

From: Feeney Daniel  
To: Kathryn E Dusenbery <dusen001@tc.umn.edu>, kmjohnst@mailbox.mail.umn.e  
CC: courtney@mailbox.mail.umn.edu, ahcfcc96-97@maroon.tc.umn.edu  
Subject: Bales Response  
Date: Fri, 17 Jul 1998 09:18:43 -0500

Hello AHc F & P,

I've heard from everybody except Tim about the Post Tenure/Merit Letter. Because of the timeliness of the letter, I'm going to send it.

Apparently, most everygody can make it on 7/28, see you then.

In the meantime, Professor Kent Bales, SCFA Chair, responded to our letter about post tenure review. It is below.

Best wishes,

Feeney

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From: "Kent Bales" <bales@tc.umn.edu>  
Date: Thu, 16 Jul 1998 21:03:36  
To: Daniel A Feeney <feene001@maroon.tc.umn.edu>,  
Carole J Bland <bland001@tc.umn.edu>

Dear Dan and Carole:

Thank you for seeing that I was sent a copy of the AHC-FCC's letter, in Dan's fine hand, to Vice President Cerra. The Joint Committee on Academic Appointments (with three members each from FCC, SCEP, SCFA, and the Academic Staff Advisory Committee) will be recommending limits on the number of non-tenure track faculty that may be appointed within the University. This probably will take into account special needs, such as those of the AHC. The working figures are now 15% for the University as a whole and 25% within units and departments that successfully make a case to SCFA, SCEP, and the Provost that educational policy will be well served by making more non-tenure track faculty within them. The AHC can make a strong case--but not for unlimited appointments of this type.

I agree with your Council's conclusions about the dangers to academic programs of over-reliance on non-tenure track faculty. And you are quite right that units other than the AHC pose problems--and face problems --similar to the AHC's, as your Council sees them.

Sincerely,

Kent Bales

\*\*\*\*\*

Daniel A. Feeney  
408 Veterinary Teaching Hospital  
University of Minnesota, St. Paul Campus  
1365 Gortner Ave  
St. Paul, MN 55108  
(612) 625-9731 (phone and voice mail)  
(612) 624-0751 (Fax)  
(612) 538-4487 (pager)  
feene001@tc.umn.edu (e-mail)

From: Feeney Daniel  
To: Carole J Bland <bland001@tc.umn.edu>,\*  
CC: Frank B Cerra <cerra001@maroon.tc.umn.edu>, kmjohnst@mailbox.mail.umn.  
Subject: Post Tenure/Merit Reviews  
Date: Fri, 17 Jul 1998 16:27:51 -0500

7/17/98

Professor Carole Bland, 1997-98 Chair  
Academic Health Center Faculty Affairs Committee  
Department of Family Practice/CommunitH Health  
U-MN Medical School

Professor Cynthia Gross, 1997-98 Chair  
Academic Health Center Faculty Consultative Committee  
College of Pharmacy  
U-MN Academic Health Center

Dear Carole and Cindy,

Thank you for the copy DRAFT document, "Implementing Post-Tenure Reviews..." authored by Professor Mary Dempsey and Ms. Cherie Perlmutter.

As you are both aware, the AHC Finance and Planning Committee addressed a letter to Senior VP Frank Cerra and Associate VP Katherine Johnston on 6/19 regarding the issues involved with 1) annual merit review, and 2) post-tenure review.

Our worries originated during a discussion held in early June about what the new policy meant to faculty with regards to the processes involved. We expressed our concerns about how merit as well as post-tenure reviews were to be carried out across the AHC academic units. This was of particular concern considering the apparent high degree of AHC unit process variability in the seemingly straight forward annual merit review policies!

In our opinion, the documents, "Faculty Compensation Policy" (1993), and "Rules and Procedures for Annual and Special Post-Tenure Review" (1998) spell out what is to happen quite clearly. As we read through the DRAFT document, "Implementing Post-Tenure Reviews..." authored by Professor Mary Dempsey and Ms. Cherie Perlmutter [hereafter referred to as Dempsey/Perlmutter DRAFT], this interpretation seemed to lack the specificity contained in the original documents. In our opinion, this leaves too much room for interpretation and, thereby, promotes variability on how faculty across the AHC are treated. This whole issue is further clouded by the various revenue streams involved (e.g. \$ from U-MN Physicians Practice Plan; \$ from Grant salary off-sets; tenure-associated base salary O & M \$; so-called "Y" recurring, but not tenure-associated salary O & M \$. From our standpoint, there are several issues involved with the mixing of dollars from various sources (potentially governed by differing policies), the implementation of the newly minted Post-tenure Review policy, and the apparent current deviations from the seemingly ignored 1993 Compensation policy. Based on what we've read in the Dempsey/Perlmutter DRAFT, we voice the following concerns:

1. As we understand it, the "Rules and Procedures for Annual and Special Post-Tenure Review" (1998) is an interpretive draft and does not need further interpretation. The crafting of the post-tenure review process and its relationship to an objective annual peer review process began during the infamous "tenure wars". Both, as we see it, involve ELECTED faculty review committees. These may be different committees, or BY A VOTE, they may be the same ELECTED committee. From our observations, there are a number of AHC departments that are not even following the 1993 Compensation policy. The Rules and Procedures...Post-tenure Review document contains basically a restatement of the need for an ELECTED (not Chair/Head appointed) annual merit review committee. As determined by the VOTING faculty on an annual basis, merit review processes are to be reviewed/renewed/revised. If this cannot be appropriately followed, what is going to happen to the Post-tenure Review Process which is to be handled in a similar manner??? Instead of another interpretive document that lacks the specificity of the original, why not a timetable for implementation of BOTH Policies (e.g. Faculty Compensation & Post-tenure Review)?? The steps seem reasonable [faculty voting on goal statement, --> faculty voting on process for annual review, --> faculty voting on process for annual compensation, --> review and approval of BOTH processes by the involved Dean].

2. In reviewing the Dempsey/Perlmutter DRAFT, it was not clearly articulated that the faculty should vote (ANNUALLY AND IN ADVANCE) on the process for determining annual compensation. To us, this is key. If this part of the process does not work, the whole process including the Post-tenure Review may be in jeopardy. This is a package deal without "line item veto". Wouldn't it be interesting if the Minneapolis or St. Paul papers (in their ever present search for "dirt" at the U-MN) found deviations from specified policy (particularly one that was so debated during the "tenure wars")???

3. In reviewing the Dempsey/Perlmutter DRAFT, it was not as clearly articulated as in the Tenure Subcommittee Rules and Procedures document that the academic Unit may choose to involve the elected (post-tenure) review committee in both compensation and post-tenure review decisions or to involve the elected review committee only in the annual (post-tenure) review but not in compensation reviews.

4. In reviewing the Dempsey/Perlmutter DRAFT, it was not as clearly articulated that the Faculty Compensation Policy states: Faculty input into discussions surrounding criteria and procedures for salary increase determination is essential to maintaining an equitable and collegial environment. With the administrator of each unit, the faculty must have the opportunity to develop the criteria for, and the format of, the process through which annual salary increases are determined. Interpretation statement relative to this portion of the Compensation Policy: The process determined through consultation may include faculty participation in the judgments regarding compensation

changes as  
a committee of the whole or through a salary committee consisting in whole  
or in  
part of elected members.ó This is an integral piece in the post-tenure  
review  
puzzle.

5. In reviewing the Dempsey/Perlmutter DRAFT, we raise the concern that one  
interpretation could be that the faculty elect to place annual reviews in  
the  
hands of an existing departmental committee, such as the departmental P & T  
committee (depending on the spin put on this by the individual articulating  
the options). In some departments, we've heard that such committees are  
appointed, presumably by the Chair, Head or Division Head. If this were to  
be  
the case, this seems to be against BOTH the intended merit review as well as  
the  
post-tenure review processes.

6. We raise the further concern that apparently there are AHC departments  
in  
which the Chair/Head does not meet annually with each faculty member  
INDIVIDUALLY as specified in the Faculty Compensation Policy. If this piece  
is missing, we see the whole process falling apart. The need for  
individualized  
feedback is part of BOTH processes (Merit Review & Post-tenure Review).  
From  
our perspective, any flaw in either of these processes (since they seem  
parallel  
and potentially [depending on faculty votes] overlapping) could leave this  
institution open for criticism, investigation, and a re-opening of the  
Pandora's  
Box know as Tenure. Hardly a desirable (and hopefully not the intended)  
outcome. This institution's record of academic units following policies has  
got  
it into serious trouble on many occasions. In this litigious society,  
failure to  
follow approved policies is apparently not defensible in court. We don't  
think  
that the Academic Health Center can either 1) stand the scrutiny, or 2)  
afford  
the consequences!

Our final issue is that of multiple policies affecting individual  
faculty.  
This was mentioned in our first paragraph, above. We're concerned that a  
circumstance could evolve (? has evolved ?) wherein provisions in the UMP  
(Practice) Plan, the Faculty Compensation Plan, and the Tenure Code (Rules  
and Procedures for Post-tenure Review) could be in conflict. Does this mean  
that the Tenure Code and the Faculty Compensation Policy apply only to the  
so-called tenure-guaranteed base ("X") and possibly the nontenure-associated  
base ("Y")? Does this mean that a different set of rules and procedures  
(which  
seem to give selected unit administrators wide ranging authority) apply  
under  
the UMP Plan?? If so, this needs to be addressed and resolved!! Otherwise,  
it  
will be a recipe for conflict and short cuts. Our take on this is that of a  
reversion to "the old ways" when Clinical Chairs/Heads made all the  
decisions  
and the faculty were not empowered to do much of anything because of who  
controlled the purse strings. In addition, because of the O & M ("X" &  
"Y"),

research, and UMP Plan (and its individual "Clinical Service Units" with their potential for individualized policies), faculty with nearly 100% O & M ("X" & "Y") +/- research may find themselves at a disadvantage depending on whether it has been a "good clinical year" or a "good academic year" in a mixed (basic and clinical) department/division. Potentially O & M dollars could be redistributed to all tenured/tenure track faculty during "bad clinical years", but Practice Plan dollars would not flow the other way in "good clinical years". There exists a strong potential for frustration on the part of nonclinical faculty not unlike the "bait and switch" tactic used in the O & M for IMG swap that hurt some of the most productive AHC Units this year!

We respectfully ask both Faculty Affairs and the Consultative Committee to address these concerns. We're looking at the financial aspects of this (e.g. how it should work) and we see policy interpretation/implementation having serious consequences beyond the charge of our Finance and Planning Committee.

Thank you for your consideration.

Sincerely,

1997-98 AHC Finance & Planning:

D. Feeney, Interim Chair [Veterinary Medicine]  
K. Dusenbury [Therapeutic Radiology/Medical School]  
P. Tomlinson [Nursing]  
T. Wiedmann [Pharmacy]  
C. Wells [Laboratory Medicine & Pathology/Medical School]

cc: Senior Vice President Frank Cerra  
Associate Vice President Katherine Johnston  
Professor Mary Dempsey  
Associate Vice President Cherie Perlmutter

Daniel A. Feeney  
408 Veterinary Teaching Hospital  
University of Minnesota, St. Paul Campus  
1365 Gortner Ave  
St. Paul, MN 55108  
(612) 625-9731 (phone and voice mail)  
(612) 624-0751 (Fax)  
(612) 538-4487 (pager)  
feene001@tc.umn.edu (e-mail)

From: Feeney Daniel  
To: Kathryn E Dusenbery <dusen001@tc.umn.edu>,\*  
CC: courtney@mailbox.mail.umn.edu,  
Subject: ? Next Meeting....  
Date: Fri, 10 Jul 1998 11:20:17 -0500

Hello AHC F & P,

As we parted last, we were going to schedule another meeting. In the meantime, I was to draft a response to an internal AHC document regarding interpretation of the "post tenure review" procedure. You should have received a draft of a letter to Carole Bland and Cindy Gross about that issue. I need responses to know whether the draft is on track or not. It was sent 7/2/98. If you did not receive it, please let me know and I'll send another.

At this next meeting we must deal with current issues and respond to some questions that came as a response from Steve Gudeman, 1998-99 Senate F & P Chair, to our IMG letter.

His questions were:

1. [can we or they]...inquire into other models or ways that "comparable" institutions are handling health center matters?
2. What are some of the "successful" models and what effects did they have on the faculty in the health unit and broader university?
3. Are there "impartial experts" with whom we might wish to consult?

Our F & P Group should respond to these if we can. We appreciate Professor Gudeman's response and interest.

Regarding the scheduling of the next meeting, try these options on for size:

- Thursday 7/16 @ 7:00 am
- Thursday 7/16 @ 12:00 pm
- Friday 7/17 @ 9:00 am
- Friday 7/17 @ 12:00 pm
- Monday 7/20 @ 9:00 am
- Tuesday 7/21 @ 7:00 am
- Wednesday 7/22 @ 9:00 am
- Tuesday 7/28 @ 7:00 am.

I will be attending a meeting and incorporating it with vacation from 7/29 - 8/16.

Please let me know about the Bland/Gross Draft, your thoughts on Steve Gudeman's questions, and your availability on the dates and times above.

Thanks,

Feeney

eneva\*Gill Sans Condensed Bold\*Graphite Light\*Graphite Light Narrow  
Helvetica Narrow\*\*Klang MT  
Lucida Casual\*Milestones True Type\*Monaco\*Monotype Sorts\*MT Extr  
MT\*

# UNIVERSITY OF MINNESOTA

University Senate

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

612-625-9369  
Fax: 612-626-1609  
E-mail: senate@mailbox.mail.umn.edu

April 22, 1998

Senior Vice President Frank Cerra  
Box 501 Mayo

Dear Vice President Cerra,

I understand from Professor Bloomfield that you have agreed to assume the funding for the expenses associated with the Academic Health Center (AHC) Faculty Consultative Committee (FCC) and Assembly. Following is an estimated budget for FY99. It is based on a 25 percent time executive assistant who would serve as staff to the AHC-FCC and Assembly and whose duties would include such things as organizing and scheduling meetings, developing agendas, preparing reports and minutes, conducting research, drafting legislation, etc. The estimate is based on a meeting schedule that includes two AHC-FCC meetings per month and quarterly Assembly meetings. It does not include support for additional committees that have been or may be established under the Assembly structure. Such support would require further discussion and funding.

**Staff Support**

25 percent time Executive Assistant (salary and fringe) \$14,000

**General Operating Expenses**

includes such items as: duplicating, mailings, supplies, telephone/teleconferencing charges, election costs, refreshments, and equipment (including equipment maintenance and replacement) 6,000

**Travel for UMD representative**

3,000

**TOTAL**

**23,000**

If you have any questions, I would be happy to discuss them with you or with the AHC-FCC leadership and can be reached at 625-0310. If not, please let me know how you would like to handle the transfer of funds for FY99.

Sincerely,



Martha Kvanbeck  
Administrative Director and  
Clerk of the Senate

c: Victor Bloomfield, Chair, Faculty Consultative Committee  
Cynthia Gross, Chair, AHC-Faculty Consultative Committee

From: Mary E. Dempsey  
To: ahcfcc96-97@maroon.tc.umn.edu  
CC:  
Subject: (Fwd) Your Comments on the Post-Tenure Review Memo  
Date: Tue, 21 Jul 1998 16:33:08 CST6CDT

----- Forwarded Message Follows -----

From: Self <BIOCHEM\_BRAIN/DEMPSEY>  
To: Feene001@maroon.tc.umn.edu  
Subject: Your Comments on the Post-Tenure Review Memo  
Cc: bland001@tc.umn.edu, gross002@maroon.tc.umn.edu,  
cerra001@maroon.tc.umn.edu,  
perlmutt@mailbox.mail.umn.edu, ahcfcc96-97@marron.tc.umn.edu  
Date: Tue, 21 Jul 1998 16:27:37 CST6CDT

Dear Dan:

I received a copy of your letter to Carole and Cynthia regarding my draft memo to AHC faculty concerning the responsibilities of faculty and administrators in the post-tenure review process. The purpose of my memo is to answer many questions the Tenure Subcommittee has received from both faculty and administrators in the AHC. I gather from your comments that you are addressing the first draft of my memo -- the second draft which I understand was recently sent to you by Cynthia answers some of the questions you raise in your letter. In particular, I am most grateful for your comments regarding the linking of post-tenure review process with that of merit review and compensation. I'll clarify that point and others that you raise in next draft of the memo.

Best Regards!

Mary

Mary E. Dempsey  
Professor  
Department of Biochemistry  
Medical School  
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435 Delaware St. S.E.  
Minneapolis, MN 55455-0347

612-625-9986 (PHONE)

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e-mail addresses

demps001@maroon.tc.umn.edu (or)  
dempsey@brain.biochem.umn.edu

# UNIVERSITY OF MINNESOTA

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May 4, 1998

Professor Cynthia Gross  
College of Pharmacy  
7-149 Weaver-Densford Building  
East Bank

Dear Cynthia,

Thank you for the recent, thoughtful letter you sent to me on behalf of the AHC-FCC. I arranged for your letter to be distributed to all of the University Faculty Consultative Committee (FCC) members. I also conveyed the information and opinions expressed in your letter to the FCC at their meetings on April 23 and 30.

The FCC is highly supportive of all of the important efforts at governance and consultation that you and your colleagues are undertaking in the AHC. We congratulate and encourage you to continue these efforts. We also understand and respect the arguments you make regarding the desire of the AHC-FCC to remain a constitutionally-based reporting line to the University FCC.

