporates them in its regular practices, the level of trust among faculty, administration, and trustees will be high.

1. **Early consultation:** faculty should have a chance to consider formulation of alternatives as well as phrasing of the issues before alternatives become rigid. It is not consultation to (1) decide on a course of action and ask for help in implementation, or (2) make a decision and ask that it be ratified. (Either (1) or (2) may be necessary on rare occasions, and in an atmosphere where faculty and administration trust each other, the necessity will be accepted if it does not become routine procedure.)
2. **Joint formulation of procedures:** they must be uniform and fair, and the consultative body has a right to be consulted about the procedures through which consultation will take place.
3. **Time to formulate responses:** a common source of irritation is to be asked for advice that must be given immediately. But deadlines are not unreasonable.
4. **Availability of information:** people asked to consult should have free access to needed information, without limitation except as may be required by law.
5. **Adequate feedback:** there must be accounting of the decision to those consulted after advice has been tendered. If there has been joint involvement all along, advice will not contain surprises for administrators, and administrative veto will rarely be necessary. Sometimes the advice will not be followed; explanations must be provided. If the advice never or rarely has an effect, the process will be seen to be a sham, and faculty will quit participating. Explanation also gives administrators the opportunity to continue the debate.
6. **Communication of the decision:** decisions made should be publicized and communicated; deliberation about the decision should include how to communicate them to the academic community.

Where consultation is effective, and is seen to be effective, the "best" faculty will participate. Where it is not, they won't. In the latter case, advice will come from those who are available rather than those who are most competent to provide it.

THE PROCESS OF CONSULTATION

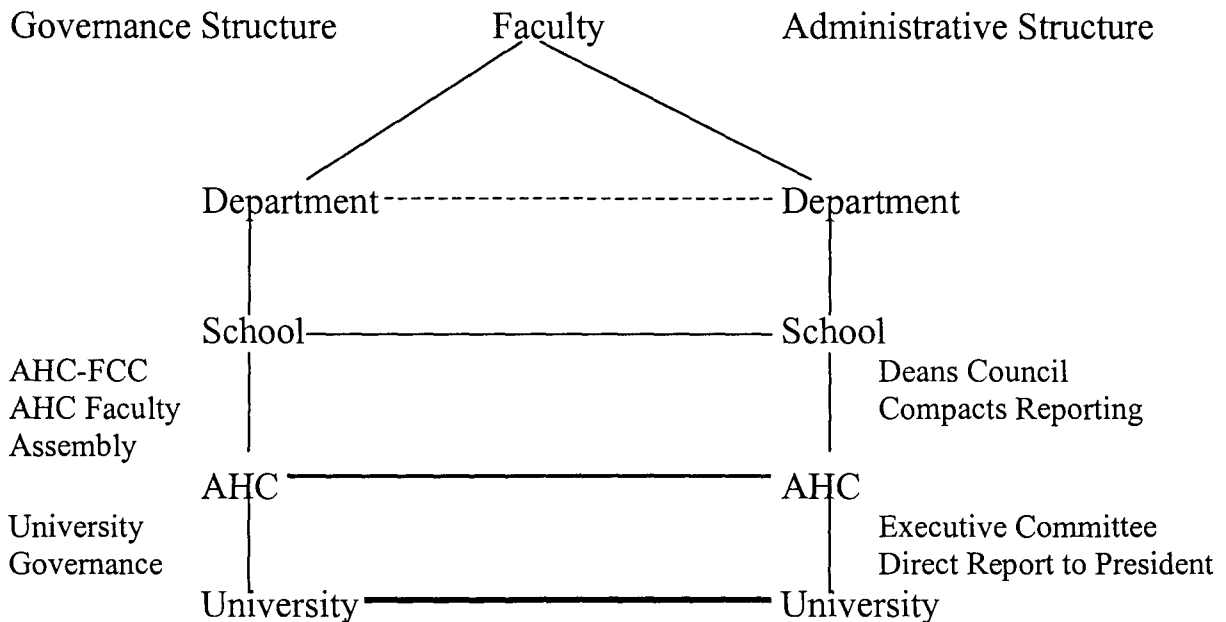
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- Deans attend Faculty Assembly



8:30 - 8:30-10:00 115 Merrill
9:00 - 11:00 23rd 408 Merrill

- Deans
- Dept Chair
- one faculty from each dept.

figure out #
2- or-3 workshop.
Yudof should
be there in
beginning.

• decide schedule dates

or pair up colleges - Medicine / Public
Health - + another
for all of the
rest.

• Appoint planning committee?

Mickey to appoint from AHC-FCC
But Sponsored by U-FCC.

• How much time 2.5 hours
introductory materials

Yudof - Sara (work thru handout) lay out
panel discussion about (4 people)

5-10 min. on how they do it.

• Create discussion questions

• Active + problem solving piece

• Now AHC fac. members at each table.

AHC FCC MEETING
Tuesday, February 9, 1999
12:00 - 1:30
406 Child Rehab

AGENDA

1. **Report from the Finance & Planning Subcommittee - (45 minutes)**
Dan Feeney and Katherine Johnston
2. **Update on efforts to enhance communication in AHC**
3. **Update on Listserves**
4. **Update on Grants Review Panel**
5. **Report of Comprehensive Review of the Dean, School of Nursing - Discussion**
6. **Items for discussion with VP Cerra**

From: Bebeau Muriel
To: courtney@mailbox.mail.umn.edu
CC:
Subject: Grant Review Panel
Date: Tue, 2 Feb 1999 14:35:17 -0600

Vickie: Will you forward the following message to AHC Senators and FCC representatives? Mickey

To AHC Senators and AHC FCC Members:

Last week, at the Faculty Assembly meeting, Frank Cerra encouraged us to submit nominations for the faculty grant review process. I agreed to coordinate nominations for the review committees. For those who wondered when the process would unfold, John Fetrow informs me that the review process will commence shortly after the deadline for the particular proposal. He said that the length of time it takes to complete each review process depends in part on the number of grants submitted, the availability of the panel members, the need to seek "outside reviews," etc. He hopes that the process would be four to five weeks, no longer than eight.

Please consult faculty within your unit and submit nominations to me at your earliest convenience. Mickey Bebeau

Muriel J. Bebeau, Ph.D.
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Faculty Associate, Center for Bioethics
Director of Education, Center for the Study of Ethical Development
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15-136 Moos Tower
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Minneapolis, Minnesota 55455
Phone: (612) 625-4633
FAX: (612) 626-6096
E-Mail bebea001@maroon.tc.umn.edu

DUTIES AND RESPONSIBILITIES OF THE AHC FINANCE AND PLANNING COMMITTEE

1. To consult with and advise the Sr. Vice President for Health Sciences and the Academic Health Center Chief Financial Officer on the development of legislative requests and the annual budgets and to review the implementation of the annual budget.
2. To consult with and advise the Sr. Vice President for Health Sciences on the financial aspects of all major proposals and policy initiatives.
3. To consult with and advise the Sr. Vice President for Health Sciences on planning.
4. To participate in the development and review of all physical facilities planning.
5. To advise the Sr. Vice President for Health Sciences and the AHC Facilities Management Director on questions of space allocation not restricted to the internal concerns of individual colleges and to monitor the consistency of physical plant and space allocation decisions with the Academic Health Center mission and educational policy.
6. To recommend to the AHC FCC such actions or policies as it deems appropriate.
7. To submit an annual report to the AHC FCC.

REPORT OF COMPREHENSIVE REVIEW OF THE DEAN, SCHOOL OF NURSING

In spring 1998 I appointed a Comprehensive Review Committee to review the performance of Dean Sandra Edwardson, School of Nursing. The committee was chaired by Regents' Professor and Dean, H. Ted Davis, of the Institute of Technology and included members from the School of Nursing, other Academic Health Center (AHC) Schools and the community (roster attached).

Process

The review proceeded in accordance with the "University of Minnesota Recommended Procedures for Comprehensive Review of System and Campus Officers." Dean Edwardson was asked for a report reviewing her accomplishments since 1992 as dean of the School of Nursing. Two survey instruments were prepared based on the recommended core performance criteria stated in the procedures document. Those surveyed were asked to rate Dean Edwardson's performance on a five-point scale.

The three-page survey instrument was sent to 224 nursing faculty, staff and colleagues. Eighty-six responses were received: tenured professors (4), tenured associate professors (12), tenure-track assistant professors (11), non-tenure track assistant/associate professors (5), instructors (4), P&A staff (11), civil service staff (11), Ph.D. students (12), Alumni Society Board members (6), and others (10).

A one-page survey instrument was sent to 100 randomly-selected nursing students: 50 masters and 50 undergraduate students. Five responses were received from masters students, 16 from seniors and 14 from juniors.

The committee also offered all those receiving a survey the opportunity to have a personal session with the committee. One person accepted the invitation.

Letters of evaluation were requested of all AHC deans as well as former AHC deans who served with Dean Edwardson.

Summary of Significant Administrative Accomplishments

Dean Edwardson began her responsibilities in 1990 as interim dean and assumed the permanent position 15 months later after a national search. This was a period of considerable instability in the Health Sciences, and she reported to five different people in her first 5.5 years. The turnover and the events that precipitated the turnover meant that much of the energy in the Health Sciences was focused on

crisis management. Only in the past two years has the leadership of the AHC been able to focus on more long-term and strategic academic initiatives.

The first six years of her deanship were also marked by numerous retrenchments and reallocations. At the end of the period, the school had about the same inflation-adjusted base budget it had at the beginning, including the transfer of the program in public health nursing from the School of Public Health to the School of Nursing.

The school has made efforts to increase the number of doctorally prepared faculty, to increase research and scholarship conducted by the faculty, and to increase support from the NIH and other major national funding sources. In her tenure, Dean Edwardson used a combination of faculty leaves and recruitments to enhance the research capability of the faculty. Unfortunately, other research universities were competing for the same small pool of senior faculty which made recruitment a longer process than planned. In light of this, the school adopted a new, focused recruitment strategy in 1997-1998, and adopted a vision statement and strategic plan focusing research programs and establishing a limited number of centers of research excellence. Criteria for identifying these centers have been established and a budget plan has been developed. Difficulties with spousal hires have impeded recruitment to date, but the process continues.

The school successfully launched several advanced practice nursing tracks within the masters program which have produced a steady increase in enrollments and tuition. This has been accomplished through a combination of internal reallocation, extramural grant support, and a non-recurring special allocations that became recurring in 1998.

Several collaborative outreach efforts have allowed the school to express its flagship role among Minnesota schools of nursing. Examples include the partnership with Moorhead State University (federally supported), the Collaborative Rural Nurse Practitioner Project (sponsored by the State of Minnesota), the Partnership for Training Program (Robert Wood Johnson sponsored), and the Community University Partnership in Education and Service (Kellogg sponsored). Two competitive MCH Bureau grants were secured and renewed (Adolescent Nursing Graduate Training Program and Children with Special Care Needs Training Program) and two Public Health Nursing Leadership Outreach Program grants were awarded. The school successfully passed accreditation and approval reviews by the National League for Nursing and the Minnesota Board of Nursing. The school has maintained its excellent national ranking.

Financially, the school has held its own despite several years of retrenchments and reallocations. The level of extramural support has substantially increased, although most of this increase has come through program grants. The level of research funding has been fairly stable and supports the faculty's commitment to increasing its extramural research support in the next several years. Pledges and contributions for the Katherine Densford Center for Nursing Leadership have sparked the development effort of the school and substantial progress has been made in achieving the campaign goal.

In addition to her work within the University, Dean Edwardson has held leadership roles within the American Association of Colleges of Nursing, the American Nurses Association, the Midwest Alliance in Nursing, Minnesota International Health Volunteers, and the Commission on Collegiate Nursing Education. She has represented the school and/or the AHC on several appointed state advisory groups including the Medical Education and Research Costs (MERC) Task Force and the Minnesota Health Data Institute.

Summary of Survey Results

AHC deans were positive about Dean Edwardson's vision for the profession, her sense of mission, her administrative talents, and the many contributions she makes to the AHC. She is well regarded by those on the Twin Cities Deans' Council as well.

The alumni of the School of Nursing were also quite positive regarding Dr. Edwardson's administration. Almost all of the alumni ratings were in the two highest categories. Comments indicated that she is an excellent administrator, represents the school well in public, uses the Faculty Consultative Committee effectively, and is an excellent communicator.

