

AHC FACULTY CONSULTATIVE COMMITTEE

December 10, 2009

Minutes of the Meeting

[In these minutes: AHC-FCC Subcommittee on Finance and Planning Update, Identification of Faculty to Develop Promotion Criteria for the Scholarship of Clinical Application, Consultation on AHC Incentives, Rewards and Strategic Directions, Academy for Excellence in the Scholarship of Teaching and Learning, 2010 Third Thursdays, AHC Faculty Leadership and Training Initiative]

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

Present: Brian Isetts (chair), Peter Davies, Paul Olin, Cheryl Robertson

Regrets: Susan Berry, Colin Campbell, Stephen Downing, Vernon Weckwerth

Guests: Fred Owusu (director, AHC Human Resources), Laura Larson (director, Human Resources – College of Veterinary Medicine), Nancy Novak (consultant, AHC Human Resources)

I). Professor Isetts called the meeting to order and welcomed all those present.

II). Professor Isetts asked for a motion to approve the November 5, 2009 AHC-FCC minutes. Members unanimously voted to approve the amended November 5 minutes.

III). Before hearing from Professor Olin with a Finance and Planning Committee update, Professor Isetts asked Renee Dempsey, Senate staff, to schedule President Bruininks to attend an upcoming AHC-FCC meeting to discuss the future of the AHC.

Moving on, Professor Olin reported that at the last Senate Finance and Planning meeting, Vice President O'Brien reported that the Metropolitan Council and its project partners are moving forward with the Light Rail Transit (hereafter LRT) project, which will run down Washington Avenue. Because the University was unable to reach a mitigation agreement with the Metropolitan Council, it filed suit in Hennepin County to protect its research and research infrastructure interests along Washington Avenue. In turn, the Metropolitan Council has filed a motion to have the suit dismissed. The Hennepin County court system will hear this motion soon; however, a decision is not expected until early next year.

Professor Isetts raised the issue of pedestrian safety as it relates to running the LRT down Washington Avenue. Professor Olin said that given the busy nature of this corridor, accidents are being anticipated. He noted that there are plans to use hedging and fencing to discourage pedestrians from crossing Washington Avenue where they are not supposed to.

In response to a question regarding whether Finance and Planning discussed the new vision and strategic plan for the AHC, Professor Olin responded no.

IV). As follow-up from this year's fall forum, Professor Isetts asked members to identify 3 – 4 individuals in their respective schools, tenured and non-tenure track faculty, who would be interested in serving on a working group that would explore developing promotional criteria for clinical faculty.

In response to a question concerning whether Dr. Cerra's office has already done this, Professor Isetts explained that the AHC-FCC has been formally asked to shepherd this initiative by Dr. Cerra's office.

Professor Olin stated that it is important to keep in mind that tenured and tenure-track faculty are critical in shaping what University faculty look like and understanding their needs. While input from non-tenure track faculty is needed in developing promotion criteria for clinical faculty, the membership of this working group needs to include more tenured and tenure-track faculty than non-tenure track faculty.

In closing, Professor Isetts encouraged members to go back to their respective schools and identify faculty who are interested in exploring how clinical scholarly faculty are valued and recognized by the institution, and developing promotional criteria for non-tenure track faculty. In the long term, the goal is to establish promotional criteria that will allow non-tenure track faculty to vote on promotion, but not tenure. A final proposal will eventually go to the Board of Regents for approval.

V). Professor Isetts introduced the next agenda item, an official request from Dr. Cerra for the AHC-FCC to review the new AHC incentives, rewards and strategic directions. He added that each of the AHC schools is also being asked to consult on this as well. The timeline for a final document is the end of January 2010.

Members' attention was turned to a PowerPoint handout titled AHC Strategic Directions, which they had been asked to review prior to

the meeting. The committee spent time discussing each of the five strategic directions:

- Leading new approaches to care delivery
- Increasing the impact of research on health
- Innovating in education to enhance the health workforce
- Achieving excellence in leadership and decision-making
- Improving health status

In response to a comment concerning certain initiatives being more symbolic over substantive, Professor Isetts noted the ultimate goal of this exercise is to guide the AHC toward a productive future.

VI). Professor Isetts reported that the deadline for nominations for the Academy for Excellence in the Scholarship of Teaching and Learning is February 15, 2010. Potential candidates were discussed. In terms of identifying nominees, members discussed the fact that while many candidates have published, they have not necessarily done so in peer-reviewed journals.

Professor Isetts encouraged the committee to do their best to identify candidates for this prestigious award.

VII). Professor Isetts announced that the next Third Thursday Program is scheduled for January 21, 2010 from 4:30 – 6:00 at the Campus Club in Coffman Union. The purpose of Third Thursdays is to promote interprofessional collaboration and faculty moral in an informal setting. Also, taking place on January 21 is the program launch for the Center for Global Health and Social Responsibility (<http://globalhealthcenter.umn.edu/>). A goal of the center is to build on the AHC's global health presence.