The FCC agrees that a close working relationship between it and the AHC-FCC is essential for the continued success of the AHC-FCC in all of its activities and for the University FCC to accomplish its mission. However, the FCC is uncertain regarding the optimum mechanisms necessary to maintain and nurture this close relationship. We have decided that further thought and discussion will be required on this topic. Therefore, we plan to contact you and the AHC-FCC for further input when we discuss this matter in the Fall.

Best personal regards!

Sincerely Yours,



Mary E. Dempsey  
Member, Faculty Consultative Committee

cc: Frank Cerra, Senior Vice President, Academic Health Center  
Academic Health Center Faculty Consultative Committee  
Faculty Consultative Committee

UNIVERSITY OF MINNESOTA

V. Courtney

*Twin Cities Campus*

*Academic Health Center  
Office of the Senior Vice President  
for Health Sciences*

*Box 501 Mayo  
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Minneapolis, MN 55455-0374  
612-626-3700  
Fax: 612-626-2111  
Offices located at:  
410 ChRC  
426 Church Street S.E.  
Minneapolis, MN 55455-0374*

April 21, 1998

To: AHC Faculty Consultative Committee Council

From: John Fetrow



Re: Faculty Development Grants

I have attached the summary of the process and outcome of the AHC Faculty Development Grant process; a summary similar to the one you received for the faculty seed grant program.

The process was similar, except that for this fund there was a pre-proposal / full proposal process. The faculty review committee did an excellent job of trying to judge a series of grants from across a very wide spectrum of disciplines.

If the AHC-FCC would like any more information regarding this process, please let me know.

cc: Dr. Cerra

**Process and outcome of Faculty Peer Review panel for the final proposals for the Faculty Development Grants:**

The funds for the Faculty Development Grant program were provided by AHC internal funds. A faculty committee from across the schools of the AHC was formed and they developed the format for the grant application, set the funding limits, and established the criteria to be used in the evaluation (see attached). These were described and made available to the entire faculty of the AHC and were posted on the web. The stated purpose of the grants was "to help faculty by funding research projects that have a high potential for further development." Criteria for awards were:

1. New or on-going research collaborations that are interdisciplinary, intercollegiate, and innovative. Projects should be state-of-the-art science with a high potential for return. Projects that can directly show benefit to the people and State of Minnesota and the fit the strategic research mission of the AHC will be given highest priority.

*There was apparently some lack of clarity on the part of the faculty about the criteria that the grants must be intercollegiate. In effect, these faculty development grant funds were derived from a "tax" from the seven colleges of the AHC, pooled together by the Deans Council for the express purpose of stimulating intercollegiate collaborations. The decision was made to assemble those "taxed" dollars because the senior leadership was convinced of the long term value of creating a pool of investment dollars that would attract researchers from different colleges in the AHC to come together, get to know each other, and to begin a collaboration in research which would be repaid many times from the synergy and opportunities created. Obviously, if the goal had been to invest in research within a college, the funds could have been allocated directly by the Dean for that purpose. Several grants of good scientific merit were not considered for funding in the final round because they included faculty from only one school.*

2. Programs or projects that demonstrated broad contributions across the AHC will have priority. A successful project could include faculty from outside the AHC, but the majority of funds should be used to develop AHC faculty.
3. Maximum funding of up to \$300,000 as an initial, on-time, single investment. The funds can be spent over a period of up to three years.
4. Clear demonstration of how the money will be leveraged to obtain major external funding to sustain or further develop the program.

A total of 54 pre-proposals were submitted by the faculty of the AHC. The breakdown of the grants by school is attached. A grant was attributed to a school based on the principal investigator's collegiate affiliation. A second faculty committee was assembled (see summary page for the membership) to review the grants. In reviewing the pre-proposals, the committee was made up of one faculty member from each school, except the TC Medical School (from which there were two: one from a clinical department and one from a basic science department). The basic science representative needed to withdraw before the final review of the full proposals.

The grants were divided into four groups. The instructions given to the review committee are attached. Each group was read and evaluated by a team of two members of the review committee. The two person team ranked their group and forwarded their top four ranked proposals for further review. In addition, each member of the review committee had the opportunity to add one proposal, if they chose, as a "wild card", i.e. without agreement of the other member of their two person team. This was done to provide a maximum opportunity for a unique proposal to "catch the eye" of a reviewer and go on for further consideration. At the end of this first round of review the committee met and discussed those selected proposals and recommended that 13 of them be chosen for development of a full proposal

The full proposals were submitted and the entire committee then read them and met on March 19th and again on April 7th to discuss their merits. They ranked the proposals and what follows is a summary of their recommendations, submitted to the Senior Vice President and the Deans Council. The Deans Council and the Senior Vice President affirmed the Faculty Review Committee's findings and five grants were awarded.

**Full Proposal Review Committee:**

Dwight Anderson: Dentistry  
David Brown: Veterinary Medicine  
John Foker: TC Medicine  
Arthur Johnson: Duluth  
Kathleen Krichbaum: Nursing  
Thomas Louis: School of Public Health  
Ronald Sawchuk: Pharmacy

**Recommendations**

-----  
Total: \$1,196,570

**Recommendations of the Faculty Peer Review panel for the final proposals for the Faculty Development Grants**

**Proposals by the College of the Principal Investigator**

	pre-proposals	full proposals	recommended
Duluth School of Medicine	0	0	0
Dentistry	1	0	0
TC Medical School	40	11	3
Nursing	2	1	1
Pharmacy	1	0	0
Public Health	7	1	1
Vet Medicine	3	0	0
<b>Totals</b>	<b>54</b>	<b>13</b>	<b>5</b>

**Funding by the college of the principal investigator:**

Duluth: \$0  
 Dentistry: \$0  
 Medicine (TC): \$747,746  
 Nursing: \$150,000  
 Pharmacy: \$0  
 Public Health: \$298,740  
 Veterinary Medicine: \$0

**Involvement by school**

proposal		Dentistry	Duluth	Medicine	Nursing	Pharmacy	Pub.Health	Vet Med
<b>Miller</b>	298,824			X				X
<b>Sexton</b>	298,740					X	X	
<b>Verfaile</b>	299,006			X		X		
<b>Wilcox</b>	150,000	X		X		X		
<b>Wyman</b>	150,000			X	X	X		
-----	-----	-----	-----	-----	-----	-----	-----	-----
<b>totals of funded</b>	1,196,570	1/5	0/5	5/5	1/5	4/5	1/5	1/5

**ACADEMIC HEALTH CENTER FACULTY RESEARCH DEVELOPMENT PROGRAM  
FORMAT FOR THE FULL PROPOSALS FOR THE AHC FACULTY DEVELOPMENT GRANT**

**Criteria for awards:**

1. New or ongoing research collaborations that are interdisciplinary, intercollegiate, and innovative. Projects should be state-of-the-art science with a high potential for return. Projects that can directly show benefit to the people and State of Minnesota and that fit the strategic research mission of the AHC will be given highest priority.
2. Programs or projects that demonstrate broad contributions across the AHC will have priority. A successful project could include faculty from outside the AHC, but the majority of the funds should be used to develop AHC faculty.
3. Maximum funding of up to \$300,000 as an initial, one-time, single investment. The funds can be spent over a period of up to three years.
4. Clear demonstration of how the money will be leveraged to obtain major external funding to sustain or further develop the program.

The proposal should contain the following information:

- a) purpose of the project
- b) scientific rationale and plan must be significantly expanded to include a full description of the study hypothesis, scientific approach, and scientific background of the project.
- c) what work has been done on this project and what is the status and funding sources
- d) listing of other funding pending for this project
- e) explanation of how these funds will help the project or program move forward
- f) potential for continuing and future outside funding
- g) how does the intercollegiate nature of the project enhance its effectiveness?
- h) potential impact of the project on the State of Minnesota
- i) faculty descriptions and roles on the project

Items a-i should be on 12 pages or less, single spaced

- j) biographical sketches of faculty (1 page, NIH format)
- k) proposed budget: the budget should provide the reviewers with the detail necessary to know how the money will be spent and how each expenditure relates to the project.

**DEADLINE:** The deadline has not yet been set. This will be discussed with the principal investigators on the 13 grants and a decision made. Likely deadline will not be earlier than January 30th.

Full grant applications (10 copies) should be submitted to Dr. John Fetrow, Office of the Senior Vice President for Health Sciences, Academic Health Center, Room 420 Children's Rehabilitation Center, 426 Church Street, Minneapolis, MN 55455; (Box 501 Mayo, CAMPUS MAIL).

**Reporting Requirements:**

Funded Projects will be required to provide a final report for the project and an accounting of all funds expended at the completion of the project. If the project extends beyond the calendar year 1998, a progress report will be required at the end of each year of the project. Reports are to be submitted to the Office of the Senior Vice President of Health Sciences.

## **Review Guide for the Faculty Research Development Proposals**

This form is simply to provide an outline framework / recording sheet for your review as you read each grant. The details of the criteria for evaluation are on the RFP as sent to the faculty. This form is not an attempt to create a "formula" for the evaluation; the ranking should be based on your own judgment based on the guidelines.

**We will collect these sheets and distribute them to the authors of the proposal. Please write your comments so that they can constructively serve the authors.**

Principle Investigator:

Title:

Is this project intercollegiate? (broad contributions across the AHC faculty)  
interdisciplinary?  
innovative?

Does the project relate to the strategic research mission of the AHC? (attached)

Is the project state of the art science?

Does it have a high potential for return and for attracting additional funding? Is that leverage for new funding clear in the proposal?

What potential is there for direct impact on the State of Minnesota?

Does the funding requested relate constructively to the project / activity proposed?

What specific strengths do you see in the proposal?

What specific critiques would you make about the proposal?

From: David W. Hamilton  
To: courtney@mailbox.mail.umn.edu  
CC:  
Subject: Re: Update on Meeting with F. Cerra - May 20  
Date: Sat, 16 May 1998 12:24:21 -0500

I can;t attend.

At 03:56 PM 5/15/98, you wrote:

>Hello again.

>  
>

>Because there is no time available on Frank's calendar before June 9,  
>Cynthia would like to go ahead with the meeting on May 20th. She realizes  
>that a number of you are not available, but felt that it was important to  
>touch base with him on issues regarding the upcoming Faculty Assembly  
>meeting as well as a briefing (from the FCC perspective) of the meeting  
>with John Fetrow regarding the ESO. The meeting on the 20th will be held  
>from 11:00 - 11:30 (NO LUNCH) - The time has been cut short because I  
>thought we were going to cancel and in the meantime Kathy slipped in  
>another meeting.

>  
>If you CAN attend, please let me know.

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

>  
>  
>

David W. Hamilton, Ph.D.  
Department of Cell Biology & Neuroanatomy  
University of Minnesota Medical School  
Minneapolis, Minnesota 55435  
TEL: 612-624-6606  
FAX: 612-624-8118  
E-MAIL: dwh@med.umn.edu

*Jed Hafferty ok.*

Hi Cynthia and Vicki, Unfortunately, as usual I can not attend this meeting as it overlaps with FCC. But, I wanted to call your attention to the minutes of the AHC-SCFA as a means of tracking this committee's activities. We have been attending to the items requested by AHC-FCC. Specifically, I would appreciate it if you would share with the AHC-FCC that we followed up on the medical school retirement program (AKA Career Honoring Transition Award) and indeed it is dead. Bob Bruinicks confirmed this and further said that no school can develop its own unilateral program. We are also following up on the post tenure review procedures. Jeannette Loudin presented at our meeting last week and will have a short 2 page summary on the procedures for our input next week. We also asked her to provide us with information on how faculty salary increase dollars are being allocated to AHC colleges and if instructions for the distribution of these dollars are being given to Deans and Department Heads. We have also followed up on the Full Time Clinical Appointment in the medical school. The proposed revisions for that track are out of the medical school committee and yet to be reviewed by the Dean. After that they go to Cerra and should have consultation with AHC-FCC at that level. Finally, with regard to recognition for faculty accomplishments, the committee is compiling a list of awards available locally and of one's nationally that we should be more proactive in nominating faculty for. I look forward to being able to meet with you more regularly in the Fall when I am off of FCC and do not teach as many courses. Carole

Vickie Courtney wrote:

- > AHC Faculty Consultative Meeting
- > Thursday, May 14, 1998
- > 12:00 - 1:30
- > A303 Mayo
- >
- > AGENDA
- >
- > 1. Minutes of the April Meeting
- >
- > 2. Discussion Items:
- > Finance and Planning Committee
- > Tenure Reviews
- >
- > 3. Christine Roberts - Update on Communications for the AHC
- >
- > 4. John Fetrow - 1:00 Update on the ESO
- >
- > 5. Other Business
- > Vickie Courtney
- > U Senate
- > 427 Morrill Hall
- > 625-4805
- > courtney@mailbox.mail.umn.edu

From: Gross Cynthia  
To: "Vickie Courtney" <courtney@mailbox.mail.umn.edu>  
CC:  
Subject: Tenure reviews  
Date: Wed, 06 May 1998 10:36:57 -0500

Vickie -

Mary Dempsey made a point of letting me know that the final administrative review for tenure and promotion is done by Bruinicks, not Cerra. I would like us to discuss this issue at our next meeting (as well as the finance issue Dan F raised). I think it would be helpful to have a cartoon with the Tenure review steps and a key to differentiate administrative reviews from other kinds of reviews. Let's just not call it Tenure for Dummies. C

From: Courtney Vickie  
To: gross002@maroon.tc.umn.edu, bebea001@maroon.tc.umn.edu,\*  
CC:  
Subject: Agenda for the May 14 AHC FCC Meeting  
Date: Tue, 12 May 1998 13:38:35

AHC Faculty Consultative Meeting  
Thursday, May 14, 1998  
12:00 - 1:30  
A303 Mayo

AGENDA

1. Minutes of the April Meeting
2. Discussion Items:  
Finance and Planning Committee  
Tenure Reviews
3. Christine Roberts - Update on Communications for the AHC
4. John Fetrow - 1:00 Update on the ESO
5. Other Business  
Vickie Courtney  
U Senate  
427 Morrill Hall  
625-4805  
courtney@mailbox.mail.umn.edu

From: Feeney Daniel  
To: kmjohnst@mailbox.mail.umn.edu, Frank B Cerra <cerra001@maroon.tc.umn.edu>  
CC: courtney@mailbox.mail.umn.edu, morri001@maroon.tc.umn.edu,  
Subject: "Compacts"-->Finance & Planning  
Date: Wed, 22 Apr 98 09:34:09 -0500

4/21/98

Dr. Frank B. Cerra  
Senior Vice President for Health Sciences  
410 Children's Rehabilitation Center  
University of Minnesota  
Minneapolis Campus

Ms. Katherine M. Johnston  
Associate Vice President for Health Sciences  
410 Children's Rehabilitation Center  
University of Minnesota  
Minneapolis Campus

Dear Frank and Katherine,

The Academic Health Center (AHC) Finance & Planning (F & P) Committee met on 4/14/98. The AHC-F & P is a relatively new committee and we're still trying to determine how we can be most effective for the Faculty and most useful to the Administration. As a consultative group involved with what is, obviously, a very complex financial entity (the AHC), we're well aware that we can't be familiar with everything overnight. In addition, we were trying to define our financial role in the AHC. In that meeting, Associate Vice President Johnston described the Budget/Compact Process that is now developing in the AHC and moving toward the President's Office. After VP Johnston's discussion, the Budget/Compact process seemed like a good place to get our feet wet.

In an effort to represent faculty interests in the budgeting process, we respectfully request the opportunity to view the collegiate compacts and discuss them with Associate VP Johnston. At the AHC Faculty Consultative Committee meeting on 4/15/98, I think Frank indicated that there would be a Budget/Compact discussion with that group. A discussion with BOTH groups seems appropriate through their respective administrative representatives.

In assessing our role in AHC faculty governance, the current AHC-F & P members agreed on 4 activities for this AHC-FCC Subcommittee. In no particular order they are:

- 1) Act as a canary in the mine for financial problems (across AHC Units and and within the AHC as a whole) that will affect segments of or the entire AHC, our faculty, and potentially affect U-MN faculty outside the AHC.
- 2) Promote membership cross-over and, preferably, some formal liaison with the Senate Finance and Planning Committee.

3) Provide input (the faculty perspective) on key budgetary decisions and

plans within the AHC that may relate to problems (see #1, above) or routine

faculty consultation with Associate VP Johnston.

4) Provide creative ideas where possible related to AHC finances, operations,

and planning via regular meetings with Associate VP Johnston.

Thank you for your consideration. The AHC F & P is looking forward to providing input on the upcoming financial issues and we appreciate your willingness to consider our input.