Within the School of Nursing, the survey results indicated a bi-modal response with individuals being either very supportive or very critical. Full professors appeared more favorably disposed toward her performance. Faculty viewed her strongest academic leadership area to be collaboration with other AHC schools and colleges. Regarding leadership and management, faculty perceive Dean Edwardson as being someone able to maintain an effective administrative structure. She delegates appropriately and appears to manage the school's resources effectively. The faculty generally perceived her as being functionally competent for the position. The faculty ratings were low with regard to rapport, meeting with faculty and staff, and serving as a researcher role model.

Several faculty members who offered additional comments felt the dean should be more diligent in engaging the faculty in decision making; should better

communicate her vision and plans to the faculty; and expressed concern that the losses of faculty qualified to direct Ph.D. students (FM faculty) outpaced recruitment of the new FM faculty. Among the positive comments were those that credit the dean with effective leadership skills, a sound vision for the school, a willingness to listen to all sides, and her leadership in obtaining program grants such as the Kellogg Community Partnership and nurse practitioner projects. The Densford Center for Nursing Leadership was viewed as an excellent initiative begun under her leadership.

Comprehensive Review Committee Recommendations

The Comprehensive Review Committee made several recommendations. While acknowledging that the three main issues identified may be real or may be perceptions, the committee recommended that Dean Edwardson , (quoting from the report), "...needs to develop a process that involves the faculty in the development of good future objectives such as research strategic planning, recruiting and retention of faculty, and setting the directions of the core programs of the school. It will be important for the dean to guide the process within a framework which she develops as evidence of her leadership. The framework should consider program focus, compatibility with mission, and compatibility with resources. Also, essential to the process is the education of the faculty to the real constraints and boundaries posed by funding limitations, needs of the customers of the school, and the role of the school relative to the other colleges of the Academic Health Center."

The committee also said the dean needs to work with the faculty to develop a shared vision for the role of the Ph.D. program in the school's research initiative. She should share her vision for the areas of excellence to be built with existing and new faculty. The committee acknowledged that some faculty do understand and share her vision in research and recruiting, and so issues may be self-solving if consultation and communication are improved. In setting the research agenda, a member of this committee recommended that the faculty of the School of Nursing undertake a thorough analysis of strategies to develop an effective research plan that is heavily interactive with other units of the AHC and the University.

SVPHS Comments

Dean Edwardson has provided quality leadership during her tenure as dean of the School of Nursing. Substantial change has occurred within the school, and the environment within which it works to meet its mission. Such change is often accompanied by substantial organizational stress as well. The survey data, while being very supportive in many areas, also suggests that the faculty in nursing has not reached consensus in a number of key areas, such as the direction and

development of the Ph.D. program and the role of Advanced Practice Nursing. I assume that the strategic plan adopted by the School's General Assembly in 1997 represents a shared vision of the school's future direction and would serve as a basis for developing further consensus on goals and school priorities.

I concur with the recommendations of the Comprehensive Review Committee. It will be important for the dean to renew her efforts to move the school ahead while employing effective communication and consultation with the faculty. Such achievements will be incorporated into the compact process that is now underway.

Comprehensive Review Committee
for Sandra Edwardson, Dean, School of Nursing

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Updated 3/3/98

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Vickie Courtney

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January 28, 1999

MEMORANDUM

To: AHC Subcommittee on Finance and Planning

From: Katherine Johnston 
Chief Financial Officer for Health Sciences

Subject: Status Report.

Every other month, I report to the Academic Health Center Deans on the status of new and continuing projects in my area of responsibility. I thought you should also know about these projects, so I am forwarding a copy of the report I presented on January 26th. I will send these to you regularly in the future. I will be prepared to discuss any or all of the projects at our next meeting. In the meantime, please call me at 624-1140 with any questions or comments.

KMJ/bd

Attachment

Cc: AHC-FCC (with attachment)
Frank B. Cerra, M.D. (without attachment)

ACADEMIC HEALTH CENTER
Monthly Project Status Report to the Deans Council
From the SVP-HS Finance Staff
January 1999

The work plan of the SVP-HS Finance Staff for 1999 is focused in three areas:

1. Strengthening the financial infrastructure
2. Extending the use of electronic reporting tools
3. Facilitating the implementation of decentralized data entry

Reports on the different efforts underway in each of these areas follow.

Strengthening the Financial Infrastructure

Project: Standard Staffing Model
Coordinator: Katherine Johnston

The AHC Finance Staff and the Grants Management Project group are collaborating on the development of a standard staffing model. A generic model will be developed to identify the types and numbers of staff that are needed in a department to complete required financial and grants management tasks on a timely basis with a high degree of accuracy in an acceptable internal control environment. Two pilot projects will be used in the development of the model. The Division of Epidemiology will be the first pilot.

The Minnesota Management Analysis Department is staffing the project. A small working group has been formed to guide the development of the model. Members of the group are David Hamilton, Katherine Johnston, Gail Klatt, Peter Mitsch, Win Ann Schumi, and Rob Super. Also joining the group during the first pilot project are Russell Leupker and Phyllis Pirie from the Department of Epidemiology.

The initial objectives of the working group are:

1. Confirm best practices for core administrative processes (primarily financial processes)
2. Identify key staff required to manage effectively:
 - Purchasing functions
 - Invoice processing
 - Budget development and management
 - Payroll processing
 - Grants
 - Financial analysis and reports
 - Financial reconciliation and oversight
 - Other fund management (e.g., endowment income, sales income, cash, etc.)
3. Establish criteria for determining additional staffing requirements (e.g. workload variables that can be used to determine the thresholds for adding more staff)
4. Define training requirements for staff

5. Inventory available tools

- Forms Nirvana
- Web reports
- EGMS

6. Clarify lines of authority

The first pilot should be completed by April.

Project: Financial Management Internships

Coordinator: Katherine Johnston

David Hagen has been appointed to the first term in the new AHC Financial Management Internship program. The program is part of the initiative to provide greater developmental opportunities for current Academic Health Center staff. This program has two purposes: to ensure a succession of financial leadership for the AHC and its schools and colleges, and to provide career options for bright, talented financial staff in the AHC.

David has been with the University since 1994. He served as the Financial Administrator for the Department of Ophthalmology and was a financial analyst for the Minnesota Medical Foundation. Before joining the University, he was an accountant for the Museum of Modern Art in New York. David earned a BA in Business Administration from Concordia College in Moorhead and an MBA in International Finance from the University of Southern California.

David's primary assignments during his term will include the management of the MERC program, continued development of the AHC Financial Training Program, and the development of an AHC Business Continuity Program.

Project: Financial Processes Training

Coordinator: David Hagen

Several of the initial objectives for the Financial Processes Training program have been met. Curriculum of required subjects for all financial processes have been defined, and courses available throughout the university have been matched. Development of competency standards and evaluations continued. Developing the tests for certification of expertise in the various functional areas will take additional time. In an effort continue the early momentum of the training initiative, the program will be split into two parts: (1) AHC staff will be encouraged to complete specific training requirements. They will be awarded a Certificate of Completion and will receive recognition in the AHC newsletter; (2) Upon development of testing procedures and materials, staff will be encouraged to take an exam to test their knowledge. Upon successful completion, they will be awarded a Certificate of Competency.

With the assistance of the school fiscal offices and central Business Services training staff, a database is being built to track AHC staff participation in training programs. Regular reports will be made to Deans, Fiscal Officers, and Department Heads.

Project: Process Improvement Readiness Program
Coordinator: Katherine Johnston

The Finance Staff is collaborating with the Grants Management Project group to accelerate the implementation of new tools and processes, such as FormsNirvana and EGMS. The program, called Process Improvement Readiness, will serve the entire University. The coordinator of the program will be assigned through the AHC Financial Management Internship program. The primary tasks of the coordinator will be:

1. Assessing the technical readiness of departments to implement the new processes and related tools for improved financial management, with a focus on grants management. Teams will help departments determine if their technologies (machines, software, and network connections) are adequate and if their staff are appropriately trained.
2. Facilitating the installation of the new tools and the implementation of the new processes in departments by helping departments update their technologies to the appropriate level, arranging for the training needed to use the new tools, and facilitating the installation and use of the new tools and processes.
3. Providing immediate response to requests for assistance that departments make as they implement the tools and processes.
4. Ensuring that the training in the use of the new tools has been effective. Will make on-site 'service calls' to measure progress and satisfaction of departments during the first 90 days of their use of the new tools and processes. At the end of 90 days the PIRP will obtain a 'sign-off' that indicates the departments ability to function without the services of a facilitation team and/or coordinator.

Project: Certified Approver Program – Grants Management
Coordinator: Rob Super

To implement the new grants management model, two institutional changes are being made: (1) a certified approver program is being established to ensure that administrative staff in departments, centers, and colleges have the knowledge they need to be approvers of financial transactions and (2) an office of institutional reporting, analysis and oversight is being established in the Office of the VP for Research to provide institutional oversight of financial transactions on grants. Rob is chairing the grants management committee that is developing this program.

Electronic Reporting Tools

Project: Electronic Reporting Tools
Coordinator: Joe Weisenburger

The AHC Finance Staff have begun an initiative (with the assistance of Administrative Information Systems) to make all AHC financial reports available electronically. The group is currently interviewing the financial staff in each of the Dean's offices to determine the reports that shall be translated to electronic format. These interviews should be completed by the end of January. The next step is to analyze the types of reports needed and recommend several different options for automating the data.

Project: AHC Performance Reports
Coordinator: Joe Weisenburger

A formal schedule for releasing AHC Performance Reports has been established:

- Data are uploaded to the Oracle database by the 8th day of each month.
- The reports, in an excel spreadsheet format and html format, are uploaded to the internet by the 10th working day of each month.

You can locate these reports at the following site on the web:
<http://www.ahc.umn.edu/finance/performance.html> or by navigating through the AHC's web page.

Project: CLARITY
Coordinator: Joe Weisenburger

As a part of the on-going initiative to provide more reports, and better reports, on the web; two additional sources are being evaluated. CLARITY is now available to all schools. Joe and Ed Deegan are assessing the best way to roll-out of this tool to AHC units.

Project: On-line Grants Reports for Faculty
Coordinator: Rob Super

The elimination of CUFS paper reports is a major goal for the AHC. As a first step, an alternative form of accessing accounting and other financial information must be provided. Financial reports on the web is the preferred alternative. The second step is ensuring that faculty and staff can access the web reports and interpret them. Training sessions have been designed specifically to connect faculty with web reports. One form of the training – personalized sessions at the faculty's workstation – have been well received. Simple instructional courses will soon be available on the web. After the faculty are conversant with web reports units will discontinue the distribution of paper reports to the faculty. The College of Pharmacy has been the test site for the faculty training. The AHC Finance Staff anticipates extending the training program to other AHC schools in the near future.

Decentralized Data Entry

Project: FormsNirvana Implementation
Coordinator: Rob Super

Significant progress in the implementation of FormsNirvana was noted in December throughout the AHC. The target date for full implementation has been extended from February 1 to March 1 to allow additional training sessions for AHC staff who could not attend earlier training classes. A brief review of the activity in December follows.

| | <u>Number of documents processed through FormsNirvana in Dec. 98</u> |
|------------------------|--|
| UMD School of Medicine | 16 out of 205 possible (8%) |
| Dentistry | 232 out of 728 possible (32%) |
| Public Health | 327 out of 993 possible (33%) |
| SVP Office | 366 out of 1,277 possible (29%) |
| TC Medical School | 1,600 out of 5,669 possible (29%) |
| Nursing | 45 out of 161 possible (28%) |
| Pharmacy | 48 out of 360 possible (13%) |
| Veterinary Medicine | 2,260 out of 2,508 possible (90%) |

Special Projects

Project: MERC Trust Fund
Coordinator: David Hagen

The Minnesota Department of Health recently sent out a request for clarification of information in the 1999 MARC application. The responses must be returned in February. AHC departments have been asked to assist in the collection of the additional information. MDH expects to receive the MERC funds in March and distribute them to sites in April.

The next MERC committee meeting is scheduled for January 29th.

