

## AHC FACULTY CONSULTATIVE COMMITTEE

January 13, 2011

### Minutes of the Meeting

[In these minutes: Provost Sullivan, Spring Forum Update, *Dialogue of the Day* Topic, AHC FCC/Collegiate Chairs Luncheon, Executive Steering Committee, January Third Thursday]

*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: Colin Campbell, (chair), Susan Berry, Stephen Downing, George Maldonado, Paul Olin, Ned Patterson, Cheryl Robertson

Regrets: Cynthia Gross

Guest: Provost Tom Sullivan

Others attending: Vernon Weckwerth

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

II). Professor Campbell welcomed Provost Sullivan who was invited to talk with the committee about the realignment of the AHC and the new reporting lines. Provost Sullivan began by providing information about the recently appointed Executive Steering Group, which is being co-chaired by Dr. Aaron Friedman, vice president for health sciences and dean of the Medical School, and Dr. Tim Mulcahy, vice president for research. The Executive Steering Group will review the AHC infrastructure. This review will build on the work begun under Dr. Cerra's leadership, and is part of a University-wide effort to look at redesigning and improving coordination of University support services and infrastructure. The review will entail:

- Examining the AHC mission, function and administrative responsibilities with the objective of identifying potential redundancies and synergies between colleges and central administration. The aim is to reduce administrative overhead and enhance alignment of institutional resources.
- Assessing existing AHC centers and institutes in an effort to identify the most appropriate administrative and academic reporting relationships keeping in mind the best interests of the University and its broader goals.

Provost Sullivan also noted that as of January the AHC deans are reporting to him, but he began informally meeting with each dean early in the fall. He stated that it is his practice to meet with all the University deans once a month, and this group has now been expanded to include all the AHC deans too. Provost Sullivan then explained in a fair amount of detail how these meetings are structured.

Provost Sullivan asked for member's comments and questions. Professor Campbell asked whether the goal of the Executive Steering Group is to ultimately save money. Provost Sullivan stated that in his opinion the goal of the Steering Group is threefold:

1. To increase academic synergies by looking for opportunities to improve upon doing things better, particularly structurally.
2. To identify and capitalize on University-wide efficiencies with an eye toward the academic mission.
3. To identify University-wide redundancies, e.g., human capital redundancies.

Professor Campbell commented that he does not believe that people really understand what the AHC does. With that said, he hopes that an outcome of all this work is that there is more clarity about the AHC. Provost Sullivan acknowledged that from an AHC inter-relationship perspective, interdisciplinarity, interprofessionalism and clinical interactions need to be fostered, and the expanded AHC Deans Council will focus on these commonalities.

Professor Weckwerth clarified that the AHC will continue to exist and its functions will be allocated to interdisciplinarity, interprofessionalism and clinical interactions. In part, yes, stated Provost Sullivan, and then explained what topics are covered in the monthly provost/dean meetings, e.g., faculty hiring, tenure and promotion, budgets.

Professor Robertson asked whether the monthly provost/dean meetings are similar to the meetings Dr. Cerra had with the AHC deans. Provost Sullivan stated that is correct; however, there is one significant difference between his meetings with the AHC deans and the meetings Dr. Cerra had with the deans. He explained that while he will meet regularly with the AHC deans, not all the same topics will be covered. For example, he noted that he will not discuss clinical practice, interdisciplinarity related to research, and interprofessional relationships with the AHC deans. Instead, the AHC deans will discuss these topics with Dr. Friedman given they are unique to the profession. Dr. Friedman will take the lead on these conversations and Provost Sullivan stated that he will be brought in when material changes from the past are necessary.

Professor Berry asked Provost Sullivan for clarity about his professional relationship with Dr. Friedman given that he is dean of the Medical School but also technically a peer in many ways. In Professor Berry's opinion, the dean of the Medical School is not in the same position as the other AHC deans. Provost Sullivan explained that the only reporting relationship difference between the meetings he had with Dr. Cerra and the meetings he will have with Dr. Friedman is that Dr. Friedman will have the Medical School's full compact discussion with him whereas Dr. Cerra did not. He went on to briefly describe the University's compact process to members. Roughly three quarters of the compact discussions are spent on academic issues, and the remainder of the meeting is spent on each college's budget and capital campaign plan. He noted that Dr. Friedman also participates in the 'Budget 5' meetings. This University is very large and complex, stated Provost Sullivan, but it does not function hierarchically as one may expect; senior

administration is quite informal in terms of how they meet, discuss and share information.