Yours truly,

Daniel A. Feeney DVM, MS  
1998 Chair, AHC Finance and Planning Committee

cc: -AHC Faculty Consultative Committee  
-Professor Fred Morrison, Chair, Senate Finance & Planning

Daniel A. Feeney  
408 Veterinary Teaching Hospital  
University of Minnesota, St. Paul Campus  
1365 Gortner Ave  
St. Paul, MN 55108  
(612) 625-9731 (phone and voice mail)  
(612) 624-0751 (Fax)  
(612) 538-4487 (pager)  
feene001@tc.umn.edu (e-mail)

From: Feeney Daniel  
To: Cynthia R Gross <gross002@maroon.tc.umn.edu>  
CC: Kathryn E Dusenbery <dusen001@tc.umn.edu>  
Subject: Finance & Planning  
Date: Wed, 22 Apr 98 09:40:44 -0500

4/21/98

Professor Cynthia R. Gross, Chair  
Academic Health Center Faculty Consultative Committee  
7-149 Weaver-Densford Hall  
University of Minnesota  
Minneapolis Campus

Dear Cindy,

At about the same time you receive this note, you [and the other current members of the Academic Health Center (AHC) Faculty Consultative Committee (FCC)] will receive a copy of a letter sent to Senior Vice President Cerra and Associate Vice President Johnston. The AHC Finance & Planning (F & P) Committee met on 4/14/98 with the primary purpose of discussing our financial role in the AHC and between AHC Units. In that meeting, Associate Vice President Johnston described the Budget/Compact Process that is developing in the AHC and moving toward the President's Office. After VP Johnston's discussion, we decided to request consultation on the financial aspects of these College Compacts before they were forwarded to President Yudof. The letter sent to Senior Vice President Cerra and Associate Vice President Johnston requested this opportunity. Our intent is to work through Katherine Johnston in her role as a member of our Committee.

As we looked at what our role(s) should be in the AHC faculty governance, we agreed on 4 activities which we shared with Dr. Cerra and Katherine Johnston in the letter described above. We see our role as the following:

- 1) Act as a canary in the mine for financial problems across AHC Units and within the AHC as a whole that will affect segments of or the entire AHC, our faculty, and potentially U-MN faculty outside the AHC.
- 2) Promote membership cross-over and, preferably, some formal liaison with the Senate Finance and Planning Committee.
- 3) Provide input (the faculty perspective) on key budgetary decisions and plans within the AHC that may relate to problems (see #1, above) or routine faculty consultation with Associate VP Johnston.
- 4) Provide creative ideas where possible related to AHC finances, operations, and planning via regular meetings with Associate VP Johnston.

My reason for writing to you is beyond just sharing information. It has become quite obvious that the relationship between the AHC and the Senate Governance groups is still in question. While discussing #2, above, concern was raised about who from the AHC was on the Senate Finance & Planning Committee and by what criteria they were chosen. Please don't interpret this as a ploy on anybody's part to get on the Senate Finance & Planning Committee. However, because we could not adequately answer that question relative to our appointment on the AHC F & P Committee, the need for informed AHC members on the Senate Finance & Planning Committee assumed an even greater importance. Ideally, there would either be some formal relationship between the Senate Finance & Planning Committee and its counterpart (F & P) in the AHC, or at least some common members. Our concerns center on being sure that financial issues relevant to the AHC and to the institution as a whole are shared in a seamless fashion between the AHC and the Senate Groups.

We respectfully ask the AHC-FCC to look into the appointment process for the Senate Finance and Planning Committee and compare it to what will happen with the emerging AHC Committee on Committees. The latter will have the opportunity to name some "cross-over" members to the AHC-F & P Committee (from among the AHC faculty named to the Senate Finance & Planning Committee) for next year. Obviously, we're not optimistic about formal liaisons between the groups so this seemed a logical fall-back position.

Thank you for your consideration. If you wish to discuss this further, please let me know.

Yours truly,

Daniel A. Feeney DVM, MS  
1998 Chair, AHC Finance and Planning Committee

cc: -Senior Vice President Frank Cerra  
-Professor Fred Morrison, Chair, Senate Finance & Planning

Daniel A. Feeney  
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(612) 624-0751 (Fax)  
(612) 538-4487 (pager)  
feene001@tc.umn.edu (e-mail)

**EDUCATION GROUP**  
(Updated 4/8/98)

Name	Phone #	Fax #	E-Mail Address	Mailing Address
Terry Bock	626-3700	626-2111	bock@mailbox.mail.umn.edu	Box 501 Mayo
Ed Deegan	626-4405	626-2732	Edward.M.Deegan-1@tc.umn.edu	Box 210 Mayo
Gene Harris	625-9497	626-4200	harri001@maroon.tc.umn.edu	Box 33 Mayo
Nicole Lurie	626-4798	624-3189	lurie001@maroon.tc.umn.edu	Box 741 Mayo
Chris Mueller	626-4922	624-1472	cmueller@gold.tc.umn.edu	6-101 W D H
Ellen Nagle	626-0998	626-5822	Ellen.S.Nagle-1@tc.umn.edu	450 Diehl Hall
Ernie Retzel	626-0495	626-6069	ernest@tc.umn.edu	Box 43 Mayo
Stuart Speedie	624-4657	625-7166	speed002@tc.umn.edu	Box 511 Mayo
Micky Trent	624-7474	624-3007	trent001@maroon.tc.umn.edu	225 Vet Teaching Hosp
Greg Vercellotti	626-0159	626-0489	verce001@maroon.tc.umn.edu	Box 293 Mayo
Lorie Wederstrom	626-7088	626-3181	weder001@tc.umn.edu	Box 23 Mayo
Rick Ziegler	218-726-7572	218-726-6235	rziegler@d.umn.edu	U of MN Duluth 113 School of Medicine 10 University Drive Duluth MN 55812

*Add Bob Zajac (sp?)*

## Draft Plan for an Education Service Organization: Needs

\* List of the functions that would be taken on by an initial stage of an ESO; in some cases this will be operational responsibility, in others, the ESO would be facilitating.

{Technology Enhanced Learning = TEL}

"One Time" *Not an ESO*

- Classroom renovation: comfort and standard technology
- Classroom advanced technology
- laboratory(ies) for technology materials creation
- hardware for specific projects
- special initiatives in schools and colleges

"Continuing"

- \* Classroom scheduling <sup>①</sup>
- \* Classroom equipment maintenance <sup>②</sup>
- \* Classroom housekeeping:  
(central point to report problems)
- \* Classroom technology operating support

- intercollegiate curricular development
- faculty training: pedagogy
- \* faculty training: use of technology
- \* faculty training: development of technology

- \* access to expertise in TEL educational materials development
  - ~ educational design
  - ~ software development, selection, conversion of existing resources
  - ~ hardware support
  - ~ network / access support

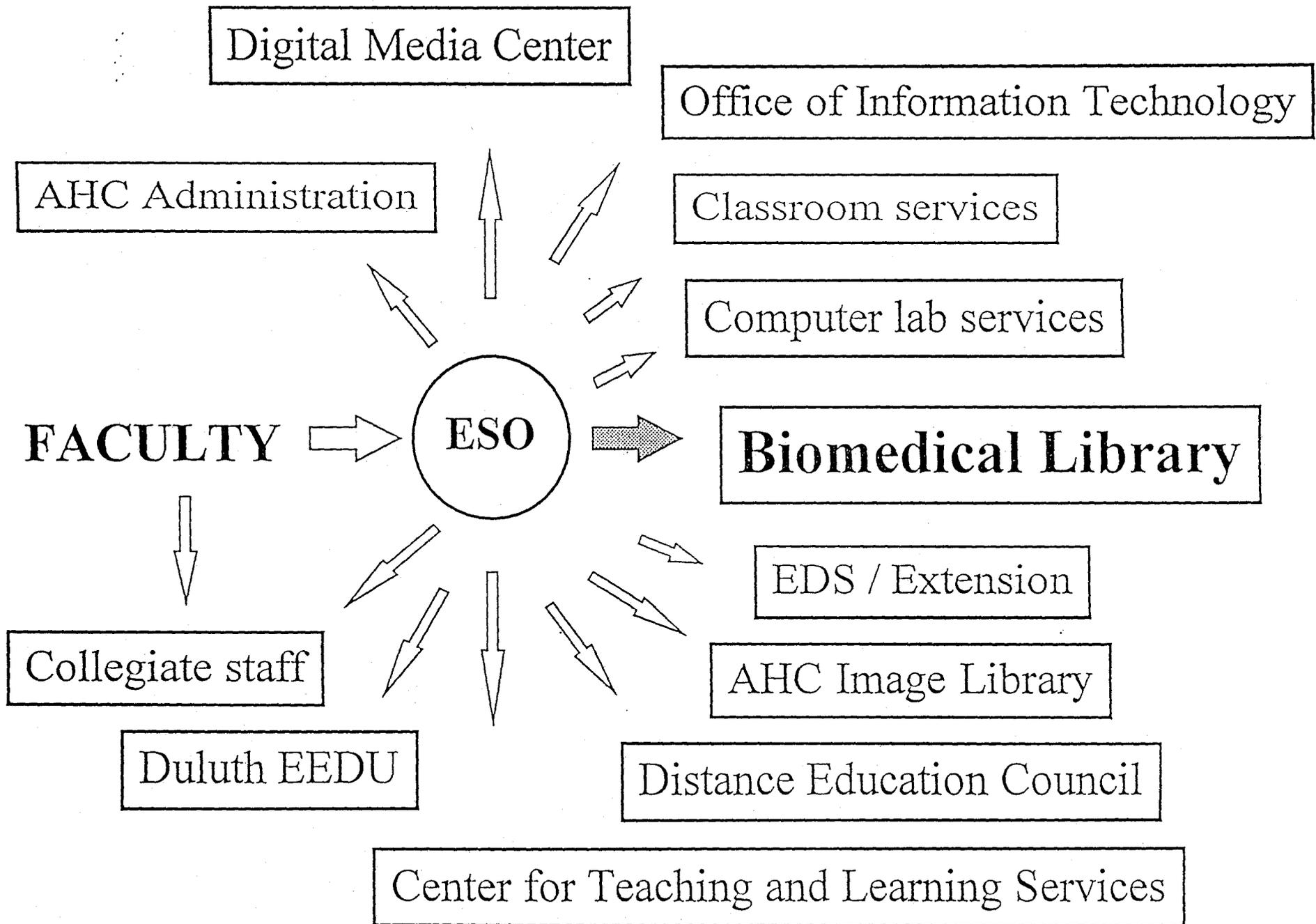
\* centralized "visuals database"

\* incentive / enabling funds to encourage faculty conversion of educational materials to a TEL approach

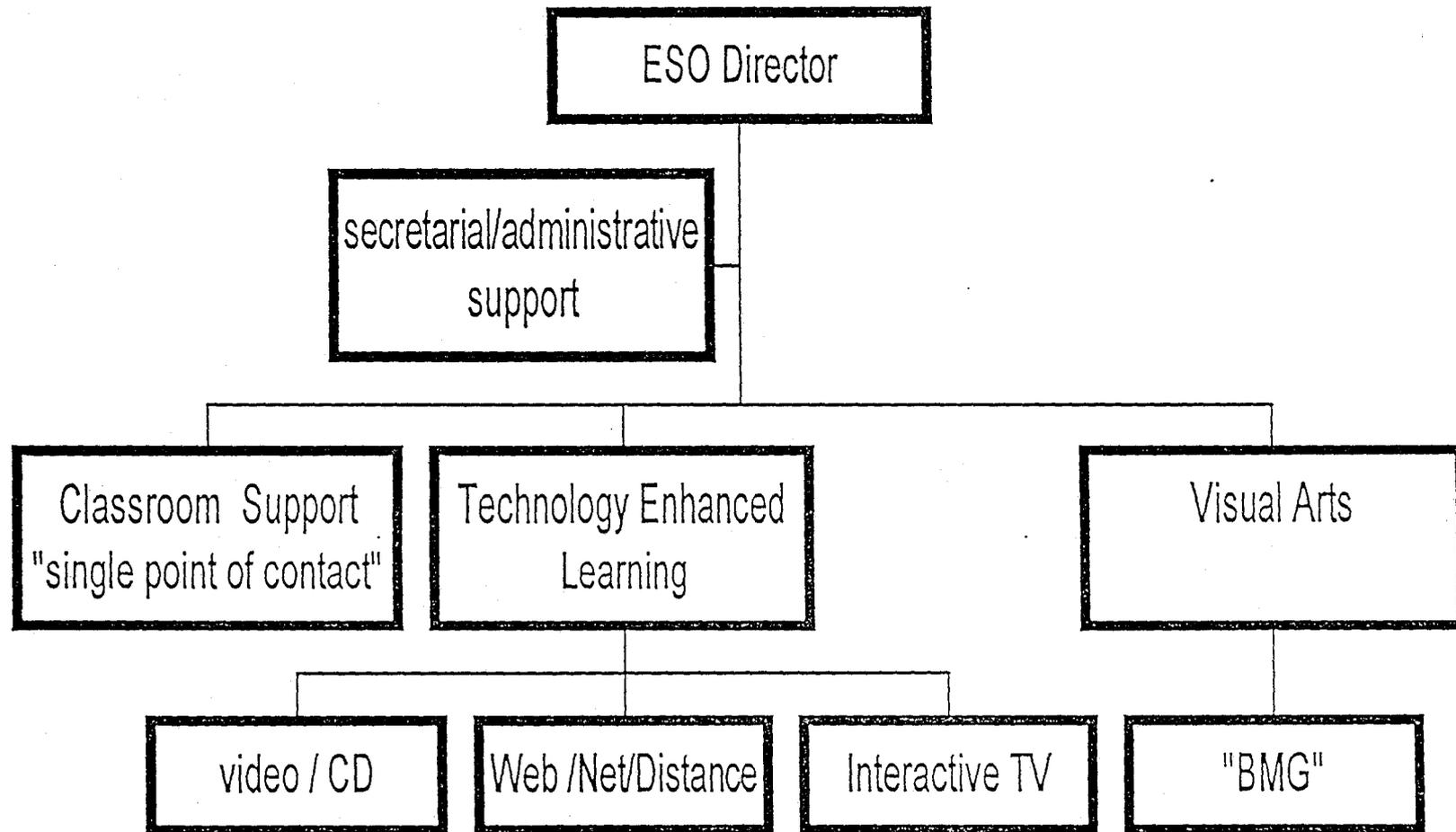
- systems of recognition and reward for TEL development

- evaluation of the outcome of educational efforts

\* student training, access points, and support for TEL use



# AHC Education Service Organization



# UNIVERSITY OF MINNESOTA

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*University Senate*

427 Morrill Hall  
100 Church Street  
Minneapolis, MN 55455-0110  
612-625-9369  
Fax: 612-626-1609  
E-mail: senate@mailbox.mail.umn.edu

April 20, 1998

Dr. Mary Dempsey  
Biochemistry  
4-225 Millard Hall

Dear Dr. Dempsey:

The members of the AHC-FCC felt it would be helpful to outline for you what we perceive as the need for and benefits of having our committee be appointed by the University FCC and report to them directly.

The AHC-FCC has several important tasks. First, AHC-FCC provides timely faculty consultation to the Senior VP for Health Sciences, from a faculty perspective that represents all AHC schools. Second, the AHC-FCC sets the agenda and coordinates the committees of the AHC Assembly of Senators. Third, the AHC-FCC reports to the University FCC to communicate AHC issues. Fourth, the AHC-FCC provides a focused faculty voice at the AHC which can take action when needed.

The AHC-FCC serves as a model of faculty consultation and activism within the AHC, and provides leadership to the AHC Assembly of senators. The presence of this faculty consultative committee matches the administrative structure of the AHC, and ensures that issues and policies being considered for adoption AHC-wide receive prompt faculty attention. As a group reporting to the University FCC it is an important link to preserve the unity of the University faculty, and avoid actions or policies within the AHC that might set unfortunate precedents U-wide.

A constitutionally-based reporting line from the AHC-FCC to its University parent committee, the University FCC, is essential. This legitimizes the committee, sets its scope and function, and places it firmly into the U-wide faculty governance system. This connection provides the AHC-FCC with the independence and durability essential for effective consultation. It also facilitates coordination with the University FCC, and, by working with senate staff, operation consistent with established rules and guidelines of faculty governance.

Unless the AHC-FCC is run according to the University Senate guidelines and under the supervision of Senate staff, this committee would essentially serve at the whim of the Senior VP for Health Sciences. While we have an excellent working relationship with Dr. Cerra, there is no guarantee that future VPs will be as supportive of faculty consultation.

While the AHC-FCC could exist without U Senate/Assembly and FCC constitution appointment, we strongly believe that this would be an undesirable situation. It would increase the vulnerability of the AHC-FCC and decrease its capacity to provide thoughtful and independent points of view. Moreover, it would strip the AHC-FCC of its firm anchor in the FCC and University Senate/Assembly, and create more opportunities for unnecessary duplication of effort on many issues which while highly salient to the AHC, are truly university-wide concerns. Staffing by the University senate employees is a critical aspect of this linkage and should be maintained. Funding for the position should continue to be run through the senate.

**We hope you will share these points with your committee. If you propose an alternative structure, please outline for us its advantages of the current arrangement.**

Sincerely,

A handwritten signature in cursive script that reads "Cynthia Gross".

**Cynthia Gross, Chair  
AHC FCC**

**Cc: Victor Bloomfield, Chair, FCC  
Frank Cerra, Senior VP Health Sciences  
Members of the AHC FCC**

# UNIVERSITY OF MINNESOTA

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University Senate

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

612-625-9369

Fax: 612-626-1609

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

April 10, 1998

Dr. Frank Cerra  
Senior Vice President for  
Health Sciences  
475 Child Rehab Center

Dear Dr. Cerra:

Several weeks ago at our monthly meeting the topic of the faculty recognition event which occurred last year was raised. It was the group consensus that this event, which formally congratulated the newly tenured and promoted AHC faculty had been a great success. Since that time, I have spoken with Mary Kenyon of the AHC PR group and learned she is working on this year's event. I encouraged her to do a similar event, including the families and photos as done before, since it was so successful.