DRAFT

AHC-FCC 1998

DRAFT

| <u>Item</u> | <u>Pre-consultation</u> | <u>Post-consultation</u> |
|--|--|--|
| 1) Educational Service Organization | Scope: operations of classrooms to interscholastic curriculum support | Scope: make classrooms work, set up educational scholars group |
| 2) AHC Grant Process | Research grants RFP focused in certain areas | Research grant process open to any area, contingency fund created |
| 3) Comprehensive review of senior administrators | Review committee composition and process of information gathering not well-defined | Defined and successfully implemented in SON, with issue of public report |
| 4) AHC Faculty Governance | Provost system to be dismantled | AHC-FCC and AHC-Faculty Assembly continue |
| 5) Promotion and Tenure Recognition | None | P&T recognition event |
| 6) Post Tenure Review | Confusion as to process needs | Improved clarity of process needs |
| 7) Program, Interdisciplinary Programs (PIDP) | Confusion at interface with departments/schools | Procedures defined, starting to be used (slow) |

AHC FACULTY CONSULTATIVE COMMITTEE

Tuesday, March 9, 1999

12:00 - 1:30

406 Child Rehab

AGENDA

- 1. Report on the Grant Review Process**
- 2. AHC Staffing: Discussion of the Report "A Report of the Changes in Staffing, September 1998 to September 1999" presented by Kathryn Johnston and Terry Bock at the meeting with Frank. Please study the report and be prepared to discuss it.**
- 3. Other Business**

If you don't have a copy of the staffing report, please contact Vickie Courtney @5-4805. Copies were sent to those not present at the Feb. 16 meeting.

Academic Health Center
Strategic Facility Plan
"Options for Development"

MISSION

The mission of the Academic Health Center is to be a leader in the ethical, innovative, and efficient discovery and dissemination of knowledge to enhance the health and well being of Minnesota, the nation, and the world.

GOALS

DIRECT FACILITY OBJECTIVES

| | |
|---|--|
| <p>◆ To enhance the competitive relevance of programs that are geographically dispersed or in facilities that no longer support them by creating opportunities for physical <u>consolidation</u> and/or plans for renovation that will allow for more effective use of the space we have.</p> | <ul style="list-style-type: none"> ▪ Rebuild AHC with JOML replacement as Step 1 ▪ Create adaptability in facility design and use for future requests ▪ Use curriculum driven design in all renovation and new building projects ▪ Enhance and simplify circulation patterns within the AHC ▪ Create a common denominator place for all AHC schools and programs ▪ Optimize existing space ▪ Create connectedness |
|---|--|

Implementation Strategies

| Projects | Cost | Source | | | | Operations |
|---|------|--------|-----------|------------|-----------|---|
| | | | Immediate | Short Term | Long Term | |
| ➤ Public Health Consolidation | TBD | | ✓ | ✓ | | <input type="checkbox"/> Increase efficiency of all school operations. <input type="checkbox"/> Reduce overall lease costs |
| ➤ Planning for Facility Redesigns – | TBD | | ✓ | | | |
| ❖ Dentistry | | | ✓ | | | |
| ❖ Nursing | | | ✓ | | | |
| ❖ Pharmacy | | | ✓ | | | |
| ➤ Consolidation of Administrative offices to support Medical School redesign | TBD | | ✓ | ✓ | | |
| ➤ Determine short and long range space and location options for Center for Spirituality and Healing | TBD | | | ✓ | | |
| ➤ Relocation of Center for American | | | | | | |

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GOALS

DIRECT FACILITY OBJECTIVES

◆ Enhance the office environment to promote faculty and staff creativity, excellence and productivity.

- Improve the quality and habitability of office spaces
- Optimize existing space
- Faculty and staff need clean and properly working facilities
- Use program driven design in all renovations
- Faculty offices should be accessible to students
- Create relationships between labs/offices/classrooms

Implementation Strategies

| <u>Projects</u> | <u>Cost</u> | <u>Source</u> | <table border="1" style="width: 100px; height: 100px;"> <tr> <td style="writing-mode: vertical-rl; transform: rotate(180deg);">Immediate</td> <td style="writing-mode: vertical-rl; transform: rotate(180deg);">Short Term</td> <td style="writing-mode: vertical-rl; transform: rotate(180deg);">Long Term</td> </tr> <tr> <td style="text-align: center;">✓</td> <td style="text-align: center;">✓</td> <td style="text-align: center;">✓</td> </tr> <tr> <td></td> <td></td> <td style="text-align: center;">✓</td> </tr> <tr> <td style="text-align: center;">✓</td> <td></td> <td></td> </tr> </table> | Immediate | Short Term | Long Term | ✓ | ✓ | ✓ | | | ✓ | ✓ | | | <u>Operations</u> |
|---|-------------|---------------|---|---|------------|-----------|---|---|---|--|--|---|---|--|--|-------------------|
| Immediate | Short Term | Long Term | | | | | | | | | | | | | | |
| ✓ | ✓ | ✓ | | | | | | | | | | | | | | |
| | | ✓ | | | | | | | | | | | | | | |
| ✓ | | | | | | | | | | | | | | | | |
| <ul style="list-style-type: none"> ➤ Renovation of existing offices ➤ Increase square footage available for AHC offices by 27% ➤ Develop opportunities to improve departmental efficiency by reassigning space that allows for consolidated programming. | | | | <ul style="list-style-type: none"> □ Establish maintenance standards for all offices and enforcement by Zone FM. □ Develop space allocation program for use across the AHC that optimizes current occupancy and assigns new space fairly. | | | | | | | | | | | | |

AHC Strategic Facility Planning Comprehensive Worksheet

| Renovation Space Request Service Delivery | | Department Code: AHC = Academic Health Center; MCB = Molecular & Cellular Biology; MS = Medical School; COP = College of Pharmacy; SS = Swing Space; VM = College of Veterinary Medicine; SPH = School of Public Health; N = Nursing; D = Dentistry Critical Life Safety Emergency 911 No. 0 | | Criteria Score | Item Number | Item Description | 3/31/98 | Amount | Fund Source | Yr. Funded | Link to Master Plan | Sort Criteria: E = Education services; R = Research; O = Offices; N = New Program; C = Clinical; S = Support Services; UA = Unassigned | | | | | | | |
|---|-----|---|--|----------------|-------------|--|---------|----------|-------------|------------|---------------------|--|----------|---------|-------------|----------|---------|------------|--|
| | | | | | | | | | | | | EDUCATION | RESEARCH | OFFICES | NEW PROGRAM | CLINICAL | SUPPORT | UNASSIGNED | |
| | N | | | 555 | 1 | New Faculty Offices/support | | 7520 SF | | | | | | | | | | | |
| | COP | | | 525 | 12 | New faculty offices-nonTT | | 6@120 | | | | | | | | | | | |
| | N | | | 515 | 3 | Redesign current offices | | | | | | | | | | | | | |
| | COP | | | 515 | | Office of Student Services-Redesign | | | | | | | | | | | | | |
| | AHC | | | 505 | 27 | Pool of Labs & Offices for Recruitment & Retention | | | | | | | R | O | | | | | |
| | AHC | | | 460 | 18 | Administrative Offices: more flexible space | | | | | | | | O | | | | | |
| | SPH | | | 455 | 4 | New Faculty Offices | | 15000 SF | | | | | | | | | | | |
| | N | | | 405 | 5 | Faculty/staff meeting areas | | | | | | | | | | | | | |
| | COP | | | 400 | 15 | New staff offices | | 3@120 SF | | | | | | | | | | | |
| | MS | | | 395 | 11 | Orthopaedic Surgery | | 8000 SF | | | | | | | | | | | |
| | MS | | | 360 | | Cardiology Offices | | | | | | | | | | | | | |
| | COP | | | 355 | 19 | Conference Rooms—one per floor | | | | | | | | | O | | | | |
| | COP | | | 340 | | New Offices-Tenure Track | | 1200 SF | | | | | | | | | | | |
| | MS | | | 315 | | Graduate Programs Office | | 3000 | | | | | | | | | | | |
| | MS | | | 305 | 21 | Surgery | | | | | | | | | O | | | | |
| | MS | | | 260 | 25 | Recruitment Space for Lab Medicine and Pathology | | | | | | | R | O | | | | | |
| | COP | | | 260 | 4 | Miscellaneous offices - not otherwise specified | | 12330 SF | | | | | | | O | | | | |
| | D | | | 250 | 4 | Offices | | 17050 SF | | | | | | | O | | | | |
| | MS | | | 210 | 16 | Family Practice | | 10000 SF | | | | | | | O | | | | |
| | MS | | | 90 | | Emeritus Offices | | 2000 | | | | | | | | | | | |

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GOALS

DIRECT FACILITY OBJECTIVES

◆ Establish efficient and effective support services infrastructure across the AHC

- Create space allocation usage and utilization policy
- Enhance and simplify circulation patterns within the AHC
- Create a common denominator place for all AHC schools and programs
- Create a welcoming image for AHC students, faculty, patients and visitors
- Enhance the quality and habitability of AHC spaces
- Optimize use of existing space
- Faculty and staff need clean and properly working facilities
- Develop and implement improved way- finding
- Improve patient/visitor access and orientation
- Improve parking and traffic around the AHC

Implementation Strategies

| Projects | Cost | Source | <table border="1" style="width: 100%; text-align: center;"> <tr> <th style="writing-mode: vertical-rl; transform: rotate(180deg);">Immediate</th> <th style="writing-mode: vertical-rl; transform: rotate(180deg);">Short Term</th> <th style="writing-mode: vertical-rl; transform: rotate(180deg);">Long Term</th> </tr> </table> | Immediate | Short Term | Long Term | Operations |
|--|------------|-----------|---|-----------|------------|-----------|---|
| Immediate | Short Term | Long Term | | | | | |
| ➤ Develop signage and corridor upgrades throughout AHC mainstreets (interior and exterior) | | | <table border="1" style="width: 100%; text-align: center;"> <tr> <td>✓</td> <td>✓</td> <td></td> </tr> </table> | ✓ | ✓ | | <input type="checkbox"/> FM Zone <input type="checkbox"/> Parking and Transportation |
| ✓ | ✓ | | | | | | |
| ➤ Develop IT plan for AHC including research computing | | | <table border="1" style="width: 100%; text-align: center;"> <tr> <td>✓</td> <td>✓</td> <td></td> </tr> </table> | ✓ | ✓ | | <input type="checkbox"/> Environmental Health and Safety |
| ✓ | ✓ | | | | | | |
| ➤ Replace Mayo garage | | | <table border="1" style="width: 100%; text-align: center;"> <tr> <td></td> <td></td> <td>✓</td> </tr> </table> | | | ✓ | <input type="checkbox"/> Develop space allocation program for use across the AHC |
| | | ✓ | | | | | |
| ➤ Develop improved access and entry programs | | | <table border="1" style="width: 100%; text-align: center;"> <tr> <td></td> <td></td> <td>✓</td> </tr> </table> | | | ✓ | |
| | | ✓ | | | | | |
| ➤ Develop security program for AHC | | | <table border="1" style="width: 100%; text-align: center;"> <tr> <td></td> <td></td> <td>✓</td> </tr> </table> | | | ✓ | |
| | | ✓ | | | | | |
| ➤ Correct health and safety deficiencies within each project | | | <table border="1" style="width: 100%; text-align: center;"> <tr> <td>✓</td> <td>✓</td> <td></td> </tr> </table> | ✓ | ✓ | | |
| ✓ | ✓ | | | | | | |

| AHC Strategic Facility Planning Comprehensive Worksheet | | | | | | | | | | | | | | | | | | | | |
|---|---|----------------|-------------|---|-------------------|----------|-------------|------------|---------------------|--|--|--|--|--|--|--|--|--|--|---|
| Renovation Space Request Service Delivery | Department Code: AHC = Academic Health Center; MCB = Molecular & Cellular Biology; MS = Medical School; COP = College of Pharmacy; SS = Swing Space; VM = College of Veterinary Medicine; SPH = School of Public Health; N = Nursing; D = Dentistry | Criteria Score | Item Number | Item Description | 3/31/98 Amount | Units | Fund Source | Yr. Funded | Link to Master Plan | Sort Criteria: E = Education services; R = Research; O = Offices; N = New Program; C = Clinical; S = Support Services; UA = Unassigned | | | | | | | | | | |
| | | EDUCATION | RESEARCH | OFFICES | NEW PROGRAM | CLINICAL | SUPPORT | UNASSIGNED | | | | | | | | | | | | |
| COP | | 590 | 2 | Computer Room Renovation | | | | | | E | | | | | | | | | | S |
| D | | 555 | 7 | Accessibility Issues | | | | | | | | | | | | | | | | S |
| AHC | | 435 | 15 | Information Technology for AHC | 5 yr allow. | | | | | | | | | | | | | | | S |
| VM | | 426 | 3 | Health & Safety Deficiency Corrections in VTH | 9000 SF | | | | | E | | | | | | | | | | S |
| AHC | | 425 | 19 | Research Computing—Offices | | | | | | | | | | | | | | | | S |
| AHC | | 370 | 17 | Security Systems: AHC wide | 5 yr allow. | | | | | | | | | | | | | | | S |
| AHC | | 300 | 1 | Parking Replacement: Mayo | 300 cars | | UM Transp | | | | | | | | | | | | | S |
| AHC | | 290 | 20 | Office of Communications—Offices | 450 SF | | | | | | | | | | | | | | | S |
| AHC | | 230 | 12 | Site Access / Signage | district | | | | | | | | | | | | | | | S |
| AHC | | 230 | 7 | Bridge to Amundson Hall | 120 LF | | | | | | | | | | | | | | | S |
| AHC | | 230 | 13 | Site Access / Entries | 5 entries | | | | | | | | | | | | | | | S |
| AHC | | 200 | 14 | Site: Corridor Connections | | | | | | | | | | | | | | | | S |

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GOALS

DIRECT FACILITY OBJECTIVES

◆ To improve competitive position of clinical and outreach services for all health professionals in the AHC.