Faculty voiced concern that the projects coming out of the Center for Global Health and Social Responsibility are not necessarily representative of the Center's name, and find the entire initiative to be somewhat embarrassing. First and foremost, there needs to be a clarification of the Center's mission. Despite protests from some members, Professor Isetts noted that these comments/concerns need to be shared with Dr. Cerra.

Professor Davies stated that the November Third Thursday event in which Tim Tracy, director, Clinical and Translational Science Institute (CTSI), provided information about CTSI was well attended. Unfortunately, however, participants did not have a lot of questions following his presentation, which was disappointing. Professor Isetts reminded members that there are still spring Third Thursday dates where topics and speakers need to be identified.

Members then continued their AHC Strategic Directions discussion. Recognizing that unless faculty and programs fit into at least one of the five AHC Strategic Directions, they run the risk of being eliminated/removed. Professor Isetts stated that faculty are being broadly consulted on this strategy map. The committee raised the following questions/issues:

- Can the AHC still afford to offer 2-year programs?
- Should, for example, Pharmacy, Dentistry and Nursing, consider streamlining their administrative personnel to eliminate redundancies?
- Should some of the Allied Health Programs be combined?
- Ask for clarification about what is meant by focusing on seeking faculty who include the full spectrum of special populations in their research.

Members concurred that broad consultation on the AHC Strategic Directions is necessary and recommended allocating more time to establish subcommittees before a final report is issued. Also, it was suggested that this discussion be brought to the AHC Assembly in February.

VIII). Professor Isetts introduced the next agenda item, the AHC Faculty Leadership and Training Initiative. He then welcomed Fred Owusu, director, AHC Human Resources, Laura Larson, director, Human Resources – College of Veterinary Medicine, and Nancy Novak, AHC Human Resources consultant, who were invited to provide information on this effort.

Mr. Owusu began by providing an overview of this initiative and noted that the AHC's Office of Human Resources, in collaboration with the collegiate AHC human resource directors, have developed a three-year strategic work plan for the AHC human resources community. The intent of this initiative is to align the work of the AHC's Office of Human Resources with both the AHC's and the University's strategic positioning goals. Mr. Owusu stated that the purpose for today's presentation to the AHC FCC is to collect feedback and garner support for the fourth overarching priority/initiative recommended by the AHC Dean's Council – Leadership Development.

The State of Minnesota's Division of Management Analysis and Development (MAD) facilitated this strategic planning process. Administrative leaders, deans, and other key stakeholders were interviewed about the AHC's long-term human resources needs. The data collected from these interviews was then used to develop the mission and vision for this initiative.

Eight human resources priority issues were identified through this process:

1. Clarification of human resource roles
2. Workforce/succession planning

3. Recruitment strategies
4. Multi-generational workforce
5. On-boarding
6. Cultural competency and diversity
7. Performance management
8. Management and supervisory training for academic front-line leaders

This information was shared with the AHC Deans Council who recommended the eight priorities be consolidated into four overarching priorities:

1. Human Resources and Customer Service
2. Information Systems (for the purposes of tracking information)
3. Performance Management
4. Leadership Development

Laura Larson, director, Human Resources – College of Veterinary Medicine, went on to provide the committee with additional detail concerning this initiative. She pointed out that the number one reason employees leave their jobs is not the job itself, but the supervisor. As a result, this program intends to focus on the early career development of AHC academic leaders in order to build their managerial capacity and expand upon the number of faculty who will be available to meet the changing needs of the institution.

The second phase of this initiative, noted Ms. Novak, is to conduct a leadership development survey to determine what would make an effective program and what would motivate participation. In closing, she asked for the AHC FCC to share their thoughts concerning this initiative and asked for their support as well. In order for this initiative to be successful, champions will need to be identified.

Feedback from the committee included:

- Look to peer institutions to see what they have in place for leadership skill development. Learn from other institutions that have gone down this path.
- The program should be customizable in order to meet the diverse needs of participants. Instead of having one generic program, offer different modules based on what you would have liked to have known about finance, human resources and supervisory skills when you were initially hired at the University.
- Rather than conducting a survey, establish focus groups to get buy-in and feedback for making this a successful program.
- Steer away from using verbiage such as 'leadership development' as this is typically not valued by faculty.
- While faculty manage to eventually learn what they need to know in terms of leadership development, speed up this process by offering an organized and easily accessible program for learning these skills.
- Prior to launching this program, get a clear understanding of the culture and how leadership skill development is rewarded and valued, which will play a critical role in driving participation.

In light of time, Professor Isetts thanked the guests for their update, and adjourned the meeting.

Renee Dempsey
University Senate