At the AHC FCC we have also discussed the disparity across the AHC with regard to how retirements are celebrated (or not). While some units regularly hold well-attended retirement events, others basically hold minimalist events or none at all. We concurred that a parallel event to the newly tenured/promoted event would be a valuable addition to the AHC calendar. We proposed that a more personal event, such as a dinner, would be good. This event would convey the AHC's appreciation of the contributions of the retirees, and possibly encourage them to continue to support their schools through volunteerism and development.

Publicizing the occurrence of this event and to recognize the new tenure event would effectively update all of us on the comings and goings here at the AHC.

We hope you will support this suggestion.

Sincerely,



On behalf of members of the AHC FCC  
Cynthia Gross, Chair

Cc: Members of the AHC FCC



Received: (from daemon@localhost)  
by mailbox.mail.umn.edu (8.8.5/8.8.5) id JAA02014  
for fccl1-thing; Wed, 25 Mar 1998 09:25:27 -0600 (CST)  
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by mailbox.mail.umn.edu (8.8.5/8.8.5) with SMTP id JAA02008;  
Wed, 25 Mar 1998 09:25:21 -0600 (CST)  
Date: Wed, 25 Mar 98 10:03:53 CST  
From: "Gary Engstrand" <garye@mailbox.mail.umn.edu>  
Message-Id: <49654.garye@mailbox.mail.umn.edu>  
X-Minuet-Version: Minuet1.0\_Beta\_18A  
Reply-To: <garye@umn.edu>  
X-POPMail-Charset: English  
To: minutes  
Subject: FCC 3/16 (about the AHC)

Note: This meeting was of the Faculty Assembly Steering Committee,  
the Twin Cities members of the FCC]  
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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.

## MINUTES

Faculty Steering Committee  
Monday, March 16, 1998  
2:30 - 5:00  
Dale Shephard Room, Campus Club

Present: Victor Bloomfield (chair), Kent Bales, Mary Dempsey, Gary  
Gardner, M. Janice Hogan, Russell Hobbie, Laura Coffin  
Koch, Leonard Kuhi

Absent: Carole Bland, Virginia Gray, David Hamilton, Marvin  
Marshak, Fred Morrison, Matthew Tirrell

Guests: (Approximately 25) members of the Academic Health Center  
Faculty Assembly; Executive Vice President Robert Bruininks,  
Associate Vice President Carol Carrier, Associate Vice  
President Richard Pfitzenreuter, Dr. Peter Zetterberg  
(Director, Office of Planning and Analysis)

Others: Martha Kvanbeck (University Senate)

[In these minutes: Discussion of issues of concern to faculty in the  
Academic Health Center.]

1. Discussion with Academic Health Center Faculty Assembly Members

Professor Bloomfield convened the meeting at 2:30 and welcomed members of the Academic Health Center (AHC) Faculty Assembly, including members of the AHC Faculty Consultative Committee. He announced that he would co-chair this portion of the meeting with Professor Cynthia Gross, chair of the AHC FCC.

Professor Bloomfield began by asking for a round of introductions, and then noted that there appeared to be few clinicians present. He reported that FCC has had before it several issues of concern to clinicians, and while FCC does not wish to meddle in the business of the hospital and clinics, if the clinics are not run well, the academic side of the AHC cannot run well. Professor Gross surveyed those present and said that the clinical side of several of the AHC schools were represented or could be spoken for.

Professor Bloomfield said that the purpose of these meetings is for the Twin Cities FCC members (the Faculty Steering Committee) to be educated about issues of concern to colleagues in the AHC. These will be regular meetings, and follow the recommendation of the task force on faculty consultation that new ways of consultation should be established. One question is how the mechanisms of governance in the AHC are operating; another is how FCC can represent those issues to the central administration. Professor Bloomfield asked what issues were of concern.

Professor Gross enumerated a list of issues currently of concern to the AHC FCC. They include evaluation of deans, the swap between ICR and O&M money and its impact on Public Health and other AHC colleges, the division of legislative initiative money in a top-down fashion rather than through a competitive process, faculty vitality and the proposed retirement plan, a tenure recognition event for those who obtain tenure (and for those who retire), and creation of an educational service organization (leading to more administration and an overlap in services provided?).

Other issues arose in the discussion that followed:

- The structure of governance, the relationship between the AHC and the FCC, and the need for parallelism between the administration and the governance structure. It is true that any group of faculty or colleges can propose establishment of a consulting group; it is not true that FCC would be the "parent" committee to these consultative groups. The task force on faculty consultation did not envision the Senate FCC as the "parent" to consultative committees in segments of the University.
- Funding for the AHC governance system will be provided by Senior Vice President Cerra, but can be channeled through the University Senate office.
- As retirement plan options are considered in the AHC, it would be helpful for faculty to be clear about what their options and rights are. There should be equity in the University commitment to faculty, even with differences in service, but no one is certain what the general rights of retiring faculty are. How does a faculty member evaluate a retirement offer versus the contractual rights he or she has anyway?

Relatedly, it would help to know how the seven AHC units are funded. One hears that some have sources of funds that can be

used to encourage retirements, while others do not have access to such funds. On the other hand, the money is all from the University, and when faculty see the disparity in options available, it causes frustration and anger. In addition, the phased retirement plan, for single individuals, is an invitation to poverty. (It was said in response to the first point that there is no pot of money available for the proposed retirement plan; it would be funded by borrowing and repaying it with savings from faculty lines.)

Professor Bloomfield agreed that FCC should raise with Dr. Bruininks the issue of AHC retirement benefits being available to the rest of the University faculty. It was also suggested that the Committee on Faculty Affairs take up the issue of the standards for retirement packages.

The status of the proposal in the AHC was unclear. It was reported that it appeared to be good for certain units, with faculty who they would like to retire, but devastating for units who want to keep faculty. The plan would not go across all AHC units.

-- The cost of the A21 regulations governing ICR funds. In the case of one School of Public Health unit, 85% of the funding comes from NIH, and support and department infrastructure expenses had been paid by direct costs. With the very conservative interpretations of the regulations by ORTTA, those must be paid out of ICR funds, but those funds are being used for other purposes, including funding faculty lines, and Dr. Cerra has no additional money, so the unit is extremely short of funds.

Dr. Cerra did provide additional ICR funds for infrastructure support, but it only covers a fraction of the real cost. Dr. Cerra is right to seek a better accounting of what those costs are, and Public Health is working on the matter. But Dr. Cerra clearly has not provided enough funding to cover the extra A21 costs, and in the meantime units are continuing to pay those costs out of existing funds, which puts considerable pressure on Public Health. One result is that educational activities are being supported by research funds, because there are no funds in the unit to pay for instructional expenses.

This has been finance-driven planning under the guise of educational planning, it was said. The University could say it does not care about the School of Public Health, which all could understand, but it has not done that. Instead, it says the School of Public Health is important, but takes away a large portion of the O&M budget, making it impossible to cover tenure obligations and teaching programs from state funds. These activities are duplicitous, and do not strengthen the School; they will drive faculty away from the unit that is the third-highest generator of ICR funds at the University.

As for the proposition that Dr. Cerra has not turned down any requests to hire tenured or tenure-track faculty, Public Health was responsible enough to not request faculty lines when it did not have enough O&M funding to cover faculty lines. Also frustrating for the Public Health faculty is that Dr. Cerra said it would take a year to work out the problem that he caused, by swapping O&M for ICR funds. Requiring those faculty who already produce a great deal of income to bring in more, with no change in the structure of funding, will lead to faculty leaving or declining to

come to Minnesota. Some of the more dislikeable elements of the proposal for faculty to fund their own appointments have been dropped, it was reported, but the amount of money being offered to Public Health, \$200,000, is only a small portion of what is needed. The School needs state support, and in nominal dollars is now receiving less than it did in 1990.

This is, it was concluded, a statement of priorities, because priorities are set by where the money goes; the School of Public Health is apparently a low priority.

-- The switch of ICR for O&M dollars needs to be examined. For years, the Medical School called for more ICR funds to flow back to the AHC, but then O&M funds were withdrawn. In addition, there has been a loss of faculty, and replacement with non-tenure-track faculty.

The use of research funds for pay for teaching is a result of the O&M/ICR swap. Prior to July, 1997, Public Health had enough O&M funding to cover its tenure obligations and pay for its teaching programs. Effective July, 1997, when the funding swap occurred, Public Health could no longer cover its tenure obligations nor pay for teaching programs entirely out of O&M funds, so ICR funds are being used. Dr. Cerra and the President have argued that those pools are fungible; the faculty in Public Health are skeptical and worry about how NIH might react when ICR funds are used for teaching.

None of this is a surprise to the FCC members, Professor Kuhl remarked; the issue of swapping funding sources has been before FCC, the Research Committee, and the Finance and Planning Committee several times this year, and each time Drs. Bruininks and Yudof have been told each time that it was not a good idea. The School of Public Health has been punished for raising so much money. Unfortunately, IMG came in at the same time as the formula for the equitable distribution of ICR funds, and the result has been unfair (and not revenue-neutral).

So what conclusions are being drawn, it was asked? Professor Bloomfield responded that as FCC has pushed Drs. Bruininks and Cerra to consider these issues, they have told FCC that every unit in the University is at some degree of risk; no college is entirely on O&M funds. FCC has not fully understood the numbers and what "risk" means, so is in the process of scheduling a joint meeting with the Finance and Planning Committee, to include Drs. Bruininks and Cerra and other finance people, in order to obtain and understand the numbers. They are trying to move to a data-driven discussion, he said.

A key word used frequently in recent exchanges has been "risk," Professor Bloomfield said. Their definition, which is not unreasonable, is what variability there is in the base of support for a unit. Those numbers are being prepared. What will probably be found, he speculated, is that state funds, tuition, and research funds have all fluctuated, but probably none of them very much, and that state funds may be the ones that fluctuate the most. Administrators will argue, he related, that all units are supported by various sources, and that all money is green--a proposition he does not accept for ICR funds, Professor Bloomfield said. In any event, the argument is that the University is leveraged on tuition, grants, and so on, and that CLA is no less at risk than the Medical School or Public Health. They also

argue that Public Health, on the statistics, is not at risk.

Variability is not the right measure, objected one individual. The question is whether funds can dry up. Grant money could disappear from Public Health, but it has increased every year in recent memory, while state funds have not. If variability is the measure, Public Health looks solid.

Another flaw, Professor Hobbie pointed out, is that the shift in funding came on top of conservative ORTTA interpretations of the A21 regulations. Units could have survived either, but not both.

-- A related issue is faculty indemnification and individual PI responsibilities. Faculty have no control over what is done with ICR funds, but the University has not protected them, nor has it tried for a better rate.

Many of the questions can be crystallized simply, said one faculty member. One, what is the percentage of faculty who are tenured versus faculty who have P&A appointments, over time (e.g., five years). They have been told that these data are impossible to obtain, so one must surmise what they are. What is alarming is that the new human resources software will have no descriptor for whether or not a faculty member is tenured or tenure-track, so once installed, that information will not be available.

Professor Bloomfield interjected that FCC would definitely ask about this. It was also suggested that SCFA should protest, before the money is spent on a new system.

The second question is the relationship of the number of administrators to faculty, over the last four years. A third question is about the amount of O&M money provided to the AHC, how Dr. Cerra decides which units receive it, and who is responsible after that. One is told that Dr. Cerra gives the money to the deans, who in turn assign it by whatever criteria they choose. Dr. Cerra has only once allocated O&M money, and the it was based on historical precedent, it is said.

Professor Dempsey said that the AHC committee on finance and planning should work with the Senate Finance and Planning Committee on these questions. In response to a question, Professor Bales reported that it has been very difficult to obtain data from the administration on the number of P&A faculty--because the administration does not have reliable data. The anecdotal evidence is bewildering, he added; some P&A faculty teach, while some units prohibit them from teaching. Even if there were good data, one cannot tell the differences among various kinds of P&A faculty. He said that the committee working on term and non-tenured appointments will likely recommend a simpler system for classification of teaching faculty. This is a matter of competence, exclaimed one faculty member; the lists should not contain the names of people who are dead, and the administration should be able to track faculty.

-- Another disturbing issue is how faculty salaries are delivered; hopes are raised that salaries will increase by X amount, but those raises are based on O&M funds; faculty appointments have been shifted to other funds, and raises not provided.

One faculty member said "we need help." The policy decisions need to be sorted from the administrative details; there needs to be set for

as clearly as possible a policy setting out the criteria for the allocation of O&M funds. That would answer a number of the questions that have been raised. All that is known now is that there was a trade of funds, and some units were hurt a great deal by it while others were not.

One befuddling matter is the uneven distribution of O&M funds among units, Professor Bloomfield observed. The pattern is likely due to political and historical decisions, and who made them is not now known, but some units have only 10% O&M funds while others may have 40% or more. The tenure code makes a distinction between base salary (to which the University is committed to pay and need not be made up solely of O&M funds), and clinical or supplemental income. Professor Bloomfield said the contractual part of the salary was understandable; if a salary is 60% from O&M funds, that 60% must be paid. If a more rational distribution of O&M funds were sought, it could require that some give up money in order that others have more.

This suggestion was not warmly welcomed. One response was that it was parallel to the swapping of ICR and O&M funds; another was that there was sufficient money, but that the swap simply disguised incompetence, because the administration can't even count the number of faculty and administrators. One individual said the numbers for the AHC cannot be trusted; information distributed on how O&M money is distributed in the AHC did not make sense to the units. The current bases for units do not have any relationship to what the units do; some obtain a lot of grant money and also have high bases, while others with much grant money have low O&M bases.

Much of this discussion is based on rumor, Professor Kuhi observed, and there are "no facts floating around." It is essential to talk with the people responsible for the numbers. The bigger issue is the allocation of O&M dollars. Professor Kuhi said it should be based on the teaching responsibilities of each unit, and the units should have enough O&M money to carry out those responsibilities. There ARE units at lower risk, he maintained; CLA is a low-risk unit, and can control its income with tuition, over time. The administration must be identify how it allocates O&M funds.

Professor Bloomfield observed that it is not always easy to identify teaching; it is a primary good, but teaching varies greatly across units; there have been many arguments over graduate research supervision and resident training. This is, however, a faculty issue, he said, and it would be worthwhile for faculty to understand it. The question, said another, is not how much is done, but how much is needed for the disciplinary core. If there is to be a policy, it must be a rational allocation policy.

Professor Gardner inquired whether the faculty want a policy on O&M allocation, because they may not be ready for the responsibility implied by such a policy.

He also said that an insidious part of IMG is that it was not neutral, and that in the future, units will obtain more money by teaching more. If it were revenue neutral, said one faculty member, individuals bringing in a lot of ICR funds would be free agents who could leave at any time, destabilizing the University.

There are no academic priorities establishing a vision of excellence, it was said; the business model is deciding priorities. Could the faculty

develop an academic plan for excellence? The University may fall into the business model because not enough faculty make the case for the need for an academic plan.

Before the faculty can advise on allocation of funds, it was said, they must know the ground rules: where do the dollars come from, where do they go, and who decides. Getting that information should not be like surgery, but it is difficult to obtain even for a department. Moreover, data are entered by people who do not know the definition of the terms, so there is no consistency across budgetary units.

-- When the University takes down a parking ramp or garage, it needs to make accommodations for those who used it. There have been no accommodations for those who have parked in the East River Road ramp, which is being demolished.

-- One hears of units moving out of colleges and becoming inter-unit programs. Is this being discussed? Departmental versus interdisciplinary work would be an appropriate subject for a forum, Professor Bloomfield suggested.

Those present expressed the hope that these meetings would continue, preferable on a quarterly basis. One faculty member said it is helpful to know that FCC can perhaps influence senior administrators in ways that the AHC FCC could not. Professor Bloomfield said the meetings would continue, and said that FCC has told President Yudof that the AHC and the rest of the University are not separate boxes.

One faculty member expressed concern about the second layer between the colleges and the rest of the University. Small schools in the AHC get lost, because the AHC is dominated by one or two schools. The affiliation with the University Senate is important, because it provides a more equal voice than through the AHC. Professor Bloomfield pointed out that based on the numbers, small AHC colleges have no more influence in the Senate than in the AHC, but there are historical factors that affect influence, such as the number of faculty who participate. Faculty governance will work only to the extent faculty insist on required meetings, push on awkward questions, and persist in obtaining answers. This is hard to do, but the goal of the University faculty governance system is to empower the colleges and to see that there is more interaction with the dean and vice president. Professor Dempsey emphasized that it is important for senators to play a strong role in governance as well.

Professor Bloomfield thanked the faculty from the AHC for joining the meeting.

## 2. Discussion with Executive Vice President Bruininks

Professor Bloomfield next welcomed Dr. Bruininks and his associates, Dr. Carrier, Mr. Pfitzenreuter, and Dr. Zetterberg. The Committee and the administrators held an hour-long off-the-record discussion of various ideas that are being considered for the 1998-99 budget and for compensation.

Professor Bloomfield said the Committee would meet at 2:00 on Thursday with Dr. Bruininks to discuss again the budget, and he then adjourned the meeting at 5:00.