- Develop ways for facilities to respond quickly to market opportunities
- Create “short streets” between clinical/basic science research
- Create off-campus property development that pays attention to on-campus access (i.e. off-campus clinics)
- Clinical Service improvements to be funded by clinical revenues when feasible

Implementation Strategies

| Projects | Cost | Source | | | | Operations |
|---|------|--------|-----------|------------|-----------|------------|
| | | | Immediate | Short Term | Long Term | |
| ➤ Renovation of clinical areas including School of Dentistry’s clinical areas, CUHCC Clinic Vet Medicine clinical service spaces | | | ✓ | ✓ | | |
| ➤ Provide consolidation and expansion opportunities for identified clinical services including University of Minnesota Transplant Institute, Cardiology Services and Center for Neurobehavioral Development | | | ✓ | ✓ | | |
| ➤ Develop relocation plan for UMP Clinic | | | | ✓ | | |

**Academic Health Center
Strategic Facility Plan
“Options for Development”**

MISSION

The mission of the Academic Health Center is to be a leader in the ethical, innovative, and efficient discovery and dissemination of knowledge to enhance the health and well being of Minnesota, the nation, and the world.

GOALS **DIRECT FACILITY OBJECTIVES**

| | |
|---|--|
| <p>◆ To enhance the competitive relevance and position of AHC <u>research</u></p> | <ul style="list-style-type: none"> ▪ Have the ability to respond quickly with facilities for grant requests ▪ Create adaptability in facility design and use for future requests ▪ Optimize existing space ▪ AHC needs vital spaces which are responsive to program needs ▪ AHC is an institution that care’s about it’s people – this should be reflected in the research facilities we design and build ▪ Create “short streets” between clinical and basic science researchers ▪ Facilities should aesthetically foster learning, collegiality and discovery |
|---|--|

Implementation Strategies

| <u>Projects</u> | <u>Cost</u> | <u>Source</u> | | <u>Operations</u> | | | |
|---|-------------|---------------|--|-------------------|------------|-----------|---|
| | | | <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="writing-mode: vertical-rl; transform: rotate(180deg); padding: 2px;">Immediate</td> <td style="writing-mode: vertical-rl; transform: rotate(180deg); padding: 2px;">Short Term</td> <td style="writing-mode: vertical-rl; transform: rotate(180deg); padding: 2px;">Long Term</td> </tr> </table> | Immediate | Short Term | Long Term | |
| Immediate | Short Term | Long Term | | | | | |
| ➤ New facility requests – Molecular Biology, Biologic Containment, Equine Research, goat Barn | TBD | | <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%;"></td> <td style="width: 33%; text-align: center;">✓</td> <td style="width: 33%;"></td> </tr> </table> | | ✓ | | <input type="checkbox"/> Make maximum use of what we have <input type="checkbox"/> Provide incentives for shared space |
| | ✓ | | | | | | |
| ➤ Renovate existing labs for Vet Medicine, Molecular Medicine, Genetics, Developmental Biology, Pharmacy, Public Health, Endowed Chair in Rural Dentistry to support NIH and other sponsored funding. | TBD | | <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%; text-align: center;">✓</td> <td style="width: 33%; text-align: center;">✓</td> <td style="width: 33%;"></td> </tr> </table> | ✓ | ✓ | | <input type="checkbox"/> Develop space allocation program for use across the AHC that optimizes current occupancy. |
| ✓ | ✓ | | | | | | |
| ➤ Create a pool of research labs for recruitment and retention commitments and interscholastic opportunities. | TBD | | <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%; text-align: center;">✓</td> <td style="width: 33%; text-align: center;">✓</td> <td style="width: 33%;"></td> </tr> </table> | ✓ | ✓ | | |
| ✓ | ✓ | | | | | | |
| ➤ Improve space and utilization for Research Animal Resources | TBD | | <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%; text-align: center;">✓</td> <td style="width: 33%; text-align: center;">✓</td> <td style="width: 33%;"></td> </tr> </table> | ✓ | ✓ | | |
| ✓ | ✓ | | | | | | |
| ➤ Increase square footage available for AHC research programs by 20%. | TBD | | <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%;"></td> <td style="width: 33%; text-align: center;">✓</td> <td style="width: 33%; text-align: center;">✓</td> </tr> </table> | | ✓ | ✓ | |
| | ✓ | ✓ | | | | | |

AHC Strategic Facility Planning Comprehensive Worksheet

| Renovation Space Request Service Delivery | | Critical | RESEARCH | 3/31/98 | Amount | Fund Source | Yr. Funded | Link to Master Plan | Sort Criteria: E = Education services; R = Research; O = Offices; N = New Program; C = Clinical; S = Support Services; UA = | | | | | | |
|---|-----|----------------|-------------|---|--------------|-------------|------------|---------------------|---|----------|---------|-------------|----------|---------|------------|
| Department Code: AHC = Academic Health Center; MCB = Molecular & Cellular Biology; MS = Medical School; COP = College of Pharmacy; SS = Swing Space; VM = College of Veterinary Medicine; SPH = School of Public Health; N = Nursing; D = Dentistry | | Criteria Score | Item Number | Item Description | | | | | EDUCATION | RESEARCH | OFFICES | NEW PROGRAM | CLINICAL | SUPPORT | UNASSIGNED |
| | AC | | 1266 | MCB Completion | | | | | | | | | | | |
| 1010 | MS | | 1010 | 23 Stone Labs relocation | | | | | | | | | | | |
| 715 | MS | | 715 | 8 Genetics Institute Programs PWB7 | 1800 SF | | | | | | | | | | |
| 655 | MS | | 655 | 7 Molecular Medicine Program | 11000 SF | | | | | | | | | | |
| 565 | COP | | 565 | 13 PharmD new faculty labs | 3@1000 SF | | | | | | | | | | |
| 560 | MS | | 560 | Initiative in Molecular Biology in Medicine | 60000 SF | | | | | | | | | | |
| 545 | COP | | 545 | 8 Endowed Chair - Industrial Pharmacy - Weaver Chair | 3000 SF | | | | | | | | | | |
| 530 | AHC | | 530 | 31 Research Animal Resources: Consolidation | | | | | | | | | | | |
| 505 | AHC | | 505 | 27 Pool of Labs & Offices for Recruitment & Retention | | | | | | | | | | | |
| 485 | AHC | | 485 | 16 Interscholastic Research Spaces | | | | | | | | | | | |
| 485 | D | | 485 | 5 Endowed Chair in Rural Dentistry | | | | | | | | | | | |
| 475 | D | | 475 | 3 Research Labs | 5900 SF | | | | | | | | | | |
| 460 | COP | | 460 | 21 Renovation of 3-120 Weaver Densford | | | | | | | | | | | |
| 455 | SPH | | 455 | 5 New Research Offices | 8000 SF | | | | | | | | | | |
| 440 | SPH | | 440 | 3 Industrial Hygiene Laboratories | | | | | | | | | | | |
| 430 | SPH | | 430 | 6 New Research Laboratories | 2000 SF | | | | | | | | | | |
| 420 | COP | | 420 | 10 Experimental + Clinical Pharmacy: Non-Lab Research Space | 2000 SF | | | | | | | | | | |
| 420 | VM | | 420 | Molecular Diagnostic Lab | \$750,000.00 | | | | | | | | | | |
| 400 | COP | | 400 | 18 P3 Research Space-3-4 Faculty | | | | | | | | | | | |
| 390 | MS | | 390 | Surgery Mayo 1 -Rehab and Surgery Lab | 35000 SF | | | | | | | | | | |
| 375 | SPH | | 375 | 2 Microbiology Laboratories | | | | | | | | | | | |
| 355 | MS | | 355 | 25 Recruitment Space for Lab Medicine and Pathology | | | | | | | | | | | |
| 345 | VM | | 345 | 2 Biologic Containment Facility | | | | | | | | | | | |
| 340 | COP | | 340 | Research Space Non-Laboratory | 1500 SF | | | | | | | | | | |
| 340 | MS | | 340 | Center for Molecular and Cellular Therapeutics | 2500 SF | | | | | | | | | | |
| 239 | VM | | 239 | Equine Research Center | | | | | | | | | | | |
| 230 | COP | | 230 | 7 8th floor WDH lab renovation-3 Departments | | | | | | | | | | | |
| 230 | COP | | 230 | Renovation of 8th Floor Instrument Space | | | | | | | | | | | |
| 230 | COP | | 230 | Renovation of 9-157 WDH to create Lab Space | | | | | | | | | | | |
| 210 | COP | | 210 | Drug Design Institute | 5000 SF | | | | | | | | | | |
| 133 | VM | | 133 | Goat Barn | | | | | | | | | | | |
| 50 | MS | | 50 | 26 Consolidation of Lab Medicine and Pathology Space | | | | | | | | | | | |
| | AHC | | 30 | Research Animal Resources: SPF Mouse facility-Phase II | | | | | | | | | | | |

Updated 2/22/99-bba

**Academic Health Center
Strategic Facility Plan
“Options for Development”**

MISSION

The mission of the Academic Health Center is to be a leader in the ethical, innovative, and efficient discovery and dissemination of knowledge to enhance the health and well being of Minnesota, the nation, and the world.

| GOALS | DIRECT FACILITY OBJECTIVES |
|--------------|-----------------------------------|
|--------------|-----------------------------------|

| | |
|--|--|
| <p>◆ To enhance the competitive relevance and position of <u>AHC education</u></p> | <ul style="list-style-type: none"> ▪ Faculty offices need to be accessible to students ▪ Improve all AHC classrooms ▪ Create space allocation usage and utilization policy ▪ Rebuild AHC with JOML replacement as Step 1 ▪ Use curriculum driven design in all renovation and new building projects (functions determine structure) ▪ Enhance the quality and habitability of spaces by using natural light and fresh air ▪ Create student gathering spaces ▪ Create spaces that aesthetically foster learning |
|--|--|