In light of time constraints, Professor Campbell asked members for any last questions for Provost Sullivan. Provost Sullivan offered to meet with the committee on a regular basis if members were interested. Members thought this would be important, particularly in light of the restructuring of the AHC. On behalf of the committee, Professor Campbell thanked Provost Sullivan for attending today's meeting.

The committee then took a few minutes to debrief following the discussion with Provost Sullivan. Professor Berry stated that she is very concerned about how the areas of clinical practice, interdisciplinarity and interprofessionalism will get integrated, and believes it is absolutely essential for Provost Sullivan to work closely with Dr. Friedman to fully understand the issues unique to the AHC. Professor Campbell stated that historically speaking, the Medical School has had a special reporting relationship given its size and budget, and now its position/standing is unclear. Professor Berry stated that she does not understand how the dean of the Medical School and the vice president for health sciences reporting responsibilities can be divided because they are so intimately tied to budgetary planning. Professor Olin added that the AHC has problems that are not currently being addressed/resolved. With that said, he noted that it is unclear who is accountable for resolving these problems. Professor Berry suggested members of the committee give serious thought to questions they would like Provost Sullivan and Dr. Friedman to address.

Professor Campbell reiterated Professor Berry's suggestion that members of the committee put their questions in writing and forward them to Renee Dempsey, Senate staff, who will organize them. He asked members to get their questions to Ms. Dempsey sooner rather than later, preferably within a week. Professor Campbell stated that a question he would like answered is why wasn't someone from the AHC FCC asked to serve on the Executive Steering Group that was recently formed. Professor Berry agreed that this is a very legitimate question that needs to be asked.

Regarding Provost Sullivan's offer to regularly meet with the AHC FCC, members agreed this will be critically important given the realignment of the AHC. Professor Berry suggested meeting with Dr. Friedman one month, and then the next month meeting with Provost Sullivan, and the following month meeting with both Dr. Friedman and Provost Sullivan together. Professor Olin commented that he would hope that Provost Sullivan would find it beneficial to meet with the AHC FCC because it would help him better understand the unique aspects of the AHC schools.

III). Moving on, Professor Campbell reported that based on his conversations with members he senses that the time is not right to proceed with holding a spring forum on governance as previously discussed. In light of the fact that a keynote speaker has not been identified and also given the level of uncertainty related to the realignment of the AHC, it has been determined that there will be no spring 2011 AHC forum.

IV). Professor Campbell engaged members in a discussion about the topic for the *Dialogue of the Day* for the February 3 AHC FCC meeting with Dr. Friedman. At the end of the discussion, members agreed the *Dialogue of the Day* would be a request for Dr. Friedman (and possibly Provost Sullivan) to articulate what he sees as the risks and benefits associated with the AHC realignment/restructuring.

V). Members took a couple minutes to share their thoughts about the December 13, 2010 AHC FCC/collegiate chairs luncheon. Professor Campbell noted that there was clear interest and concern on the part of the collegiate chairs regarding the UMD Medical School hiring situation. He added that there was also a fair amount of interest to his proposal to solicit feedback from the AHC community concerning what the AHC should stop doing, what it could do better, and what it is not doing that it should consider doing. Members agreed the luncheon was productive, and, in their opinions, a success.

VI). The committee returned to the discussion about finding out why no one from the AHC FCC was appointed to the Executive Steering Group that was recently formed by President Bruininks and Provost Sullivan. Professor Campbell volunteered to call Provost Sullivan to talk about this matter.

VII). Regarding next week's Third Thursday (January 20, 2011), Professor Olin asked whether anyone would be able to host the January Third Thursday in his stead as he will be out of town. Professor Olin stated that he is trying to find someone from within the School of Dentistry to host, but he has not been successful so far. With that said, he stated that he is fairly confident that he will be able to find a substitute School of Dentistry host.

VIII). Hearing no further business, Professor Campbell adjourned the meeting.

Renee Dempsey  
University Senate