Received: from [134.84.203.3] (two.senate.pres.umn.edu [134.84.203.3])  
by mailbox.mail.umn.edu (8.8.5/8.8.5) with SMTP id OAA12682;  
Mon, 9 Mar 1998 14:08:02 -0600 (CST)

Date: Mon, 9 Mar 98 14:35:34 CST

From: "Vickie Courtney" <courtney@mailbox.mail.umn.edu>

Message-Id: <64493.courtney@mailbox.mail.umn.edu>

X-Minuet-Version: Minuet1.0\_Beta\_18A

X-POPmail-Charset: English

To: bebea001@maroon.tc.umn.edu, feene001@maroon.tc.umn.edu, fhaffert@d.umn.edu,  
bitte001@maroon.tc.umn.edu, jgarrard@maroon.tc.umn.edu,  
dwh@med.umn.edu, corco001@maroon.tc.umn.edu,  
gross002@maroon.tc.umn.edu, bland001@tc.umn.edu,  
landx002@maroon.tc.umn.edu, courtney, senate

Subject: Agenda Items for the March 12 AHC FCC Meeting

AHC FCC  
THURSDAY, MARCH 12, 1998  
12:00 - 1:30 P.M.  
A303 MAYO

#### AGENDA

1. Minutes of the February Meeting
2. Discussion - Tenure Recognition Event and Retirement Event Proposal  
10 minutes
3. 12:15 Stephanie Liebermann - Diversity Task Force  
15 minutes
4. Appointing a nominating committee
5. Governance Task Force Report
6. Request from Peggy Rinard regarding feedback from FCC to the  
newsmedia
7. Items to discuss with Frank Cerra
8. ICR/O&M for the Medical School

Received: from mhub3.tc.umn.edu (mhub3.tc.umn.edu [128.101.131.53])  
by mailbox.mail.umn.edu (8.8.5/8.8.5) with SMTP id PAA16299  
for <courtney@mailbox.mail.umn.edu>; Mon, 9 Mar 1998 15:39:30 -0600 (CST)  
Received: from x158-132.pharmacy.umn.edu by mhub3.tc.umn.edu; Mon, 9 Mar 98 15:3  
Message-Id: <3.0.3.32.19980309153106.0070bd7c@gross002.email.umn.edu>  
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Date: Mon, 09 Mar 1998 15:31:06 -0600  
To: "Vickie Courtney" <courtney@mailbox.mail.umn.edu>  
From: Cynthia Gross <gross002@maroon.tc.umn.edu>  
Subject: Please add Agenda Item for AHC FCC  
Mime-Version: 1.0  
Content-Type: text/plain; charset="us-ascii"

>X-From: corco001@maroon.tc.umn.edu Mon Mar 9 10:38 CST 1998

>To: Cynthia R Gross <gross002@maroon.tc.umn.edu>

>From: "sheila corcoran-perry" <corco001@maroon.tc.umn.edu>

>Subject: Agenda Item for AHC FCC

>Date: Mon, 9 Mar 1998 12:58:57

>X-Tick-Nemesis: The Idea Men

>

>Several faculty have asked that I bring the following issue to the AHC  
>FCC, update on what is being proposed within individual AHC units about  
>retirement program proposals.

>

>Since Senior VP Cerra decided against an AHC-wide enhanced retirement  
>program and left it up to individual schools, there has been no information  
>about what is being done in the AHC units about this issue, other than the  
>publicity regarding the Medical School proposal.

>

>Therefore, I am requesting that at our next meeting, an agenda item be an  
>update from individual school representatives about an "early exit  
>program", or as the Medical School states in more positive terms, "Career  
>Honoring Transition Awards".

>

>Thank you.

>

>Sheila

>

>

>Sheila A. Corcoran-Perry, PhD, RN, FAAN

>Professor

>School of Nursing

>University of Minnesota

>6-101 Weaver-Densford Hall

>308 Harvard Street

>Minneapolis, MN 55455

>(612) 624-6956

>

>

>



DRAFT

CHARGE TO THE ACADEMIC HEALTH CENTER'S  
TASK FORCE ON DIVERSITY

**Charge From the Sr. Vice President to the Task Force**

While it is not an explicitly stated strategic goal in the *Interscholastic Strategic Plan for the Academic Health Center 1996-1999*, diversity within our student, faculty and staff populations is an intrinsic goal. Given the political and legal climates of the country, the increasing globalization of the workforce and our own institutional values and ethics, now is the time to visit these issues within the framework of our *Strategic Plan*.

I would ask this task force to examine the following questions with the goal of reporting back to me with short and long term strategies, budgetary impact projections and areas of further study by the end of the Spring Quarter. Please feel free to add to this list of questions if your study finds it necessary. I have asked Stephanie T. Lieberman to act as a liaison between my office and your committee. Please contact her with any questions, comments or concerns at 4-2697 or [lieberma@mailbox.mail.umn.edu](mailto:lieberma@mailbox.mail.umn.edu).

Thank you for your time, interest and valued input.

**Questions for the Task Force on Diversity**

- 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 programs 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?

### **Proposed Structure of the Task Force**

In reviewing those nominated by the Deans last summer for membership on the Task Force, it appears that they fall into one of two categories: those involved in student recruitment and those interested in more general issues re: diversity. It is proposed that there be an 'umbrella' task force composed of two people from each College/School - one person who is knowledgeable about student recruitment and retention issues and the other person who is knowledgeable about faculty recruitment and retention issues. It is expected that the 'umbrella' task force will meet at least three (3) times together (first, middle and last meetings). The remainder of the meetings will be of the two separate groups. While the questions above may be similar for both groups, the answers may not be similar at all. It is also expected that some strategies may be used as "pipeline" strategies which is why the groups should meet together at least the three times. [Note: It will be suggested that each sub-group have someone attend the other group's meetings in order to report back to the subgroup on the others' progress.]

It is expected that Colleges/Schools with Diversity Committees or staff responsible for diversity efforts will make provisions for their input into the task force recommendations. Given the subject of this particular task force, it would be ironic if accusations of exclusion were made.

Date Nicole / Becky

To \_\_\_\_\_

From Vickie

**Memo**

Please  
type out  
on letterhead

Subject Send to AHC Finance

Planning Committee

TO: AHC Finance + Planning Committee members

FROM: Vickie Country

Per Professor Feeneys request, I am sending  
to you the memo to President Yudof from  
Cynthia Gross regarding O&M funds + ICR  
Money's and, John Telron's memo regarding  
Seed Grant Application + Review process.

# UNIVERSITY OF MINNESOTA

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*University Senate*

427 Morrill Hall  
100 Church Street  
Minneapolis, MN 55455-0110  
612-625-9369  
Fax: 612-626-1609  
E-mail: [senate@mailbox.mail.umn.edu](mailto:senate@mailbox.mail.umn.edu)

March 20, 1998

To: AHC Finance & Planning Committee Members  
From: Vickie Courtney

Per Professor Feeney's request, I am sending to you the memo to President Yudof from Cynthia Gross regarding O & M Funds and ICR Moneys; and, John Fetrow's memo regarding Seed Grant Application and Review process.

# UNIVERSITY OF MINNESOTA

February 9, 1998

University Senate

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

612-625-9369

Fax: 612-626-1609

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

TO: Mark G. Yudof, President

FROM: Cynthia Gross, Chair *Cynthia Gross VC*  
AHC Faculty Consultative Committee

RE: O&M Funds and ICR Moneys

On behalf of the Academic Health Center Faculty Consultative Committee I am writing to bring to your attention two alarming trends visible on the graphs below. Since 1993-4 there has been: 1) a decrease in the state investment (total O&M, tuition returned, State specials) in the School of Public Health (SPH) both in actual dollar amounts and as a % of total; and 2) a decrease in the number of regular faculty in the SPH (in absolute numbers and in % of total SPH faculty). During this same time period the ranking of the SPH remained in the top 10 nationally, but moved from 5th to 7th.

These trends are viewed as an unintentional but direct result of university policies which trade O&M funds for federal indirect cost recovery moneys (ICR). This policy essentially deprives faculty in the SPH of any tangible reward for success in the grueling process of securing competitively awarded funds through peer-reviewed grants and contracts. It also deprives the SPH of the opportunity for building on grant successes to reach higher levels of academic excellence. Last year, when University funds for salary increases were allocated to schools on the basis of their O&M funds, the negative impact of the O&M for ICR swap was made abundantly clear to each SPH faculty, and served as a warning to other AHC faculty.

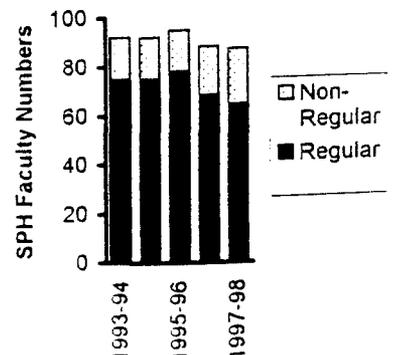
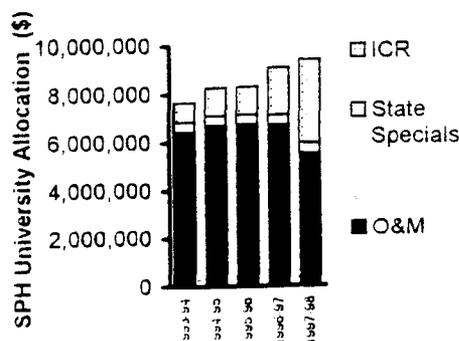
Moreover, replacing state funds with federal ICR moneys is a university policy which exerts pressure on the SPH to use ICR funds to maintain core academic needs, as opposed to the uses outlined by federal guidelines governing ICR. This situation could place the University in an unfortunate adversarial position with our federal agencies.

While the SPH bottom line may not look bad today, its extramural funding is part of a pipeline established by grants obtained by regular faculty. Future prospects for maintaining this pipeline are dim as other universities and companies continue to capitalize on decreasing investment in SPH by the University and recruit senior faculty from Minnesota.

Unless the University wants to starve one of its most prestigious and productive schools, steps are needed to stop these university policies which are counter-productive to academic excellence.

Thank you for your attention to this important matter.

cc: Frank Cerra  
AHC FCC Members



# UNIVERSITY OF MINNESOTA

*Twin Cities Campus*

*Academic Health Center  
Office of the Senior Vice President  
for Health Sciences*

*Box 501 Mayo  
420 Delaware Street S.E.  
Minneapolis, MN 55455-0374*

*612-626-3700  
Fax: 612-626-2111*

*Offices located at:  
410 ChRC  
426 Church Street S.E.  
Minneapolis, MN 55455-0374*

February 6, 1998

To: Vicki Courtney for the AHC Faculty Consultative Committee

From: John Fetrow



Re: Seed Grant Application and Review Process

The funds for the AHC Faculty Seed Grant Program were provided by a one time allocation from the State Legislature, led by Representative Leppik. The Legislature provided \$250,000 to support new ideas by faculty. A faculty committee from across the schools of the AHC was formed and they developed the format for the grant application, set the funding limits, and established the criteria to be used in the evaluation (see attached). These were described and made available to the entire faculty of the AHC and were posted on the web (<http://www.ahc.umn.edu/seedgrant.html>).

A total of 63 grants were submitted by the faculty of the AHC. The breakdown of the grants by school is attached. A grant was attributed to a school based on the principal investigator's collegiate affiliation. A second faculty committee was assembled (see summary page for the membership) to review the grants. There was one faculty member from each school, except the TC Medical School, from which there were two: one from a clinical department and one from a basic science department.

The grants were divided into four groups. The instructions given to the review committee are attached. Each group was read and evaluated by a team of two members of the review committee. The two person team ranked their group and forwarded their top five ranked proposals for further review. In addition, each member of the review committee had the opportunity to add one proposal, if they chose, as a "wild card", i.e. without agreement of the other member of their two person team. This was done to provide a maximum opportunity for a unique proposal to "catch the eye" of a reviewer and go on for further consideration. At the end of this first round of review there were 23 proposals assembled for further consideration.

The entire committee then read the 23 proposals and met to discuss their merits in relation to the criteria set by the faculty committee. They ranked the proposals and forwarded the rankings to the Senior Vice President and the Deans Council. Both the SVP and the Deans Council affirmed the faculty review committee's evaluation and the ten top proposals were awarded to the faculty. The list of grants awarded is attached.

Reviewers were given a form to use in their process of review (attached). The reviewers were informed of the intention to return critiques to the authors. The same was

noted on the statement of review criteria for the grant, which was given to the reviewers. The form included (in bold), that we intended to collect the review forms and return them to the authors. At the time of the final meeting of the reviewers I collected any review forms available at the meeting and again asked the faculty reviewers to turn in any reviews they still had. We followed up several times with members of the review panel who had not returned their forms until we received all that we were going to get. Some faculty reviewers either did not have the forms or felt that their notes from their review were too cryptic or otherwise not useful feedback to the author.

Faculty who submitted Seed Grants had been told that they could ask for their reviews and many did so. For most, a review form was available and was forwarded to the faculty member. Having exhausted the chance to obtain the remaining reviews, a letter was sent to those who for whom no review was available.

This was a completely faculty driven and controlled process, from the establishment of the criteria and grant application through to the awarding of the grants on a peer reviewed basis. The criteria were known from the outset of the announcement of the grant and those criteria were used by the faculty review committee. The Office of the Senior Vice President served in the role of facilitating and providing logistic support for the process.

I would like to thank the AHC FCC for their interest and appreciate your efforts in assuring that the process is made clear to anyone who may approach you. If there are any questions, please let me know.

cc: Dr. Frank Cerra

<b>Faculty Seed Grants: recommendations of peer review committee</b>									
<b>Grants recommended for funding</b>		11-Dec-97							
<b>Investigators</b>	<b>school</b>	<b>amount</b>	<b>title</b>						
Denis Clohisy / Catherine Verfaillie	TC Med	\$ 25,000	A model for studying human osteoclast formation						
Gary Dunny	TC Med	\$24,866	Novel ribosomal targets for developing antimicrobial chemotherapeutic agents						
Dorothy Hatsukami /Sharon Allen	TC Med	\$ 25,000	Cigarette cessation among youth						
Daniel Mueller	TC Med	\$ 24,079	Transgenic model of T-cell autoimmune arthritis						
Robert Morrison / JinLiang Xue	Vet Med	\$ 23,800	Establishment of clinical trials center for swine						
S. Ramakrishnan	TC Med	\$ 25,000	Artificial presentation of a superantigen on tumor cells						
John Schulte	Dentistry	\$ 25,000	Development of an electromyograph system to diagnose nocturnal bruxism						
Amy Skubitz	TC Med	\$ 25,000	Animal model to study the dissemination of ovarian carcinoma						
Brian Van Ness	TC Med	\$ 25,000	Transgenic Bcl-xl mice and the generation of B cell tumors						
Antheunis Versluis/Alan Bank	Dentistry/TC Med	\$ 20,500	Biomechanical fatigue effects and risk factors in coronary plaque rupture						
	<b>TOTAL</b>	<b>\$ 243,245</b>							
	remainder	\$ 6,755							
<b>total applications by 1st author</b>	<b>submitted</b>	<b>awarded</b>	<b>Review committee</b>						
Dentistry	3	2	Charles Schachtele						
Duluth	2	0	Paul Anderson						
TC Med	45	7	Karen Hsiao / Tom Hostetter						
Nursing	6	0	Patricia Tomlinson						
Pharmacy	1	0	John Rotschafer						
SPH	3	0	Jim Boen						
Vet Med	3	1	Mitch Abrahamsen						
<b>TOTAL</b>	<b>63</b>	<b>10</b>							

## Academic Health Center Seed Grant Program

### Background:

As part of special legislative request, the AHC received a one-time amount of \$250,000 for the purpose of providing seed money for new ideas generated by AHC faculty. This special legislative funding was spearheaded by Representative Peggy Leppik. Dr. Frank Cerra and the Deans Council established an AHC Faculty Task Force to develop criteria and suggest mechanisms to distribute these funds through a competitive peer review process. One faculty member from each of the units (two from the Medical School) were recommended by the Deans of the various AHC units to serve on the task force.

### Criteria:

1. Seed grants would be available to any faculty member in the AHC. They are not restricted to junior faculty.
2. Seed grants are only available to support new initiatives in the faculty member's research. The purpose of these grants is to provide support for faculty who want to initiate a substantial new direction in their research or to help develop innovative projects that will allow faculty to expand into new research areas. Applications to support long-standing areas of research, previously-funded projects, or to extend currently funded projects will not be acceptable.
3. The primary criteria for funding will be innovation. Potential for future funding is a secondary concern, however both the AHC and the State legislature are interested in a return on their investment in the faculty.
4. The project may be interdisciplinary or from a single investigator. There will be no preference for interdisciplinary projects.
5. The maximum amount available for any single grant application is \$25,000 per application. The funds must be solely designated for the direct support of the research. No funds will be available to support faculty salaries. Given the size of the awards, only small equipment purchases that are directly needed for the research are appropriate. In general, funds should be primarily used for supplies and partial support of research personnel (graduate students or technicians). Funding could be used over an extended period (longer than one year) if necessary, but there should be no expectation of recurring funds.

### Process:

1. Interested faculty are asked to submit a three page proposal that describes the rationale for the research and a research plan, and explains why this research is a new area for the investigator. A biographical sketch (NIH style) and a budget page should also be included. Based on a \$25,000 cut-off, it is expected that no more than 10-15 applications will be funded. The deadline for receipt of the applications is October 31st, 1997.
2. The above guidelines should be followed and **no specific forms** are to be filled out.
3. Final awards will be granted by December 1st, 1997.