Implementation Strategies

| <u>Projects</u> | <u>Cost</u> | <u>Source</u> | | <u>Operations</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|-------------|---------------|--|-------------------|------------|-----------|---|---|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|
| | | | <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="writing-mode: vertical-rl; transform: rotate(180deg);">Immediate</th> <th style="writing-mode: vertical-rl; transform: rotate(180deg);">Short Term</th> <th style="writing-mode: vertical-rl; transform: rotate(180deg);">Long Term</th> </tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> </table> | Immediate | Short Term | Long Term | | | | | | | | | | | | | | | | | | | | | | | | | |
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| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>➤ Develop new AHC Student Center and Education commons to include student lounges, study spaces, continuing and interactive education activities, small group rooms, computer rooms, seminar rooms, consolidated student services etc. and renovate student commons area on St. Paul campus</p> | \$20 m | | <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td style="text-align: center;">✓</td><td style="text-align: center;">✓</td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> </table> | | | | | ✓ | ✓ | | | | | | | | | | | | | | | | | | | | | | <ul style="list-style-type: none"> <input type="checkbox"/> Establish maintenance standards for all classroom facilities and enforcement by Zone FM. <input type="checkbox"/> Establish Educational Services Organization for increased control, authority and accountability over classroom access, scheduling and support services. |
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| <p>➤ Renovation of existing school classrooms – Vet Medicine, Nursing, Pharmacy, Public Health, centrally scheduled</p> | TBD | | <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td> </td><td> </td><td> </td></tr> <tr><td style="text-align: center;">✓</td><td style="text-align: center;">✓</td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> </table> | | | | ✓ | ✓ | | | | | | | | | | | | | | | | | | | | | | | |
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| <p>➤ Create hi tech virtual teaching labs including dental patient labs and computer supported classrooms</p> | TBD | | <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td style="text-align: center;">✓</td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> </table> | | | | | ✓ | | | | | | | | | | | | | | | | | | | | | | | |
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| <p>➤ Renovation of Biomedical Library</p> | | | <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td> </td><td> </td><td> </td></tr> <tr><td style="text-align: center;">✓</td><td style="text-align: center;">✓</td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> </table> | | | | ✓ | ✓ | | | | | | | | | | | | | | | | | | | | | | | |
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**Academic Health Center
Office of the Senior Vice President**

**A Report of the Changes in Staffing
September 1998 to September 1999**

Overview

In the fall of 1997, President Yudof requested a comparison of levels of administrative staff in the offices of the University's central organization. Two budget centers from the Academic Health Center were included in the analysis: the Office of the Senior Vice President for Health Sciences and the group of departments that are accounted for within the AHC shared activities unit.

The intent of the study was to determine if, as purported, administrative staff had increased substantially during the preceding year. At the time, President Yudof asked for a comparison of full-time-equivalent (FTE) positions filled in August 1996 with those FTE reported one year later in August 1997. In December 1998, the same analysis was performed to examine changes in FTE positions between 1997 and 1998.

For purposes of this study, an FTE position was defined as 100 percent employment during the term of an appointment. In this analysis, a faculty member working 100 percent time on a nine-month term of appointment or 100 percent on a twelve-month term are both considered 1.0 FTE.

Analysis of the employment change

The changes in employment levels for the two budget centers in the Academic Health Center are summarized below.

| | <u>97 FTE</u> | <u>98 FTE</u> | <u>Change</u> |
|-----------------------------|---------------------|---------------------|--------------------|
| Units in the SVP-HS Office | 55.2 | 67.4 | 12.2 |
| AHC-Shared Programs | <u>161.1</u> | <u>172.0</u> | <u>10.9</u> |
| Total Change FY 97 to FY 98 | <u><u>216.3</u></u> | <u><u>239.4</u></u> | <u><u>23.1</u></u> |

Comparisons of employment levels are helpful in establishing benchmarks and trends. But, the net results merit careful study and explanation because:

- 1) They reflect point-in-time comparisons, which may understate or overstate the actual number of employees in a unit. For example, positions that are funded, but not filled on the day of the census, are not reported in the count. Consequently, if a position was occupied in the first year but temporarily vacant in the second year, it would appear that employment had decreased. Conversely, if a position were vacant on the day the data was extracted from the payroll system in the first year, but filled in the second year, it would appear that the unit had added positions. There may be no change at all in the budgeted or the actual expenditures for the unit.

- 2) Because the analysis considers a subset of the total organization, offsets in other units are not counted.
 - a) Over the last two years, organizations have been realigned in the Academic Health Center to provide more efficient, effective administrative services.
 - b) The Central human resources organization has decentralized certain responsibilities.
 - c) Some academic programs have been moved from the medical school to a new organization called AHC Shared Activities. Included in this group are the Bioethics Center and the Cancer Center. The organizational transfer was initiated to recognize that these programs serve most or all of the Academic Health Center schools. There has not been an increase in employment, merely a transfer of responsibility.
 - d) Temporary allocations have been made by the Senior Vice President for special programs or needs.
 - i) Transitional funding has been allocated for the Medical Technology program. Five positions appear in the SVP-HS office count in September 1998. The funding will expire at the end of Fiscal Year 1999.
 - ii) A portion of the legislative initiative funding is accounted for in the AHC-Shared Activities organization. These allocations will end at the end of the Fiscal Year as well.
- 3) FTE positions increase and decrease in some units based on the level of activity. For example, the Community University Health Care Clinic is now a unit in the Academic Health Center and is accounted for within the AHC Shared Activity Organization. The number of FTE positions in the CUHCC unit varies with the amount of activity that is supported by patient care revenues and grant funds. If activity increases, so does the level of employment.

An accounting for the changes in the two budget centers in the AHC reveals that the majority of the changes were related to transfers to the AHC which were offset by reductions in other units of the University of Minnesota. A detailed reconciliation of the changes follows:

Year-to-year Change

| | |
|-------------------------------|-------------|
| September 1998 FTE Positions | 216.3 |
| September 1999 FTE Positions | 239.4 |
| 1999 Higher/(Lower) than 1999 | <u>23.1</u> |

Changes in Staffing in the Academic Health Center
September 1998 to September 1999

Explanation of Change

| | |
|---|--------------------|
| Fill FTE Vacant in 1997 | |
| Communications | 2.0 |
| Multicultural Institute | 2.0 |
| Subtotal Fills | <u>4.0</u> |
| Transfers from other units | |
| Transfers from the Medical School | 21.6 |
| Transfers from Institute of Technology | 2.0 |
| Transfer from the Central Organization | 1.0 |
| Subtotal Transfers | <u>24.6</u> |
| Changes in workload volume | |
| New positions for Y2k and Desktop Support | 4.0 |
| Closing of Scientific Apparatus | -5.0 |
| Research Animal Resources | -7.8 |
| Research Computing | 4.8 |
| CUHCC | 2.1 |
| Molecular and Cellular Therapy | -2.7 |
| Subtotal New/Abolished Positions | <u>-4.6</u> |
| Net of all other changes | <u>-1.0</u> |
| Total Change September 1998 to September 1999 | <u><u>23.0</u></u> |

Analysis of the change by office in the SVP-HS organization

A comparison of the change in employment by office within the Academic Health Center's central organization is shown on the following page. The offices that report to the Senior Vice President for Health Sciences are listed in the first column. The FTE positions reported for FY 1998 and FY 1999 are shown in the next two columns. The year-to-year changes are shown in the fourth column. Positive numbers represent increases in FY 1998. The next four columns show transfers into the SVP-HS organizations. The final column shows the actual change in employment levels, after the transfers are counted. Net change equals the numbers in the FY 99 Over/(under) FY 98 column minus the numbers in the Total Transfers column.

Questions about the report should be directed to Katherine Johnston, CFO for Health Sciences by telephoning 626-3700 or sending an e-mail message to KMJOHNST@mailbox.mail.umn.edu.

Academic Health Center
Office of the Senior Vice President for Health Sciences
Year-to-Year Changes in FTE Employment - Administrative Positions

| | Sept. FY98 FTE | Sept. FY99 FTE | FY 99 Over/(under) FY 98 | Transfers | | | | | Net Change |
|---|----------------------|----------------------|--------------------------------|----------------|---------------------|------------|---------------|-------------|---------------|
| | | | | Med. School | Other Univ Units | Central | Within AHC | Total | |
| <u>Senior Vice President Health Sciences Operations</u> | | | | | | | | | |
| SVPHS Office | 11.3 | 9.2 | (2.1) | | | | | - | (2.1) |
| Facilities Management | 5.4 | 4.0 | (1.4) | | | | | - | (1.4) |
| Human Resources | 14.5 | 16.0 | 1.5 | | | | | - | 1.5 |
| Administrative Information Systems | 3.0 | 12.0 | 9.0 | 5.0 | | | | 5.0 | 4.0 |
| Communications | 8.0 | 10.1 | 2.1 | | | | | - | 2.1 |
| VP - Clinical Affairs | 2.0 | 2.0 | - | | | | | - | 0.0 |
| VP - Organizational Redesign | 0.7 | 0.4 | (0.3) | | | | | - | (0.3) |
| Chief Financial Officer | 5.0 | 6.0 | 1.0 | | | 1.0 | | 1.0 | 0.0 |
| Total | 49.9 | 59.7 | 9.8 | 5.0 | - | 1.0 | - | 6.0 | 3.8 |
| <u>Units Reporting to the SVP-HS</u> | | | | | | | | | |
| Learning Resources | 1.8 | 2.2 | 0.4 | | | | | | 0.4 |
| Council for Health Interdisciplinary Participation | 1.5 | 1.5 | - | | | | | | 0.0 |
| Multicultural Institute | 2.0 | 4.0 | 2.0 | | | | | | 2.0 |
| Total | 5.3 | 7.7 | 2.3 | - | - | - | - | - | 2.3 |
| Total Health Sciences | 55.3 | 67.4 | 12.1 | 5.0 | - | 1.0 | - | 6.0 | 6.1 |
| <u>Academic Health Center Shared Programs</u> | | | | | | | | | |
| Biomedical Graphics | 12.2 | 12.0 | (0.1) | | | | | - | (0.1) |
| Research Animal Resources | 65.5 | 57.6 | (7.8) | | | | | - | (7.8) |
| Research Services Organization | 2.0 | 3.0 | 1.0 | 1.0 | | | | 1.0 | 0.0 |
| Center for Spirituality and Healing | 1.0 | 1.0 | - | | | | | - | 0.0 |
| Research Computing | - | 8.8 | 8.8 | 2.0 | 2.0 | | | 4.0 | 4.8 |
| Scientific Apparatus | 5.0 | - | (5.0) | | | | | - | (5.0) |
| Cancer Center | 28.5 | 29.4 | 1.0 | | | | | - | 1.0 |
| Institutional Officer | 0.1 | 2.0 | 1.9 | 1.9 | | | | 1.9 | 0.0 |
| Biomedical Ethics | - | 4.8 | 4.8 | 4.8 | | | | 4.8 | 0.0 |
| Community University Health Care Clinic | 37.2 | 39.4 | 2.1 | | | | | - | 2.1 |
| Medical Technology | | 5.0 | 5.0 | 5.0 | | | | 5.0 | 0.0 |
| Legislative Initiative Accounts | | 2.0 | 2.0 | 2.0 | | | | 2.0 | 0.0 |
| Minnesota Molecular and Cellular Therapy | 9.7 | 7.0 | (2.7) | | | | | - | (2.7) |
| Total AHC Shared Programs | 161.1 | 172.0 | 10.9 | 16.6 | 2.0 | - | - | 18.6 | (7.8) |
| Grand Total | 216.4 | 239.4 | 23.0 | 21.6 | 2.0 | 1.0 | - | 24.6 | (1.6) |

AHC FACULTY ASSEMBLY
Tuesday, March 30, 1999
12:00 - 1:30
2-110/2-140 Weaver Densford Hall

AGENDA

1. Approval of the minutes of the January 28, 1999 meeting
(sent to you via email in February)
2. NIH Update
3. AHC Governance Workshop Update
4. Facilities Planning Report
5. Legislative Update
6. Further Review of the Table on Consultation
7. Upcoming Issues List

UHC JPL, ASSUMING
March 30, 99

David gave up date
8, 9, 10th of June N.H.

Wakshup
Mickey - remind
~~that~~
Epidol -
Hark -

David

Grant's management roll out - & get all enrolled
into it -

David P.I sponsored reports on web with email
log in - refer to David's handout -

Changed them from CEES - to a generic
form - filling out grant info.

Been a magnificent experience -
- found out that someone was paid
off his grant that shouldn't have been
used - people to look at accounts to make
sure - benefit the oversight of

Diana Jaeger - NIA
NSF also -

Not a scientific review - beginning of
an effectiveness process

Still the implementation of modular
grants - forms will be up on
EGEMS -- Still require full fledged
budget because were on "exceptional"
status.

This is public info. more publication
modular grants in the coming weeks.

Minutes -
Approved -

Governance Workshop Update

Merrill Bebeau -

Improve govern -

who received - Deans, dept. heads

Pres. Yudof -

Sara Evans - history, deficits

Panelist - complaint of deanship leader
from outside of the AHC.

table discussion - involve people
in talking about problems

Decision made by SEC that depts,
Chairs go back & hold workshops
within their units.

Senators urged to check with their
Admin are signed up.

Frank - based on FCC discussion, it
is now part of Consent Compact process -
Each dean will be required to
have a workshop

within their unit, in the compact review process, will set up benchmarks,

• Grant Review Process -

Last mtg. names submitted to Mickey - these names were submitted to VP Cerna.

FCC - reviewed process & made suggestion.

What appeared to be a second level review -

it is now much more of an approval process.

Changes appear in FCC minutes

X

Motion

About Nominations Committee - motion made, & seconded.

Motion carried.

#2 - overhead.

Frank

AHC - Consultative Report.

- 1) AHC Research Grant Process
overview of consultation given & outcome
- 2) Comprehensive review of deans
- 3) Consultative/comm. process
- 4) Administration FTE'S - in progress
will have report at next assembly mtg

#3 overhead.

AHC - FCC Consultative Report
Finance + Planning

#4 handout.

Next. Share plan goals April to June, 99
Encourage to read thru list, it will be
on WEBSITE.

- legislative update,
- TO him most consolidated, uniform -
he has ever seen - credits the President
& many staff.

Been on the road with Pres. deans -
editors (at least 10) all positive.

Pres. Yeoff - Ceru, Brincks -
Health + Human Service, hearings -
have made about — presentations

provided a summary -

Higher Ed - ~~everything~~

\$5 million - for AHC -

house + senate say this is what they

[121 million for AHC -
" " " for MASCUC

Word on street, Senate dropping

25 million for AHC

+ 25 million for MASCUC.

• The Rochester -

work synergistically with

The funding for this had to be in
addition to the Higher Ed. Bill
& if AHC's allocation is dropped
to ~~25~~ 95, then we won't fund it.

Medical school

Medicare effect -

Merck trust fund in has only 5 million
+ there is a 60 million deficit in those
pieces listed above.

Money to fund Merck all goes to hospital
does not go to AHC.

Cover 1.3 billion in the (stock)
money to support Merck -

200 million must go back to cessation -

In the house, work to give \$\$ back -
Frank mtg with house majority leader -

The "moebiel"

lots of support in senate

Question: about medical Education - Trust
Fund? Person

Health Education includes \$30 mil -
about 4 million offsets -

There's a student piece
& education piece (med piece)

Time line - should know by then. or
Friday next week -
Not clear in what bill thru
Conference Committee -

if done
if done
to pay

350 endowment will go ~~to~~ & Men.
Medical Foundation will be the money
managers -
comes as a single revenue stream

Facilities Planning Report

- 350 million new renovation
- 200,000 sq. ft elsewhere
- getting space back from Fairview

Space management plan presented to
Board of Regents.

Went over Facilities Issues with major
Policy implications.

- 300,000 square ft. shut -
- Frank is helpful and new
- AHC - is land locked, no place to build!

OK
space

Next, Goals of the AHC's Strategic Facility Planning
then, Strategic Facility Plan, Project Organization

- Memberships of Committees included in packet.

Deliverables

Anything about space, must go thru
consultative process.

Comprehensive Worksheet -

FY - 2000 All-funds Capital Budget
then on to the Capital Project Scoring
Criteria.

How were categories determined, it was asked -

In three years will be in new bldg.
need to begin to think how to move
people in, in a seamless process,
what needs to be renovated.

The space problem is enormous.

Berne - Comprehensive Review -
suggest that when it has to do
with dept. + divs - the rec. include

length of employment.

whether there was a contract + how long -

Frank responded - can't release enough

Deans seem as on the whole as do all ^{sr} admin.
Pres. did away with contracts.

Bernie expressed concern for fac,
making career decisions based on
commitment. - thinks it needs to be
discussed.

What about fac. affairs no report.

Mary -

Awards + Schedules
April 21, 99

Present: Geoff Manypa - Duane Nelson,
Ird Amram, Donna Olson, Paula M.
John Blanchard.

Report - No update on Scheduling
Scheduling Issue.
Marilyn - add some items

Proposal - Refer to Geoff's proposal

Men's B/B. not confirmed until July

Suggestion - Issues of Competitor during semester
uniform suggestion about uniform schedule
that Kathryn take this suggestion to Don

Discussion about "9" day class session
time,

Jul

1. Nobody goes over 9 day
2. When there are days close together
there are adequate travel ~~time~~ arrangements
made - for academics.
3. Define "day"

- Go to SCEP before issue happening.

* Natural Progression - needs to be defined

* IV B - academic plan for travel causing more than 2 class day absences per week.

* Tentative Schedules due to VC by June 1

* Final schedules should be approved no later than one week prior to first day of class. Schedules ~~can~~ should get to VC mid Aug - 15
final Schedules for fall semester -

Winter - Nov 15 - schedules
Spring Semester by Nov 1 to VC

Jan 18 Class begins

Accountability Piece

What happens if team exceeds approved
9 days?

- Consideration
• excess comes out of ~~next~~ ^{same} semester the following year.

Any anticipated schedule issues
for fall semester?

Rec. Jeff + Donna get together ~~with~~
in summer

Natural progression - ?

top 6 play in Big 10.
Some events everybody plays - others
they do not.

- Suggest get a letter from Big 10
about

Dud - will write piece about
what is defined as natural
progression.

Women's Softball

Next year could miss 12.

Donna + Paula will prepare
list of potential problems
to discuss with SCET

May 22 - June 9 - Spring term.

Baseball / Softball
& Track on both sides MICA + WICA

AHC FACULTY CONSULTATIVE COMMITTEE

Minutes of the Meeting

February 9, 1999

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 (chair), Daniel Feeney (ex officio), Timothy Wiedmann, Carole Bland (ex officio), Judith Garrard, David Hamilton, Kathleen Krichbaum

REGRETS: Stephanie Valberg, Patricia Ferrieri

ABSENT: Frederic Hafferty

GUESTS: Katherine Johnston (Associate VP & CFO - AHC)

Professor Bebeau called the meeting to order and welcomed Katherine Johnston, Associate VP & CFO. Ms. Johnston then talked to the group about a presentation she conducts on University finance and how resource decisions are made and the connection between the strategic plan and the annual operating budget. She offered to meet again with the AHC FCC and do a condensed version of her 1.5 hour course. Members expressed an interest in doing this. Ms. Johnston also plans to do an article for the AHC News on the compact process. Members were receptive of receiving a draft of the article and providing her with input.

REPORT OF THE SUBCOMMITTEE ON FINANCE AND PLANNING

Professor Daniel Feeney, chair of the Subcommittee on Finance and Planning provided an overview of the work of the subcommittee. Professor Feeney pointed out that he routinely copies the AHC FCC on matters the subcommittee is working on. He went on to report that at the beginning of the year the subcommittee developed a master list of issues. The compact and budget process was high on the list. He noted that over the past year the subcommittee has learned a lot. Professor Feeney commented that he didn't believe the subcommittee would have a great impact on the individual dollar decision because it occurs at the Dean level, however, the subcommittee is having input on the process. The subcommittee was instrumental in changing the process to include the consultation aspect of how the Deans get information from their faculty. The subcommittee concluded that the consultative process was quite weak. It is important that faculty are involved in the compact process and know about the process and deadlines. The compact process is an evolution and the institution will get better at it every year, it was said.

The subcommittee has also been quite active with respect to the strategic initiatives. The subcommittee determined that the Deans are the sources and there is a need to mesh the

School's strategic plan and that of the AHC. Members of the subcommittee questioned whether the Deans knew that an AHC FCC Finance and Planning Subcommittee existed. The subcommittee relies heavily on Katherine Johnston to carry the issues back to the Senior VP and the Dean's Council. He indicated that information is flowing back and forth between these groups.

The subcommittee has also been working on salary structure within the AHC. The subcommittee believes that there should be some degree of uniformity, not that everyone's salary structure will be the same, but identify parts of an individual's salary that may not be guaranteed year-to-year and those parts that are basically guaranteed but not locked into the tenure contract.

One member asked if the subcommittee has talked about doing something about defining consistency and the base on a faculty's salary. Professor Feeney responded that the discussion was limited because they couldn't get an objective idea of how the various items are evaluated and structured in the colleges. This led to a discussion about faculty salaries and how the legislature might have an inaccurate picture of faculty salaries because there is no generic definition. It was agreed there needs to be a better definition of base salary across the institution. Professor Feeney indicated he would take this issue back to the subcommittee and ask that it consider forwarding a recommendation to the Senate Committee on Finance & Planning.

The subcommittee has considered the issue regarding the "staffing model" in the Medical School and provided Katherine with input. The subcommittee talked about the definition of a core staff. It was noted that if this model works in the Medical School it most likely would be applied to other schools in the AHC. Professor Feeney pointed out that many of the conceptions that people had about how the model worked were not correct. The subcommittee intends to write an article for the AHC News informing faculty that consultation did take place and communicate it in such a way that faculty understand it better.

Professor Hamilton reported that Grants Management is collaborating with Katherine to do a staffing model study based on the business process redesign. Epidemiology currently is participating in the process. The results from the study should be universally applicable and should fit in with any financial transaction process within the institution, Professor Hamilton said. Financial Forms Nirvana is now the University standard for doing financial transactions and mandated in grants. The Dean in the School of Public Health has sent a notice saying that there will be a surcharge on any forms filed that were not Nirvana. Departments using Nirvana on a regular basis speak very favorably of it, Professor Hamilton added.

Ms. Johnston interjected that most of the savings from using Forms Nirvana will occur in central organizations. She explained that every time a person submits an invoice it goes to a central organization and it has to be keyed in. Antidotal studies show that there could be a 50% error rate - which means that 50% of the forms submitted have to be reworked. Putting the forms in at the source point saves the central organization the extra

work. The AHC anticipates saving the central organization between \$300,000 - \$500,000 annually when it is fully up and running on Forms Nirvana. Savings will only be maximized if everyone participates, Ms. Johnston said. In the Vet School, 95% of the forms are now submitted by Forms Nirvana. Other Schools are in the range of 10%. She explained that the monies charged to individuals who fail to use Forms Nirvana would be captured and reinvested so that other processes can be simplified.

One member expressed concern regarding training. Ms. Johnston responded that classes have been offered over the past year and unfortunately most of the classes were empty. She added that they also recognize that not everyone learns the same way and that efforts are underway to consider alternative learning formats other than the classroom such as desktop training. Information about this effort is being handled initially by the Focus Grants Management Departments.

Professor Hamilton reported that 70,000 documents have been processed on Forms Nirvana since last year; 10,000 of those documents were processed last month. EGEMS is the forms generation software package written for grants and 30% of the submissions in January were either wholly or in part electronic.

Professor Feeney then concluded his report by adding that the subcommittee is looking at tenure/tenure-track/clinical and term appointments across the various units and what the trends have been. The Faculty Affairs Subcommittee is also looking into this issue. Professor Hamilton added that NIH submissions have gone down in the clinical departments as well as the total amount of money and the basic sciences have slightly increased. Professors Feeney and Bland asked Professor Hamilton to forward this information to them.

OTHER ITEMS

- Professor Hamilton is working with Shih-PauYen, Director of Academic and Distributing Computing Services to develop listserves for each of the AHC FCC members' collegiate unit.
- Professor Bebeau received five nominations for the Grant Review Panel and will pass them on to Sr. VP Cerra.
- Members talked about the confusion that exists regarding the role of the Dean's Council in the awarding of grants. It is important that the AHC FCC member attending the Dean's Council meeting at which grants are discussed report back to the faculty.
- Professor Bebeau will attend the Dean's Council meeting on March 23 for Professor Krichbaum.
- Workshops regarding effective consultation will be conducted spring quarter with deans, department heads and faculty within the AHC.