Grant applications should be submitted to Dr. John Fetrow, Office of the Senior Vice President for Health Sciences, Academic Health Center, Room 420 Children's Rehabilitation Center, 426 Church Street S.E., Minneapolis, MN 55455; (Box 501 Mayo, CAMPUS MAIL).

### Review Panel:

The review panel will include one faculty member from each School or College except two from the Medical School. The Medical School representatives (2) should include one faculty from basic sciences and one clinical faculty member. The evaluations and recommendations of the Review Panel will be forwarded to the Senior Vice President and Deans Council for final decisions regarding funding.

Written reviews/critiques will be returned to the final applicants.

### Reporting Requirements:

Funded Projects will be required to provide a final report for the project and an accounting of all funds expended at the completion of the project. If the project extends beyond the calendar year 1998, a progress report will be required at the end of each year of the project. Reports are to be submitted to the Office of the Senior Vice President for Health Sciences.

## Process for the review of the Faculty Seed Grants

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1. Deadline for receipt is Friday, October 31, 1997. There are \$250,000 available for these grant proposals. If one assumes that each selected grant were funded at the maximum of \$25,000, then only ten proposals would be funded. Some requests might be for less than the maximum, so probably 10 to 15 will be funded. On that basis, we will do the review in two steps: first, a selection of the top 20 to 28 proposals based on a two person review process, and second, a ranking of those selected based on review by the whole committee.
2. Each committee member will be asked to review one quarter of the grants. The eight members of the review team will be split into four, two person subgroups. Each grant will be reviewed by the two people of one sub-group. Criteria for the review are attached. Each reviewer should independently rank their proposals from best to worst and be prepared to *briefly* describe the proposal and their reasons for the rankings. The subgroup pair should then get together and create a ranked list of their quarter of the proposals. Based on that combined ranking, the top FIVE proposals will be selected. In addition, each team member will have the right to select one "wild card" proposal (if they choose) that somehow caught their imagination but that did not seem to fit the criteria well enough to make the top five.

While the core decision should rest on the pre-proposal as written, practical reality says that the reviewers will be trying to understand pre-proposals in very different scientific fields, with different methodologies, and at different levels in the continuum from basic to applied scholarship. Pre-proposals should have been written to be clear to a smart, scientifically trained person, even if they are not expert in the specific field. If a reviewer needs help understanding a pre-proposal, they have two options: 1) return the proposal to Dr. Fetrow for distribution to another committee member, or 2) contact the PI of the proposal to get permission to ask for help. Once granted permission, the reviewer should feel free ask anyone, including the author of the pre-proposal, for clarification. The pre-proposal may not, however, be edited or re-written. Asking for outside help should be done sparingly. Please notify Dr. Fetrow of any such contacts.
3. The collection of the top ranked proposals and "wild cards" will make up a final pool for review and will contain from 20 to 28 proposals. The proposals will be reviewed by all eight members of the team and independently ranked by each person. Each proposal will be assigned a "spokesperson" who should be prepared to present to proposal to the committee as a whole.
4. At a combined meeting of all eight committee members and Dr. Fetrow (facilitator and recorder, not a reviewer), the committee will discuss the final pool of proposals and rank them for funding.
5. The final rankings will be forwarded to the Senior Vice President for Health Sciences and the Deans Council for final selection of the proposals for funding.

## **Review Guide for the Faculty Seed Grant Proposals**

This form is simply to provide an outline framework / recording sheet for your review as you read each grant. The details of the criteria for evaluation are on the RFP as sent to the faculty. This form is not an attempt to create a “formula” for the evaluation; the ranking should be based on your own judgment based on the guidelines.

**We will collect these sheets and distribute them to the authors of the proposal. Please write your comments so that they can constructively serve the authors.**

Principle Investigator:

Title:

Is this a **new** initiative for this faculty member?

Is the proposed project innovative?

Does the funding requested relate constructively to the project / activity proposed?

What specific strengths do you see in the proposal?

What specific critiques would you make about the proposal?

Twin Cities Campus

Academic Health Center  
Office of the Senior Vice President  
for Health Sciences

Box 501 Mayo  
420 Delaware Street S.E.  
Minneapolis, MN 55455-0374  
612-626-3700  
Fax: 612-626-2111

Offices located at:  
410 ChRC  
426 Church Street S.E.  
Minneapolis, MN 55455-0374

MEMORANDUM

To: Reviewers of Faculty Seed Grant Proposals

From: Barb Dodge for Dr. John Fetrow *Barb Dodge*

Date: December 1, 1997

Re: Important Meeting

The meeting to discuss the final Seed Grant proposals for funding will be on: Thursday, December 11, 1997; 10:00 a.m. to 1:00 p.m.; Room 406 Children's Rehabilitation Center. Lunch/refreshments will be served.

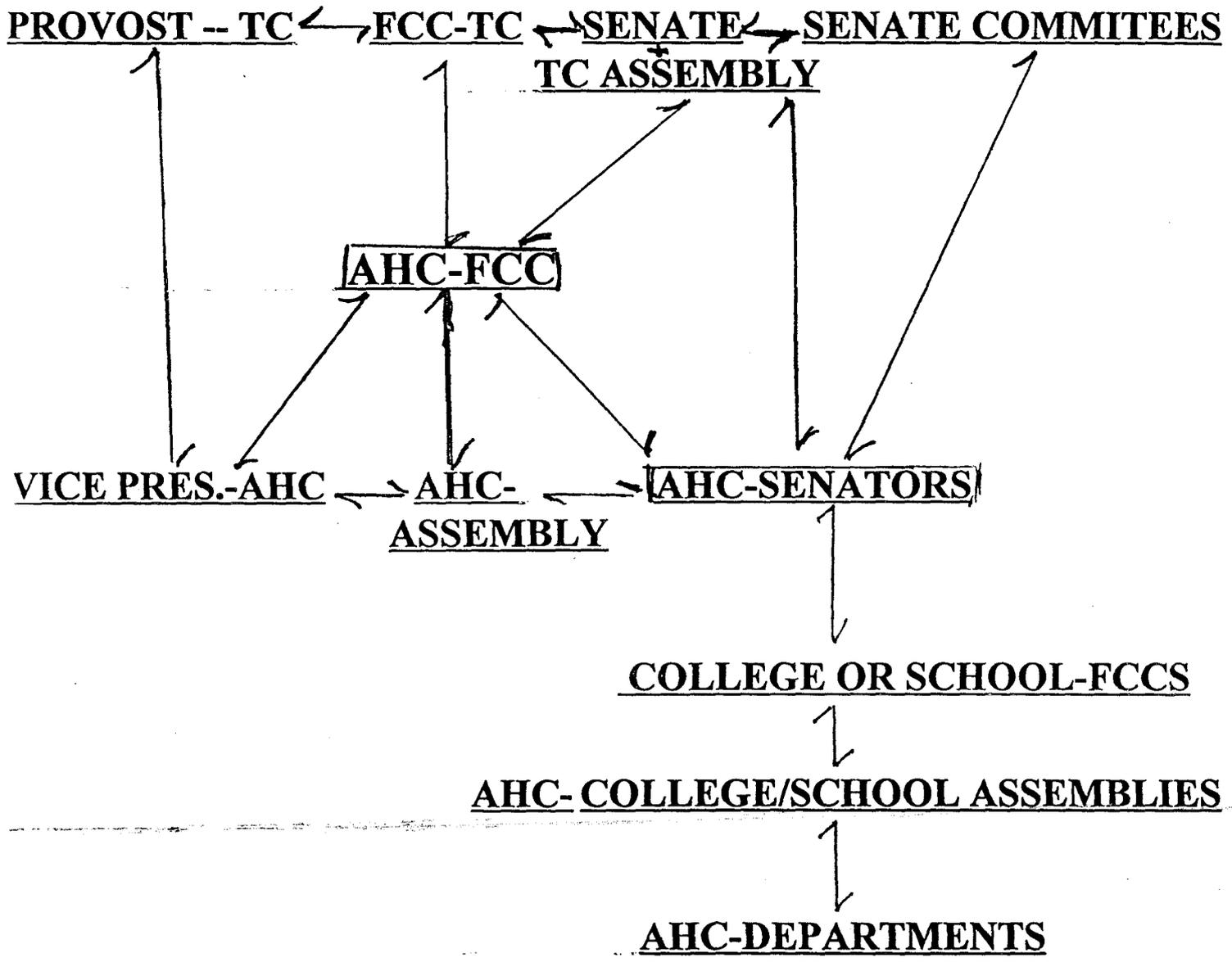
I had quite a difficult time getting everyone's calendar to coincide for this 3 hour meeting next week. Because of that, I chose the time when it looked like all can attend, but some of you may need to rearrange your schedules by at least an hour to accommodate the full 3 hours. I would greatly appreciate it if you could rearrange your schedules to attend the whole meeting. It is important that everyone be present so we can bring this to a close and get the money into the hands of the faculty.

For those of you who have not returned your available times, please e-mail (dodge001@maroon.tc.umn.edu) or call (612-626-5779) me to let me know that you are able to attend.

Please bring all the proposals (initial and final) to the meeting, along with the review pages. If you want a review page typed (not wanting the investigator to recognize your writing), please specify that on the review and I will type it up.

Thank you!

/bd



*Drawing from Mary Dempsey*

**EDUCATIONAL SERVICE ORGANIZATION  
FOR DEANS COUNCIL DISCUSSION  
FEBRUARY 17, 1998**

**“Ron Franks” Task Force Proposal:**

- Developed by AHC intercollegiate task force in early 1997. Concept endorsed by Deans Council. Franks and task force members began consultation with AHC faculty and students.
- Scope: The ESO would serve all AHC schools.
- Major elements:
  - Educational Evaluation and Outcomes Unit: to facilitate the evaluation of the effectiveness of new educational methodologies as they are introduced into the curriculum
  - Learning Domains Unit: to encourage faculty to be flexible in their educational approaches to teaching by assisting them in learning how to utilize a variety of teaching methodologies (small group learning; PBL; large lecture format; computer-aided instruction; self instruction, etc.)
  - Electronic Education and Development Unit: to encourage and facilitate the development and utilization of electronic media for education purposes (professional and technical support for developing instructional material; access to state-of-the-art computer hardware and software for instructional development)
  - Interdisciplinary Education Unit: to encourage interdisciplinary and intercollegiate approaches to education within and between the schools of the AHC.
- Staffing:
  - Director
  - Educational Evaluation/Outcomes Unit: 2 to 3 Evaluation Specialists
  - Learning Domains Unit: 2 to 3 professional staff
  - Electronic Education and Development Unit: Educational Computer Programmer and a Graphic Artist
  - Interdisciplinary Education Unit: 2 to 3 professional staff
  - Other: Electronics Technician and secretarial support

**Revised Proposal for an Electronic Education Development Unit:**

- Twin Cities and Duluth Medical School faculty proposed revising the “Franks” proposal for an Electronic Education Development Unit in late summer 1997
- The revised proposal would establish two centralized facilities (one in Duluth and one in the Twin Cities with interactive video links between the two) for the development of multimedia and computer-assisted instructional methods for all AHC schools. The facilities would provide staff and computer support for training of faculty and development of instructional tools for lectures, teaching laboratories and the World Wide Web.

• Staffing:	<u>Duluth</u>	<u>Twin Cities</u>
	Faculty Director (PT)	Faculty Director (PT)
	Media Specialist	Media Specialist
	Web Programmer (25%)	Web Programmer (75%)
	Hardware Technician (10%)	Hardware Technicians (20%)
	Student Workers	Student Workers
• Budget:	<u>Duluth</u>	<u>Twin Cities</u>
	First Year	\$228,000
	Recurring	\$133,000
		\$357,000
		\$230,000

**1997-98 AHC Educational Technology Related Expenditures:**

• Veterinary Medicine:		
•	Renovation of classroom for multimedia instruction	\$900,000
• Dentistry:		
•	Replace obsolete clinical information system (first stage)	\$200,000
• Duluth Medical School:		
•	Technology for Rural Health School	\$230,000
•	Digital Classroom	35,000
•	Preparation of multimedia curricular materials	2,500
• Twin Cities Medical School:		
•	Computers for Computer Lab	\$20,000
• Public Health:		
•	Computers for the Managed Care Education Initiative	\$35,000
• AHC-wide:		
•	Partnership with Proslovia to establish Minnesota Virtual Simulation unit to create educational and research software	\$300,000

**Questions for Deans Council Discussion:**

- Should we establish an Educational Services Organization?
- What should be its responsibilities?
- How should it be structured?
- What funds should be allocated to it?
- Which other educational technology initiatives should be funded?

## PENDING PROPOSALS

### Electronic Education Development Unit:

- Two facilities: one in Duluth and one in the Twin Cities linked by interactive video. \$585,000 (first year) \$363,000 (recurring)

### School Specific Technology Proposals for FY1998:

- Twin Cities Medical School:
  - Establish an Office of Educational Resources in the Deans Office to assist faculty develop and use multimedia and computer-assisted instructional materials. Staff: Director, Technical Support Person, Multimedia Librarian. Budget: \$252,800 (all recurring) Includes \$50,000 for a new initiatives fund to help support faculty projects.
  - RPAP Program: replace 40 obsolete computers. Budget: \$100,000
- Pharmacy/Nursing:
  - Joint project to upgrade educational and administrative information technology in the two schools. Proposal includes hiring staff to work with faculty in developing multimedia and computer-assisted instructional materials. Budget: \$266,000 of which \$70,000 is recurring.
- Public Health:
  - Training Resource Center for students. Budget: \$119,000 (one-time) for computer hardware, software, wiring, and classroom furnishings.

### AHC Classroom Remodeling:

- The remodeling project for centrally scheduled classrooms in the AHC includes both renovating the classrooms and upgrading the technology used by the faculty. Estimated cost of the project is \$2.2 million: half for renovation; half for technology upgrades.

### One Potential Proposal:

- Establish an Educational Service Organization to develop multimedia and computer-assisted instructional methods for all AHC schools. It would provide staff and computer support for training faculty and developing instructional tools for lectures, teaching laboratories and the World Wide Web. The ESO would be based either on the revised "Franks" proposal for an Electronic Education Development Unit or by expanding the Twin Cities Medical School's proposal for an Office of Educational Resources. One-time expenses would be covered by the special 1996 legislative appropriation for educational information technology. On-going costs would be covered by reallocating AHC's Learning Resources Center budget to this unit and by matching funds from the schools for operational costs and/or special projects.
- Fund one-time costs of school specific proposals for educational technology projects using the 1996 legislative appropriation for education information technology. Require that computer labs, software, etc. be available to all AHC faculty and students and for use for staff training.
- Fund as much as possible the technology portion of the classroom remodeling project from the 1996 legislative appropriation for education information technology.

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by mailbox.mail.umn.edu (8.8.5/8.8.5) with SMTP id NAA01314;  
Mon, 9 Feb 1998 13:59:39 -0600 (CST)  
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Message-Id: <199802091959.NAA01314@mailbox.mail.umn.edu>  
From: "University Senate" <senate@mailbox.mail.umn.edu>  
To: courtney@mailbox.mail.umn.edu, garye@mailbox.mail.umn.edu,  
kvanbeck@mailbox.mail.umn.edu, stuck005@maroon.tc.umn.edu,  
hippe003@tc.umn.edu, hogu0004@maroon.tc.umn.edu  
Subject: February 19 Senate and Assembly Meetings  
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Senate and Assembly Members--

Following are the topic only agendas for the Student Senate, University Senate, and Twin Cities Campus Assembly meetings scheduled for February 19. Please note there will not be a Faculty Senate meeting that day.

Also included are several proposed amendments to the Senate and Assembly constitutions and bylaws. These are being sent to you early to comply with the rules on advance notice.

The complete agendas will appear in the Minnesota Daily on February 12 and will be mailed to coordinate campus senators. They are also available on the Web at the following URLs:

Student Senate--[http://www.umn.edu/usenate/student\\_senate/stuagenda1.html](http://www.umn.edu/usenate/student_senate/stuagenda1.html)  
University Senate--[http://www.umn.edu/usenate/u\\_senate/senagenda.html](http://www.umn.edu/usenate/u_senate/senagenda.html)  
Twin Cities Campus Assembly--<http://www.umn.edu/usenate/tcca/tccaagenda1.html>

MEETING OF THE STUDENT SENATE  
THURSDAY, FEBRUARY 19, 1998  
11:30 a.m.-1:30 p.m.  
25 Law Building--Twin Cities Campus  
305 Selvig Hall--Crookston Campus  
Kirby Student Center Garden Room--Duluth Campus  
Behmler Hall Conference Room--Morris Campus

The Senate Constitution provides that any student eligible to vote for senators may be admitted to Student Senate meetings and shall be entitled to speak at the discretion of the Student Senate. Only elected student members (or their designated alternates) shall be entitled to vote. For a quorum, a majority of the voting membership (28) must be present. Amendments to motions in the printed agenda must be submitted to the Clerk of the Senate at least 48 hours in advance of the meeting to allow for appropriate distribution. Consideration of amendments not received at least 48 hours in advance requires suspension of the rules by a majority of those members present and voting.

I. APPROVAL OF AGENDA  
Action (2 minutes)

II. MINUTES FOR NOVEMBER 13, 1997  
Action (2 minutes)

III. ANNOUNCEMENTS  
(2 minutes)

IV. STUDENT EVALUATIONS OF TEACHING  
Action (30 minutes)

V. DISCUSSION WITH STUDENT REGENT JESSICA PHILLIPS  
(20 minutes)

VI. RESTRUCTURING THE SENATE COMMITTEE ON COMMITTEES  
Discussion (10 minutes)

VII. CONSTITUTIONAL REVIEW COMMITTEE UPDATE  
(10 minutes)

VIII. STUDENT LEGISLATIVE COALITION REPORT  
(5 minutes)

IX. CAMPUS REPORTS  
(10 minutes)

X. STUDENT SENATE CHAIR REPORT  
(5 minutes)

XI. STUDENT SENATE CONSULTATIVE COMMITTEE REPORT  
(5 minutes)

XII. OLD BUSINESS

XIII. NEW BUSINESS

XIV. ADJOURNMENT

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MEETING OF THE UNIVERSITY SENATE  
THURSDAY, FEBRUARY 19, 1998  
2:00 P.M.

25 Law Building--Twin Cities Campus  
305 Selvig Hall--Crookston Campus  
Kirby Student Center Garden Room--Duluth Campus  
Behmler Hall Conference Room--Morris Campus

The voting membership of the University Senate totals 211, including the President, 155 members of the faculty (including the Faculty Consultative Committee), and 55 students (including the Student Consultative Committee). For a quorum, a majority of the voting membership (106) must be present. Advance

notice is required for amendments to the constitution and 141 affirmative votes at one meeting or 106 affirmative votes at each of two meetings, the second of which shall be the next regular meeting. Advance notice is required for amendments to the bylaws and 106 affirmative votes. Other actions require only a simple majority of the members present and voting. Amendments to motions in the printed agenda must be submitted to the Clerk of the Senate at least 48 hours in advance of the meeting to allow for appropriate distribution. Consideration of amendments not received at least 48 hours in advance requires suspension of the rules by a majority of those members present and voting.

Any member of the faculty and any academic professional and student eligible to vote for senators shall be entitled to speak at the discretion of the Senate. Only elected members or alternates, the Senate Consultative Committee and, in case of a tie, the chair, shall be entitled to vote.

Representatives may designate any eligible alternates from their colleges, schools, or student constituencies as the alternates to serve in their places by written notice to the Senate Office prior to the commencement of any meeting of the Senate.

#### ATTENDANCE RECORD

A roll of elected and ex officio members will be available at each door of the meeting room, and members are asked to sign in. A summary of attendance for the year will be included in the minutes of the last meeting of the year.

#### RULES

Rules will be available at the door.

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#### CONSENT AGENDA Action (5 minutes)

Agenda Items I. and II. are considered to be noncontroversial or "housekeeping" in nature and are offered as a "Consent Agenda" to be taken up as a single item with one vote. Any item will be taken up separately at the request of a Senator. A majority of those members present and voting is required for approval.

#### I. MINUTES FOR NOVEMBER 13, 1997

#### II. COMMITTEE ON COMMITTEES Committees of the University Senate, 1997-98

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#### III. EDUCATIONAL POLICY COMMITTEE Student Evaluations of Teaching Action (15 minutes)

#### IV. EDUCATIONAL POLICY COMMITTEE Uniform Grading and Transcript Policy Information

V. EDUCATIONAL POLICY COMMITTEE  
Uniform Grading and Transcript Policy  
Action (10 minues)

VI. SENATE RESEARCH COMMITTEE  
Resolution Concerning University Policies  
Action (10 minutes)

VII. FACULTY CONSULTATIVE COMMITTEE  
Report of the Task Force on Faculty Consultation  
Action (15 minutes)

PREAMBLE:

In June 1997 the Faculty Consultative Committee (FCC) appointed the Task Force on Faculty Consultation to make recommendations to the FCC for a system of faculty consultation that takes into account the new central administrative structure. To accomplish its work, the Task Force interviewed key administrators, former provosts, deans, chairs of major Senate committees, and faculty representatives of the local AAUP chapter. Input was also welcomed and received from individual faculty members and a survey was conducted to determine the existence and functions of college-level consultative mechanisms on the Twin Cities campus.

In January, the Task Force presented its report to the Faculty Consultative Committee and a notice was sent to all faculty advising them of the Task Force recommendations. The FCC has endorsed the report as well as the following proposed amendments necessary to implement the recommendations. Additional amendments appear on the Twin Cities Campus Assembly agenda..

MOTION 1:

=====

To amend the Senate Constitution, Article III. 1., University Senate Membership, as follows: [new language is in CAPS]

ARTICLE III. UNIVERSITY SENATE

1. Membership

The University Senate shall be composed of the following voting members: (a) the president of the University; (b) members of the Senate Consultative Committee, who shall serve as ex officio voting members; and (c) the elected faculty, academic professional, and student representatives of the various institutes, colleges, and schools of collegiate rank, and the Graduate School. Only elected faculty or academic professional representatives or properly designated faculty and academic professional alternates shall serve as the Faculty Senate; the elected student representatives shall serve as the Student Senate. Each member of the University Senate shall represent the University as a whole, BUT MEMBERS ARE EXPECTED TO COMMUNICATE ON A REGULAR BASIS WITH THEIR RESPECTIVE COLLEGE GOVERNANCE BODIES AND CONSTITUENT GROUPS CONCERNING UNIVERSITY GOVERNANCE ISSUES. Academic officers with class titles 9302-9329 shall serve as ex officio nonvoting members. CHAIRS OF THE COLLEGE FACULTY CONSULTATIVE COMMITTEES AND THE CHAIR OF THE ACADEMIC HEALTH CENTER FACULTY CONSULTATIVE COMMITTEE SHALL, IF NOT OTHERWISE ELECTED, SERVE AS EX OFFICIO NONVOTING MEMBERS. Student body presidents of the Twin Cities, Duluth, Morris, and Crookston student bodies, and the president of the Graduate and Professional Student Assembly, shall, if not otherwise elected, serve as ex officio nonvoting members.

**MOTION 2:**  
=====

To amend the Senate Bylaws, Article III. 3., Consultative Committees, as follows: [new language is underlined]

**Faculty Consultative Committee**

. . . .

**Duties and Responsibilities**

a. To meet separately, when necessary, to discuss with the president, or other matters of concern to the faculty.

b. To serve as the executive committee and steering committee of the Faculty Senate.

c. To act on behalf of the Faculty Senate when a decision is required prior to the next scheduled meeting of the Faculty Senate and when a decision is required when it would not be possible to convene a special meeting of the Faculty Senate in a timely fashion; such actions will be reported to the Faculty Senate at its next meeting and the Faculty Senate may then overrule the Faculty Consultative Committee.

D. TO JOINTLY APPOINT WITH THE ADMINISTRATION AD HOC TASK FORCES TO ADDRESS ISSUES DEEMED OF CONCERN TO THE FACULTY.

E. TO ORIENT NEWLY ELECTED FACULTY SENATORS CONCERNING THEIR ROLES AND RESPONSIBILITIES TO THE UNIVERSITY.

F. TO MEET PERIODICALLY WITH THE ACADEMIC HEALTH CENTER FACULTY CONSULTATIVE COMMITTEE TO ENSURE COORDINATION AND COMMUNICATION BETWEEN THE FACULTY CONSULTATIVE BODIES.

G. TO SPONSOR AN ANNUAL WORKSHOP FOR THE CHAIRS OF THE COLLEGE CONSULTATIVE COMMITTEES TO ASSIST THEM IN ESTABLISHING MORE EFFECTIVE CONSULTATIVE MECHANISMS.

H. TO ORGANIZE ORIENTATION SESSIONS ON FACULTY GOVERNANCE EACH YEAR FOR NEWLY APPOINTED FACULTY, ADMINISTRATORS, AND REGENTS.

VIII. SENATE CONSULTATIVE COMMITTEE  
FACULTY AFFAIRS COMMITTEE  
Sexual Harassment Policy  
Discussion (15 minutes)

IX. SENATE CONSULTATIVE COMMITTEE  
FACULTY AFFAIRS COMMITTEE  
Nepotism and Consensual Sexual or Romantic Relationships Policy  
Discussion (30 minutes)

X. PRESIDENT'S REPORT  
(15minutes)

XI. QUESTIONS TO THE PRESIDENT  
(10minutes)

XII. SENATE CONSULTATIVE COMMITTEE REPORT  
(5 minutes)

XIII. OLD BUSINESS

XIV. NEW BUSINESS

XV. TRIBUTE TO DECEASED MEMBERS OF THE UNIVERSITY COMMUNITY

XVI. ADJOURNMENT

=====

MEETING OF THE TWIN CITIES CAMPUS ASSEMBLY

THURSDAY, FEBRUARY 19, 1998

(Immediately following the University Senate Meeting--approximately 3:45 p.m.)

25 Law Building, West Bank

The voting membership of the Twin Cities Campus Assembly totals 186, inc the President, 142 members of the faculty (including the Faculty Steering Committee), and 43 students (including the Student Steering Committee). For a quorum, a majority of the voting membership (93) must be present. Advance notice is required for amendments to the constitution and 124 affirmative votes at one meeting or 93 affirmative votes at each of two meetings, the second of which shall be the next regular meeting. Advance notice is required for amendments to the bylaws and 93 affirmative votes. Other actions require only a simple majority of the members present and voting. Amendments to motions in the printed agenda must be submitted to the Clerk of the Assembly at least 48 hours in advance of the meeting to allow for appropriate distribution. Consideration of amendments not received at least 48 hours in advance requires suspension of the rules by a majority of those members present and voting.

Any member of the faculty and any academic professional and student elig vote for members of the Assembly shall be entitled to speak at the discretion of the Assembly. Only elected members or alternates, the Steering Committee, and, in case of a tie, the Chair, shall be entitled to vote.

Representatives may designate any eligible alternates from their college schools, and student constituencies as the alternates to serve in their places by written notice to the Senate Office prior to the commencement of any meeting of the Assembly.

ATTENDANCE RECORD

A roll of elected and ex officio members will be available at each door meeting room, and members are asked to sign in. A summary of attendance for the year will be included in the minutes of the last meeting of the year.

RULES

Rules will be available at the door.

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CONSENT AGENDA  
Action (3 minutes)

Agenda Items I. and II. are considered to be noncontroversial or "housekeeping" in nature and are offered as a "Consent Agenda" to be take up as a single item with one vote. Any item will be taken up separately at the request of a Senator. A majority of those members present and voting is required for approval.

I. MINUTES FOR NOVEMBER 13, 1997

II. COMMITTEE ON COMMITTEES  
Committees of the Assembly, 1997-98

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III. REPORT OF THE NOMINATING COMMITTEE FOR THE  
TWIN CITIES ASSEMBLY STEERING COMMITTEE  
Action by the Faculty Assembly and UMD Faculty Senators  
Action (10 minutes)

IV. FACULTY ASSEMBLY STEERING COMMITTEE  
Report of the Task Force on Faculty Consultation  
Action (10 minutes)

PREAMBLE:

The following amendments to the Assembly Constitution and Bylaws are nec to implement the recommendations of the Task Force on Faculty Consultation. Refer to Item VII on the University Senate agenda.

MOTION 1:

=====

To amend the Twin Cities Campus Assembly Constitution, Article II. 1., Membership, as follows: [new language is in CAPS]

ARTICLE II. TWIN CITIES CAMPUS ASSEMBLY

1. Membership

The Assembly shall be composed of the following voting membership: (a) the president of the University; (b) the Twin Cities campus members of the Senate Consultative Committee, who shall serve as ex officio voting members; and (c) the elected faculty, academic professional, and student representatives of the various institutes, colleges, and schools of collegiate rank, and the Graduate School. Only elected faculty/academic professional representatives or properly designated faculty/academic professional alternates shall serve as the Faculty Assembly; the elected student representatives shall serve on the Minnesota Student Association Forum, or the Graduate and Professional Student Assembly, as designated by the student constituency in the electing college. Each member of

the Assembly shall represent the Twin Cities campus as a whole, BUT MEMBERS ARE EXPECTED TO COMMUNICATE ON A REGULAR BASIS WITH THEIR RESPECTIVE COLLEGE GOVERNANCE BODIES AND CONSTITUENT GROUPS CONCERNING TWIN CITIES GOVERNANCE ISSUES. The Twin Cities campus academic officers with class titles 9302-9329 shall serve as ex officio nonvoting members. CHAIRS OF THE TWIN CITIES COLLEGE FACULTY CONSULTATIVE COMMITTEES AND THE CHAIR OF THE ACADEMIC HEALTH CENTER FACULTY CONSULTATIVE COMMITTEE SHALL, IF NOT OTHERWISE ELECTED, SERVE AS EX OFFICIO NONVOTING MEMBERS. The student body president shall, if not otherwise elected, serve as an ex officio nonvoting member.

MOTION 2:  
=====

To amend the Assembly Bylaws, Article III. 5, Provostal Faculty Consultative Committees, as follows:

[THE ENTIRE SECTION IS DELETED]

5. PROVOSTAL FACULTY CONSULTATIVE COMMITTEES

There shall be a Provostal Faculty Consultative Committee (PFCC) within each of the provostries on the Twin Cities campus. Each PFCC shall represent the faculty at large of its respective provosty and not the individual institutes, colleges, schools, or departments within the provosty.

Membership

The Provostal Faculty Consultative Committees shall be composed as follows:

Academic Health Center: 8 faculty members [2 from the Medical School and 1 each from Dentistry, Nursing, Pharmacy, Public Health, Veterinary Medicine, and the UMD School of Medicine].

Arts, Sciences, and Engineering: 6 faculty members [2 each from the College of Liberal Arts and the Institute of Technology and 1 each from the College of Biological Sciences and General College].

Professional Studies: 9 faculty members [1 each from Agricultural, Food, and Environmental Sciences; Architecture and Landscape Architecture; Education and Human Development; Human Ecology; Law; Management; University of Minnesota Extension Service; Natural Resources; and Public Affairs].

Members shall be nominated in accordance with procedures established for the Faculty Consultative Committee election and elected by college. Terms of office shall be three years with terms beginning July 1 and terminating June 30. No member is eligible to serve more than two consecutive full terms. Elections shall be so adjusted that the terms of approximately one third of the members shall expire each year.

In case of a faculty vacancy, the remaining members of the Provostal Faculty Consultative Committee by majority vote shall fill the vacancy by interim appointment until the next general election. In the event of changes in collegiate structure, the Faculty Assembly Steering Committee shall be authorized to redistribute the membership within the appropriate PFCC.

Each Provostal Faculty Consultative Committee shall elect its chair from amongst its members for a one-year term of office. The chair shall be eligible for re-election to that position.

**Duties and Responsibilities**

- a. To meet at least monthly to discuss matters of concern to the faculty.
- b. To meet regularly with the provost and other academic officers to represent the viewpoints of the faculty.
- c. The chair of each Provostal Faculty Consultative Committee shall meet quarterly with the chair of the respective Provostal Student Consultative Committee to discuss issues of concern to both faculty and students, and the two committees shall meet jointly as deemed necessary by the chairs.
- d. To meet periodically with Faculty Senate/Assembly members from the respective provost to facilitate communication with the faculty.
- e. To meet with the Faculty Consultative Committee/Twin Cities Campus Faculty Assembly Steering Committee at least annually.
- f. To report to the Faculty Assembly Steering Committee.
- g. To submit an annual report to the Faculty Assembly Steering Committee.

**MOTION 3:**  
=====

To amend the Assembly Bylaws, Article III. 7., Steering Committees, as follows [new language is underlined]

**Faculty Steering Committee**

. . . .

**Duties and Responsibilities**

- a. To meet separately, when necessary, to discuss with the president, or other matters of concern to the faculty.
- b. To serve as the executive committee and steering committee of the Faculty Assembly.
- c. TO MEET REGULARLY WITH THE PROVOST AND EXECUTIVE VICE PRESIDENT TO ADDRESS ISSUES RELEVANT TO THE TWIN CITIES CAMPUS OR CLUSTERS OF COLLEGIATE UNITS.
- d. TO MEET PERIODICALLY WITH THE SENIOR VICE PRESIDENT FOR HEALTH SCIENCES TO FACILITATE COMMUNICATION AND COORDINATION OF POLICIES AND EFFORTS ACROSS THE TWIN CITIES CAMPUS.
- e. TO MEET PERIODICALLY WITH GROUPS OF SENATORS AND COLLEGE CONSULTATIVE COMMITTEE CHAIRS FROM THE REPRESENTED UNITS TO FACILITATE COMMUNICATION OF CONCERNS BETWEEN THE FACULTY AND ADMINISTRATION.

**V. FACULTY ASSEMBLY STEERING COMMITTEE**  
Nominating Committee, Committee on Committees

Action by the Faculty and Academic Professional Assembly members (5 minutes)



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by mailbox.mail.umn.edu (8.8.5/8.8.5) with SMTP id RAA02317  
for <courtney@mailbox.mail.umn.edu>; Fri, 13 Feb 1998 17:54:44 -0600 (CS  
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Message-Id: <3.0.3.32.19980213173615.006f4f30@gross002.email.umn.edu>  
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Date: Fri, 13 Feb 1998 17:36:15 -0600  
To: "Vickie Courtney" <courtney@mailbox.mail.umn.edu>  
From: Cynthia Gross <gross002@maroon.tc.umn.edu>  
Subject: Re: AHC-FCC Items  
In-Reply-To: <68063.courtney@mailbox.mail.umn.edu>  
Mime-Version: 1.0  
Content-Type: text/plain; charset="us-ascii"

2 addl items:

~~Proposal for an AHC-wide recognition event for retiring faculty (parallel  
to the event for newly tenured - at a different time)  
Presentation on O+M, ICR swap from the Med School - Dr. Howe.~~

## Agenda

1. Governance Task Force Report
2. Update - School of Public Health - ICR + O+M -
3. Comments - Info from Fetrow regarding  
Seed Grant Application + Review  
Process -
4. Discussion: Appointing a Nominating Committee
5. Conceptual - ~~Medical School~~ - + I.C.R.