REPORT OF THE COMPREHENSIVE REVIEW OF THE DEAN OF THE SCHOOL OF NURSING

Members spent time discussing the report and the following points were raised:

- The public report reflects the process used but not the weight of the recommendations made by the committee.
- Sr. VP Cerra assured the Review Committee that Dean Edwardson would see both the recommendations of the committee and the raw data in its entirety. This did occur.
- Concern was expressed that a survey instrument was sent to 224 individuals and only 86 responded. How many tenured/tenure track faculty are in Nursing? What is the proportion of responses in each category? What process was used to get a good response rate? Professor Krichbaum who served on the Review Committee responded to some of the questions. She said there are 85 faculty - 48 are tenure/tenure track.
- Committee should provide Sr. VP Cerra with feedback about the review process
- Focus groups with students may be more effective than the survey.
- What are the outcomes of the recommendations made in the report?

AGENDA ITEMS FOR MEETING WITH SR. VP CERRA

- Review of the Dean of Nursing
- Timetable for future reviews
- FTE's
- Infrastructure to support distance education

Hearing no further business, the meeting was adjourned at 1:30.

Vickie Courtney
University of Minnesota
AHC

From: Courtney Vickie
To: bebea001@maroon.tc.umn.edu, bland001@tc.umn.edu,*
CC: senate@mailbox.mail.umn.edu
Subject: Agenda for the Jan. 19 AHC FCC Meeting
Date: Fri, 15 Jan 1999 10:43:24

AHC FCC
TUESDAY, JANUARY 19, 1999
2:30 - 4:00
406 CHILD REHAB

AGENDA

1. Approval of the December minutes
2. Discussion - Committee Goals
3. Citizenship
4. Subcommittee Charges and Goals
5. Future meetings (please bring your calendars)
6. Discussion about January 20 meeting with Frank Cerra

Vickie Courtney
U Senate
427 Morrill Hall
625-4805
courtney@mailbox.mail.umn.edu

DRAFT

AHC FCC MEETING WITH VP CERRA JOINT COMMITTEE ON ACADEMIC APPOINTMENTS

December 15, 1998

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: Senior VP Frank Cerra, Cynthia Gross (AHC FCC chair), Muriel Bebeau, Carole Bland, Timothy Wiedmann, Fred Hafferty, Stephanie Valberg, Peter Bitterman

Joint Committee on Academic Appointments: Kent Bales, Kathleen Newell, Gordon Hirsch, Karen Alaniz

OTHERS: Martha Kvanbeck (University Senate)

REPORT OF THE JOINT COMMITTEE ON ACADEMIC APPOINTMENTS

Sr. VP Frank Cerra welcomed members of the Joint Committee on Academic Appointments. He noted that the report was discussed briefly at AHC FCC meeting as well as at the Dean's Council. Additionally, it was discussed at the Executive Council and Carol Carrier was instructed to develop an administrative response to it. The report has not been discussed at the TC Dean's Council.

Dr. Cerra briefly identified faculty composition and the suggestion that a college or similar unit place a cap on the number of non-tenure/tenure track appointments as the two core issues.

Professor Kent Bales, Chair of the Joint Subcommittee, began by explaining that no action was taken by the Senate at its November 5, 1998 meeting. He added that he regrets that Dr. Cerra is left hanging with respect to titles. Under the circumstances, they are proceeding with as much speed as they can, he said. The process has been educable and the Subcommittee is still in the process of talking with individuals and groups gathering as much information as possible before making a final recommendation. He then invited comments from other members.

Professor Cynthia Gross then asked Professor Bales to identify the most salient issues. Professor Bales provided an overview of the work of the Joint Subcommittee:

- The Joint Subcommittee agreed from the start that the establishment of a proportion would be for the good of the University as a whole.
- The Joint Subcommittee also agreed that there would have to be units for which exceptions are made for various reasons, specifically units that rely on practitioners.

- It is important to have a place where institutional memory could reside for the way that changes within those units could best be made. Citing Architect as an example, he said, somebody has to decide if that unit will continue to have as its primary goal the production of practicing architects or if an important secondary or primary goal becomes academic research. The Subcommittee did not obtain any national data with respect to architecture although a counter example (Michigan) has a very good School of Architecture and its entire faculty is tenure/tenure track.
- The change from tenure/tenure track faculty to practitioners at the University of Minnesota has increased over the past decade.
- It is the recommendation of the Joint Subcommittee that a faculty group develop the standards/practice regarding granting exceptions to units with the need for flexibility in faculty hires. The head of the academic unit making the request for a change in the proportion for the unit would consult with the faculty committee.

A member of the AHC FCC interjected that it must be very clearly defined whether the Dean is making a decision based on a budget shortfall of 10% of their operating budget or whether they really believe the college would be stronger by having 30-40% non-tenure track faculty types.

Referring to a document presented to the Regents, Dr. Cerra said that a lot of faculty from the AHC are funded off clinical revenue in one school and research revenue in another. But, what do you do when the market place changes and it changes fast? Who in the University is asking questions about whether schools are meeting its mission and what is the matrix? How are they actually doing it and what is the balance? How are they leveraging themselves financially? How does this play into the total picture of the University and its core faculty, he continued to query. He stated that he is a strong supporter of the argument that the future of a university is really a function of its core tenured faculty. It is in everybody's best interest to preserve this quality core and build around it a quality group of people who teach, research, or clinical care/outreach.

Discussion continued with a number of points made:

- If there is to be an academic appointments policy which will permit units to configure themselves in the way that is best for them and yet to guard against continued increase in P&A personnel and decreases in full-time faculty, there must be "a who" which is not only the executive officers of the University but a faculty body that has a history and would be consulted.
- The number of faculty have decreased and among these faculty, the proportion that are tenured have decreased and the proportion of P&A have gone up by approximately 30%.
- The proliferation of titles can take advantage of people.
- Unless the regents and the administration are academic leaders, we are not going to get the priorities and personnel lined up.

Dr. Cerra stated that decisions should not be based on finances but rather on programmatic need and mission. He agreed with the comment that it is a mistake to put

professional managers who are not academics in vice president for health science positions. He pointed out that from what he heard, there is a lot of common ground and what it is that needs to be accomplished. He recommended more dialogue in the areas of the how and who. A process that watches over the University does in fact need to be developed either with a series of benchmarks or a series of questions that are asked on a periodic basis. The question "how are we developing relative to the academic mission" must be asked, he said.

One of the AHC FCC members suggested that another question that needs to be addressed is "what sort of work does a professor do?" The following example was given: a person practices medicine full time, and in the course of that full time practice, devotes 20% of their effort to apprenticeship training and does all of their work at University Hospital/clinic- from a faculty point of view, is that person a professor? What if they pick up the syllabus that somebody else has developed and put 20% of their effort in apprenticeship and the rest of the time they are in full time practice - is that person a full time faculty member?

Dr. Cerra took this a step further, saying that he has a request for payment from a health system for the work community doctors do for teaching medical students, medical residents and medical residence. If these individuals are teaching (25-50% time) the health professional curriculum and being paid by the university, he said he has to put in place a quality oversight group of true core faculty who can quality control this as well as participate in the teaching. He went on to say that he could not educate 800 medical students and 1,200 fellows and residence with a full time faculty. Community faculty do 45- 55% of the clinical teaching. This is happening not only in the Medical School but Nursing, Pharmacy and is coming up in Vet Med.

Additional comments:

- There is an erosion that occurs for tenured faculty when there are P&A people who do faculty-like work and the argument is made that the compensation should be the same. In some areas, P&A are earning more than tenured faculty.
- There is model of having part-time people coming in to teach quarter by quarter and being managed by an administrator (who is not a faculty). This is not just clinical it was emphasized. In addition, these part-time people do not contribute to faculty governance.
- The next steps to be taken by the Academic Appointments Committee are to develop categories and then to figure out the details on the "how."

Bringing closure to this portion of the discussion, Dr. Cerra distributed copies of his memo to Carol Carrier regarding his discussions with the Deans with respect to faculty composition.

Professor Bales thanked Dr. Cerra for inviting the Joint Committee on Academic Appointments to meet with him and the AHC FCC. It was agreed that another meeting should be held to continue these discussions.

Professor Bland asked that Dr. Cerra hold off on changing the clinical titles in the AHC until the Joint Committee on Academic Appointments has been able to deal with the issues of titles/categories. It was pointed out that the "clinical" part of the title has been removed from Associate Professor and Full Professor, so they look like tenure/tenure track faculty. Dr. Cerra responded that he would look into this.

The AHC FCC next held a transitional meeting, introducing new members and thanking outgoing members for their contributions and efforts. Members acknowledge and thank Cynthia Gross, Peter Bitterman, Dan Feeney, and Bernie Feldman. Incoming members are: Patricia Ferrieri, Timothy Wiedmann, Kathleen Krichbaum and Stephanie Valberg.

CONSULTATIVE PROCESS

Members felt that there is an issue regarding the consultative process with the AHC. There is a general feeling that while the FCC is consulted on a number of issues; the end result is that the decision is not been what the committee clearly recommended. It is a challenge to stay in the loop, it was said. Accountability of those individuals making decision is a critical aspect of the consultative process. The FCC has been consulted on a number of issues, such as how the Deans ought to be reviewed, but the committee is still waiting to receive a report. However, it has been informed that the process went very well. The tobacco issue is also pending.

It was suggested that the FCC devote a couple of meetings each year to review decisions that were made and explicit feedback on those decisions in light of the committee's recommendations.

Members then spent some additional time discussing the issue of faculty tracks that are non-tenured.

ONGOING COMMITTEE BUSINESS:

- Monthly meetings with Dr. Cerra
- Dean's Council meetings
- AHC Faculty Assembly meetings
- Communication to the broader faculty
- Subcommittees on Finance/Planning and Faculty Affairs
- AHC FCC to work collaboratively with other governance groups
- AHC FCC to evaluate how the consultative process works within the individual schools and how issues are brought to the table
- Annual review of Deans
- A priority of the AHC FCC is to define goals and to be proactive.

The remainder of the time was spent discussing the fall out from the meeting of the University FCC and the AHC Senators.

- A number of faculty from the AHC were very angry about faculty attrition, reengineering continuing, centralization of administration, harassment of faculty.

- Some AHC FCC members were troubled by the minutes of that meeting because it was not clear who was in attendance from the AHC; whether those points of view were the view of a particular individual or whether they represented the group. Protecting the names of the innocent generalized to those who do not share those points of view is not right. If names cannot be attributed to comments in minutes, then the minutes should not be distributed. In this particular set of minutes, the perspectives expressed appeared to be attributed to AHC FCC as well as Senators and the way in which it was summarized it sounds like it is points of view that can be attributed collectively to the people who were present.
- If comments such as these are raised at a meeting and no one stands up to take a position opposite of it, then it does reflect the views of those present.
- A number of the issues were raised at the AHC Faculty Assembly but not with the same kind of "vigor or venom" that was raised at this meeting.
- The centralization of the secretarial support in various units has caused considerable furry among faculty.
- Concern was expressed that the consultative process in the AHC didn't seem to work - these concerns should have come first to the AHC FCC rather than directly to the University FCC.
- Another meeting has been scheduled on January 14th with the University FCC to discuss these issues further.

The meeting was adjourned at 2:00 p.m.

Vickie Courtney
University of Minnesota!

AHC-mtg w/FCC
January 14, 1999.

- Problem solving mtg -
- last mtg - grave concern about AHC issues
- a # of problems were raised.
- consultation at the collegiate level
train deans, so how decisions are made.

midday • View points made that perhaps were not shared by discussion w/ Jack

- ① encourage members of FCC to be more proactive
- ② more vocal on issues more info on what

- a. what advice - getting issues on table earlier
- b. how it was considered
- c. if not considered, why not.

Clear systems of consultation are needed

- AHC + FCC small group to work together to talk about workshop on "training" deans.

Communication needs to be better.

* get minutes on WEB

• How to get people involved.

Sara: link to funding base -
educators would be paid w educat. \$\$

State Support for AAC -

3 specific issues

1. FCC - AAC - FCC work together to train
deans together

* 2. mechanisms - required struct of comms?
→ AAC-FCC maybe ought to take up.

3. Communication - increased.

4. Culture - academic / clinical

(deans & depart would be more likely to get them to a meeting)

Clinical group ~~was~~ ~~is~~ does seem to be part.

Clinical are in non-tenure track.

• development plan.

Sara - Where to go from here.

- Consultation - Committed to work with AHC FCC.
- AHC FCC will work on mechanisms of communication.

Second session with division head.

- Centralization
- interdisciplinary endeavors - emerged as administrative directive.

Sara - Intellectual Future of U.

• Role of depts, will be discussed at mtg in couple weeks.

FCC
AHC FACULTY ASSEMBLY MEETING

October 12, 1998

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 reflect the views of, nor are they binding on, the Senate or Assembly, the Administration, or the Board of Regents.

PRESENT: Cynthia Gross (chair), David Hamilton, Mickey Bebeau, Peter Bitterman

REGRETS: Daniel Feeney, Fred Hafferty

The minutes of the last meeting were approved.

Members discussed inviting Christine Maziar, VP for Research and Dean of the Graduate School to an upcoming meeting to discuss research and graduate school issues. They identified the following items to discuss with her:

- Equipment replacement fund in lieu of capital depreciation
- Investigator indemnification
- Handling gifts and honoraria to faculty - conflict of interest
- Facilitation of grants submission
- Graduate education
- Institutional training grants

The committee would like VP Maziar to set one agenda item and ask for input.

Professor Hamilton talked briefly about grants management and suggested he provide the AHC FCC with an overview at one of the upcoming meetings. He explained that this would provide an opportunity for him to tell them about a new concept called the Institutional Oversight Model for grants. He added that the Board of Regents has approved it. It was noted that Professor Hamilton reports to VP Maziar and Frank Cerra on grants management issues.

ORTTA is being split into two entities. One is Sponsored Project Administration and the other is Patents and Technology. A director will be appointed to each and will report to VP Maziar. Professor Hamilton went on to report that a team has been appointed with three co-chairs and charged to redesign ORTTA.

It was agreed that it would be beneficial to meet with VP Maziar quarterly. It was also suggested that the committee invite the leaders of the graduate student unionization to a meeting.

Members expressed an interest in discussing the legislative initiative with Sr. VP Cerra at the upcoming meeting. Vickie Courtney will contact Cerra about this item. The group should also discuss the agenda for the AHC Faculty Assembly meeting with him.

The discussion then turned to P&T issues, specifically that P&T is not uniformly done throughout the AHC. A question came in the College of Pharmacy regarding where the tenure home is between the department and college and who has final sign off. There was question about whether the AHC Tenure Committee is a viable entity. Is there a need for an AHC-wide committee and who is using it and do people know the relationship between Sr. VP Cerra's review and Executive VP and Provost Bruininks? One member commented that if the college has questions then it is the responsibility of the school to contact the Judicial Committee. Who looks at the final decisions before promotion and tenure is awarded? Professor Hamilton suggested the group talk to Cherrie Perlmutter about the P&T process in the AHC FCC. Are the policies and procedures that accompany the tenure code consistent with the current AHC structure and University structure, it was asked?

Next, members had a brief discussion about retirement issues. If there are alternatives such as termination agreements made available to people, then it should be common knowledge. Are there certain rights a retiring faculty member has and that they should be made aware of opposed to certain administrative flexibility? What is the proper procedure to go through with respect to retirement, one queried? It was agreed that the AHC Faculty Affairs Subcommittee look into this matter.

With respect to the subcommittees, members agreed that it would be beneficial to ask the current subcommittee members to serve out the remainder of this academic year, given that there will be a high turnover of FCC members. Vickie Courtney will prepare a letter to members of the Subcommittees on Faculty Affairs and Finance and Operations asking them to continue. The subcommittee chairs will be asked for an update at the joint December meeting.

The issue of facilities planning and a meeting with Lorilee Wederstrom should be arranged after the new FCC members are in place.

Professor Hamilton will represent the AHC FCC at the FCC meeting on October 22nd.

The meeting was adjourned at 1:30 p.m.

Vickie Courtney
University of Minnesota
AHC

AHC FACULTY CONSULTATIVE COMMITTEE

September 24, 1998

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 reflect the views of, nor are they binding on, the Senate or Assembly, the Administration, or the Board of Regents.

PRESENT: Cynthia Gross (chair), Carole Bland, Muriel Bebeau, Peter Bitterman

REGRETS: Dan Feeney, Fred Hafferty, David Hamilton

GUESTS: Mary Dempsey

[In these minutes: Post-tenure review and general housekeeping business]

IMPLEMENTING POST-TENURE REVIEW

Professor Mary Dempsey met with the AHC FCC to discuss the document regarding Post-Tenure Reviews. The conversation started by members talking about setting standards relative to post-tenure review among divisions and departments, especially in those departments that are very small. Professor Dempsey suggested handling Post-tenure Review the same way P&T is handled. Members then spent time talking about processes used in their respective areas. For example, in the College of Pharmacy there is debate whether P&T will be college-wide or departmental. Professor Dempsey said that it was her observation that it should be department because of the differences of clinical versus basic sciences. Professor Gross responded doing it at the department level could mean very small groups. In certain departments that could mean five or six tenured faculty.

Professor Dempsey explained that the memo was meant to tell people that they should decide what is good for them - what will work for them. They can do it with five people if that is what they choose. Professor Gross responded that it would be awkward for five people to review themselves. Professor Dempsey offered that they could choose the model where the department head does the review and maybe three of the five could be the post-tenure review committee. This puts the department head in a very pivotal position and that seems contradictory to the initial statement that this is a peer driven process, Professor Gross responded. Professor Dempsey pointed out that it is up to the peers to decide if they want it done that way.

Attention was drawn to page 3, #3....."You and the other tenured faculty in your department are required to meet and formally adopt two policy statements...." Members said that perhaps there should be a footnote clarifying what "department" means. One member asked whether there could be any disadvantage to faculty if the unit is determined one way for post-tenure review and another way for P&T? Again, Professor

Dempsey stated that the faculty should decide how it should be done. Since this deals with post-tenure review, shouldn't it follow what is done for tenure, another queried? And, shouldn't it be the tenure unit? Professor Dempsey responded that this could work and seems logical.

Another member commented that the process was far too flexible. It could be advantageous both for assignment of duties and for other reasons to not have the department head be able to manipulate the configuration of the committee. It should also be required that the review be done by the faculty and not let the faculty vote to have it done by the department head.

Professor Dempsey commented that one school is proposing to have one committee to make up the P&T, Post-Tenure Review and Compensation Committees. This would be an elected committee she added and would report to the department head. Members commented that they thought this would be a lot of work for one committee. Also, tying merit, compensation and post-tenure review within the same committee implies in a sense that the decisions are going to be related to each other and subverts the post-tenure review, another member commented. Post-tenure view identifies people who are lagging behind in performance and the merit review process identifies individuals meritorious productivity.

Is there a unit for which the faculty driven model has worked well, it was asked? The Institute of Technology was identified as a unit where it has worked well. Professor Bland explained in her department the department head has been elected to conduct the annual review and to refer back to an elected committee any cases where substandard performance has been identified. This elected committee is separate from the Merit Committee, she said.

Professor Dempsey informed the group that the document was forwarded to Sr. VP Cerra and that Provost Bruininks has asked for it as well. The provost is proposing to send it out to all deans, department head, and chancellors. Sr. VP Cerra intends to send it out to his deans and departments in the AHC. Professor Dempsey plans to send a note to the faculty informing them the document is available on a website and that paper documents are available in the Senate Office.

Somebody has to be responsible for calling the deadlines and convening the faculty, it was pointed out. Professor Dempsey said that the letter from Bruininks and Cerra would identify the November 16th deadline. It will be the responsibility of the administration to convene the faculty. It was also pointed out that the documents entitled -- "Rules and Procedures for Post-Tenure Review" and "Faculty Compensation Policy" are read carefully. It was further pointed out that it is the responsibility of the faculty to read the necessary documents.

Careful attention needs to be made to separate the goals of post-tenure review from other annual procedures such as merit or compensation and that to ensure that the goals of post-tenure review as outlined by the Senate are carried out most appropriately, it was stated.

The AHC FCC encourages faculty to seek an option that provides for an elected peer review committee to make the determination. However, other models of procedures are permitted because the policy is intended to be flexible to suit the needs the diverse groups and units.

Members of the AHC FCC were not in 100 percent agreement - some member of the committee preferred that the process should be more specifically prescribed and others thought it should be left general.

The AHC FCC meets with Sr. VP Cerra the week of September 28th and will convey the concerns raised at this time.

Members thanked Professor Dempsey for her time and hard work with respect to the post-tenure document and taking time to meet with the Committee.

GENERAL HOUSING KEEPING ITEMS

Professor Gross asked that members inform Vickie Courtney whether they are able to attend the upcoming meeting with Sr. VP Cerra. Vickie will call those not in attendance.

Professor Sheila Corcoran-Perry has resigned from the committee. Professor Gross will contact Sheila regarding a replacement until the election is held.

Vickie Courtney presented a proposed timeline for the AHC FC election process. The new members will meet jointly in December and constitute the new membership beginning January 1999.

Professor Gross announced that the FCC select a new chair for 1998-99. She suggested that this person should be an on-going member and not up for re-election. Motion was made and seconded that Muriel Bebeau serve as the FCC chair for 1998-99. She agreed to assume the chair position beginning January.

Professor Gross distributed a list of issues the AHC FCC dealt with over the past year. She asked members to review the list and get back to her with any additional items. This document will serve as the annual report.

Dates proposed for the next AHC FCC meeting are: October 6, 7, or 12th. Dates proposed for the AHC Faculty Assembly meeting are: October 30, November 2 or 6th. Vickie will be contacting members regarding dates. November and December AHC FCC meeting dates are yet to be determined.

Agenda items for the next AHC FCC meeting include subcommittee assignments and appointing subcommittee chairs.

The meeting was adjourned at 1:30 p.m.

AHC Fac. Governance Retreat
Tues. Oct 5, 1999

Present: Muriel Bebeau, James Boulger, Dan Feeney,
Judith Harvard, Timothy Wedman, Carol
Wells, Bob Miller, Kathy Kuchtaum
Tim Church, Bert Stromberg - Axel Ogóna
Robert Bach, Jean Foster, Stephanie Nelson
Facilitator - Ann Delmont

AHC Vision addressing research, teaching
Clinical Practice

- Recruitment & retention
- Research funding, productivity
- Role, responsibility priorities
- peer rankings
- morale
- Rewards / incentives

Practical sorts of things that the Fac.
Governance can ~~they~~ it do.

Round up
session

How can the FCC promote the development
of a vision - statement in the AHC -

- poll faculty across the colleges
 - poll them about whether the U
as a major research is declining
on its perception - AHC decline
- agreement on whether we should seek ^{major factors}
improvements or
- specific program improved desired
- Reason. Board of Regents, to include 4
positions, specialists in the field -
Cat lease folks that have experience ^{& familiar w/}
health care.
- Consider ~~creating~~ identifying fac reps ^{from}
to interact directly the Board of Regent ^{AHC}
& legislature.
- develop governance mechanism
structure in all AHC departments
representative, communication mechanism for
faculty. (fairness, communication, accountability
& sharing of power.

* approaches for promoting the implementation of existing policies on key ~~issues~~ areas (ie, faculty communicating with senior adminstrate)

* Review of school constitutions ~~for~~ to description + dean/chair position & review of performance.

* Process for promoting development of vision statement by faculty

- use poll to gather data on one issue
- share findings & meanings across units
- faculty buy in in governance or administration

(~~merit pay~~
didn't fly)

① 2 visits - who we are & where we're going + another one is how we're doing especially in ~~the~~ governance.

Frank's: agrees fac. need to do what they've set out to do.
Resources is a problem
" " for facilities

How do admin. work w/fac. to

Bob Miller → unified agenda for the legislature
• faculty get something on a ballot (referendum)
tax payers

Bob M. • faculty don't believe Atte. involved w/Regents -

Regents {
- Geil a subcom of regent - to work w/ Atte
- Barga who are we & where are we going
- Neil - resources - how do we get the
- Dorn resources the Atte needs

3% is 3% of the O & M (on salaries)

• Pat Spence spent time talking to fac.

selection of the Board - what happened
to fac. rep. on board.

Bank to give state of AHe
on Oct 18.

Card
asked for
him
address

decline of
• Tenure track - faculty
etc we have a goal around this idea.