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Thu, 29 Jan 1998 12:33:17 -0600 (CST)

Received: from maroon.tc.umn.edu by mhub2.tc.umn.edu; Thu, 29 Jan 98 12:25:15 -0

Received: from x108-40.cvm.umn.edu by maroon.tc.umn.edu; Thu, 29 Jan 98 12:25:14

From: "Daniel A. Feeney" <feene001@maroon.tc.umn.edu>

To: dwh@lenti.med.umn.edu

Cc: ahcfcc96-97@maroon.tc.umn.edu, courtney@mailbox.mail.umn.edu,

Frank B Cerra <cerra001@maroon.tc.umn.edu>,

kmjohnst@mailbox.mail.umn.edu,

Kathryn E Dusenbery <dusen001@maroon.tc.umn.edu>,

Patricia S Tomlinson <tomli001@maroon.tc.umn.edu>,

Carol L Wells <wells002@maroon.tc.umn.edu>,

Timothy S Wiedmann <wiedm001@maroon.tc.umn.edu>,

Daniel A Feeney <feene001@maroon.tc.umn.edu>

Subject: 2 Items

Message-Id: <34d0c98b5f66013@mhub2.tc.umn.edu>

Date: Thu, 29 Jan 98 12:25:18 -0600

Status: U

David,

During recent conversations, a couple of items have come to my attention. I believe they merit discussion by the AHC-FCC. Briefly,

1. I understand that there are still faculty in the AHC who have not received the salary increases that were due during the Summer of 1997 (e.g. from the 96-97 calendar year). I believe that an explanation is in order from someone. This is not only inequitable if it is verifiable, it sends the continued signal that items basic to faculty contentment are low on some or many lists. I realize that there may be circumstances surrounding what has/is happening. However, as faculty advocates, we need look into that circumstance in the interest of equity and morale.
2. The U-MN Conflict of Interest Policy approved a couple of years ago called for what I understood to separate committees in the major academic entities across campus (e.g. probably the Provostaries that existed at the time). To my knowledge, an AHC Conflict of Interest Committee has not been formed. While I can't speak for other Colleges within the AHC, there are issues either apparent now or on the horizon in Vet. Med. that would benefit from such a committee. I have been told that there is something like that working within the Medical School, but that is is not designed for AHC-wide application.

Please put these on a future AHC-FCC agenda for discussion. I believe those of us on the AHC-FCC and its Subcommittees take our responsibility seriously. Issues such as these are (in my opinion anyway) germane to our deliberations. We must assure that everybody in the AHC is treated fairly and equitably. While it is not our charge to delve into departmental or collegiate workings per se, it is our task to assure that faculty receive the same salary considerations and uniform treatment under the Institutional and Regents' Policies.

Best wishes,

Dan Feeney

Daniel A. Feeney  
C-350 Veterinary Hospitals  
University of Minnesota, St. Paul Campus  
1352 Boyd Ave

*For March*

Received: from mhub2.tc.umn.edu (mhub2.tc.umn.edu [128.101.131.52])  
by mailbox.mail.umn.edu (8.8.5/8.8.5) with SMTP id RAA14097  
for <courtney@mailbox.mail.umn.edu>; Wed, 21 Jan 1998 17:24:37 -0600 (CS  
Received: from x158-132.pharmacy.umn.edu by mhub2.tc.umn.edu; Wed, 21 Jan 98 17:  
Message-Id: <3.0.3.32.19980121170749.00ed8114@gross002.email.umn.edu>  
X-Sender: gross002@gross002.email.umn.edu  
X-Mailer: QUALCOMM Windows Eudora Light Version 3.0.3 (32)  
Date: Wed, 21 Jan 1998 17:07:49 -0600  
To: Ian Greaves <igreaves@cccs.umn.edu>,  
"David W. Hamilton" <dwh@lenti.med.umn.edu>,  
"Vickie Courtney" <courtney@mailbox.mail.umn.edu>,  
Cynthia R Gross <gross002@maroon.tc.umn.edu>  
From: Cynthia Gross <gross002@maroon.tc.umn.edu>  
Subject: Re: Data you requested  
Cc: Judith M Garrard <jgarrard@maroon.tc.umn.edu>  
In-Reply-To: <v03110700b0eae8dald1e@[128.101.124.29]>  
Mime-Version: 1.0  
Content-Type: text/plain; charset="us-ascii"

Ian: I received the emails and can access the spreadsheets with my PC.

I plan to omit the tuition block in the stacked table. It disrupts the view of the trend, and is, in my mind, just a construct of U O+M policy.

If the O& M allocations in previous years included an unspecified amount representing tuition, it would not seem unreasonable to ignore the particular sources of O+M across all years. Alternatively I could put in a footnote. What do you think?

My letter for the AHC-FCC begins

"There are 3 alarming trends visible on the two attached graphs which we want to bring to your attention. Since 1993-4 there has been 1) a decrease in the state investment (total O+M, tuition returned, State specials) in the SPH both in actual dollar amounts and as a % of total; 2) a decrease in the number of regular faculty in the SPH (in absolute numbers and in % of total faculty); and 3) a decline in the national ranking of the SPH.

These trends are viewed as a direct result of university policies which traded O+M funds for ICR, essentially depriving faculty in the SPH of any tangible reward for success in the grueling process of grantsmanship. The allocation of monies for faculty salary increases according to O+M funds is a tangible indicator of the negative impact of the O+M for ICR swap.

While the SPH bottom line may not look bad today, the extramural funding listed is part of a pipeline established by grants obtained by regular faculty. Future prospects for maintaining this pipeline are dim as other universities and companies continue capitalize on decreasing investment in SPH by the U and recruit senior faculty from MN.

Unless the U wants to starve one of its most prestigious and productive schools, steps are needed to stop the policies which are dis-incentives to academic excellence. "

Received: from mhub1.tc.umn.edu (mhub1.tc.umn.edu [128.101.131.51])  
by mailbox.mail.umn.edu (8.8.5/8.8.5) with SMTP id OAA17294  
for <courtney@mailbox.mail.umn.edu>; Thu, 29 Jan 1998 14:58:18 -0600 (CS  
Received: from maroon.tc.umn.edu by mhub1.tc.umn.edu; Thu, 29 Jan 98 14:50:08 -0  
Received: from x84-27-153.ejack.umn.edu by maroon.tc.umn.edu; Thu, 29 Jan 98 14:  
From: "Muriel J. Bebeau" <bebea001@maroon.tc.umn.edu>  
Reply-To: "Muriel J. Bebeau" <bebea001@maroon.tc.umn.edu>  
To: ahcfcc96-97@maroon.tc.umn.edu  
Subject: Faculty Governance  
Message-Id: <34d0eb803720909@mhub1.tc.umn.edu>  
Date: Thu, 29 Jan 98 14:50:16 -0600  
Status: U

FCC Members: On Feb 5 the School of Dentistry is having a faculty meeting, at  
which time I want to discuss faculty governance, and get the faculty primed for  
work on our constitution and bylaws as well as considering other elements of  
faculty input and governance. Specifically, I am wondering how many of the  
schools within the AHC have an FCC? How active is it? How long have you had  
it? How effective is it?

I also intend to discuss the methods for administrative review that are underway  
and the strategies that are being used in Vet Med for more continual review.

I'd appreciate hearing from each of you. Thanks Mickey

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

Post-it™ Fax Note 7671		Date 1/30/98	# of pages 1
To Vicky Courtney	From Cynthia Gross		
Co./Dept.	Co.		
Phone #	Phone # 624-8676		
Fax # 626-1609	Fax # 625-9931		

# UNIVERSITY OF MINNESOTA

Twin Cities Campus

College of Pharmacy

Room 7-149 Weaver-Densford Hall

Cynthia Gross, Ph.D.  
Associate Professor

School of Nursing

308 Harvard Street S.E.

Minneapolis, Minnesota 55455

(612) 624-8676

FAX: (612) 625-9931

E-mail: gross002@maroon.tc.umn.edu

1/31/98 DRAFT - Please comment. We want this is to be an AHC-FCC Response

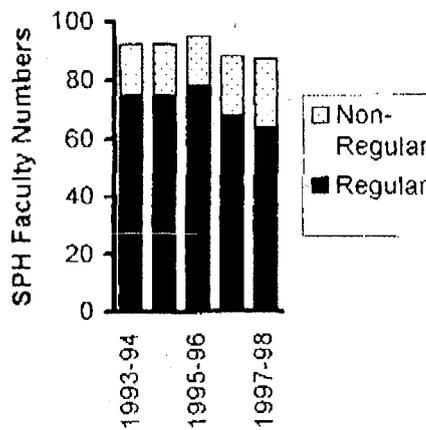
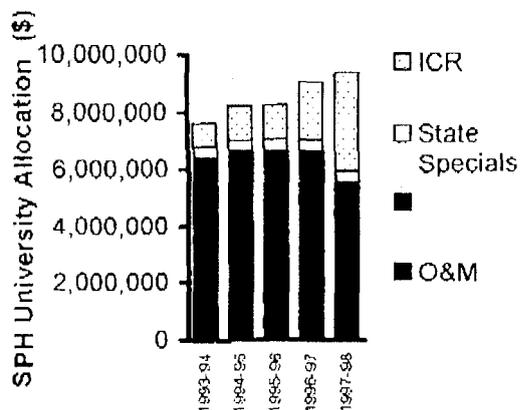
There are 2 alarming trends visible on the graphs below which the AHC-FCC want to bring to your attention. Since 1993-4 there has been: 1) a decrease in the state investment (total O+M, tuition returned, State specials) in the School of Public Health (SPH) both in actual dollar amounts and as a % of total; and 2) a decrease in the number of regular faculty in the SPH (in absolute numbers and in % of total SPH faculty). During this same time period the ranking of the SPH remained in the top 10 nationally, but moved from 5<sup>th</sup> to 7<sup>th</sup>.

These trends are viewed as an unintentional but direct result of university policies which trade O+M funds for federal indirect cost recovery moneys (ICR). This policy essentially deprives faculty in the SPH of any tangible reward for success in the grueling process of securing competitively awarded funds through peer-reviewed grants and contracts. It also deprives the SPH of the opportunity for building on grant successes to reach higher levels of academic excellence. Last year, when University funds for salary increases were allocated to schools on the basis of their O+M funds, the negative impact of the O+M for ICR swap was made abundantly clear to each SPH faculty, and served as a warning to other AHC faculty.

Moreover, replacing state funds with federal ICR moneys is a university policy which exerts pressure on the SPH to use ICR funds to maintain core academic needs, as opposed to the uses outlined by the federal guidelines governing ICR. This situation could place the university in an unfortunate adversarial position with our federal agencies.

While the SPH bottom line may not look bad today, its extramural funding is part of a pipeline established by grants obtained by regular faculty. Future prospects for maintaining this pipeline are dim as other universities and companies continue to capitalize on decreasing investment in SPH by the University and recruit senior faculty from MN.

Unless the University wants to starve one of its most prestigious and productive schools, steps are needed to stop these university policies which are counter-productive to academic excellence. Thank you for your attention to this important matter.



# UNIVERSITY OF MINNESOTA

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Fax: 612-626-2111*

*Offices located at:  
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426 Church Street S.E.  
Minneapolis, MN 55455-0374*

December 22, 1997

Carolyn L. Williams, Ph.D.  
President, Twin Cities Chapter  
C/O Division of Epidemiology  
1300 S. 2nd Street, Suite 300  
Minneapolis, MN 55454

Dear President Williams:

I received your correspondence of October 30, 1997, and I am appreciative of the concerns and issues it raises regarding the School of Public Health.

Over the past several months, I and other staff from my office, have been working with the Dean and Executive Faculty of the School to better understand their concerns and to develop an approach to address them. This process is now completed and a copy of the memorandum of understanding (MOU) is attached. This MOU is being implemented and will, hopefully, provide a basis for moving forward.

Sincerely,



Frank B. Cerra, M.D.  
Senior Vice President for Health Sciences

FBC/bmg

cc: President Mark Yudof, University of Minnesota  
Dean Edith Leyasmeyer, School of Public Health

Attachment

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12/22/97

## **Memorandum of Understanding Between the School of Public Health and the Academic Health Center, Office of the Senior Vice President for Health Sciences**

Over the past three months there have been a series of meetings the intent of which was to both understand and develop an effective plan to address concerns of the School of Public Health. These working sessions were between the Dean of the School of Public Health and the Senior Vice President for Health Sciences (SVPHS); the Dean of the School of Public Health, the SVPHS, the Chief Financial Officer of the AHC, and Assistant Vice President for Health Sciences; and between the SVPHS and the Dean and Executive Council of the School of Public Health. This memorandum of understanding documents the resulting agreements.

### **BACKGROUND**

There are four key observations about the standing of the School:

- SPH is one of the leading schools in the nation, renowned for its research and professional education programs.
- SPH has long had the smallest number of faculty among the nation's leading schools of public health. Since January 1, 1997, it has not refilled 13 tenure/tenure-track faculty positions ( a decrease of 20 per cent in its regular faculty numbers).
- Public health is a vital and growing field, as evidenced by many available jobs for graduates, and the creation of new schools of public health in other universities (including Ohio State and the University of Iowa).
- The SPH enjoys a strong reputation, occupies a leadership role in the Upper Midwest and takes pride in its high national rankings. Moreover, the geographical distribution of schools of public health leaves it with a large catchment area with minimal competition. The emergence of new schools in Ohio and Iowa, however, mean that SPH cannot maintain this stature without growth and new efforts.

There are four areas of concern that need to be addressed:

- 1) **Space:** SPH is spread out over Twin Cities campus and beyond. The space analysis of where SPH is located and square footage has been completed and is attached. The School would like to be in one place and has gone through two cycles of expectation to accomplish this in the last three years.
- 2) **Faculty/Staff Morale:** Morale is at an all time low, related to three factors:

- a) SPH faculty and staff feel overlooked by Central Administration and the Academic Health Center (AHC).
  - b) The School is not doing tenure/tenure track hires, which will affect the quality of programs and the status of the School.
  - c) SPH has too much financial risk resulting from IMG. They have the highest earnings per faculty in the University.
- 3) Financial Risk: They believe themselves to be at financial risk primarily because of the IRC/O&M swap done in setting up IMG.
- a) If grant awards fall, the 1998 base revenue would fall.
  - b) They do not have enough O&M revenue to pay the potential tenure compensation liability should the need arise. Furthermore, even though tenure is guaranteed by the University, without a University financial exigency, the tenure deficit would have to be borne by the School and the AHC.
  - c) Salary increases are generally calculated from the O&M base; they would be penalized.
  - d) SPH has several ICR issues that need to be addressed by university administrators.
    - 1) The School requires sufficient ICR to cover its A-21 commitments, which are rising with more stringent application of the A-21 requirements by federal agencies.
    - 2) The ICR returned by central administration for off campus projects needs to be at least 77%, which accurately reflects the fraction of departmental administrative costs that are included in the off campus indirect cost rate ( $20/26 = 77\%$ ).
    - 3) Central administration's assertion regarding the ability to use ICR in ways not strictly tied to research (replacing more flexible O&M funds) has never been confirmed in writing, despite several requests.
  - e) Risk of grant loss occurring faster that they can lay-off and the risk it poses for the operating budget.
- 4) They are "transparent": SPH has a small constituent base that recognizes their value, both internally and externally. They are not like Twin Citics Medical School where an MD or research accomplishment is immediately reflected on the School.

The discussions also reviewed the AHC hiring practices for tenure and tenure-track faculty positions. Hiring continues in the AHC for tenure and tenure-track positions. The documentation for these hires includes: department/division head request, dean endorsement, and identification of funding source. This material is then forwarded to the SVPHS for review and approval. No such requests have been received from SPH in the SVPHS office since January 1997.

## AREAS OF UNDERSTANDING

- 1) Communications
  - a) Advantage/opportunities of IMG
  - b) School analysis and plan to improve inside/outside visibility
  - c) Help SPH engage in the solution(s) and in moving forward
  - d) Application of appreciative inquiry
- 2) Priority in space assignment moving forward
  - a) SPH and the Medical School are the two main large space assignments that need to be settled in the strategic process
  - b) Complete gross space assignment plan in next 90 days
- 3) The Senior Vice President for Health Sciences will approve and insure "X" new tenure/tenure track hires over next five (5) years.
  - a) These positions are assigned to the SPH Dean for allocation within the School
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  - c) The Office of the Senior Vice President for Health Sciences will act as insurer for tenure guarantee for five (5) years; the total insured amount will be 100% of the salaries and fringe benefits of the new tenure/tenure-track hires for the next five years.
- 4) Performance expectations
  - a) Performance expectations of the new tenure/tenure-track hires are as follows:
    - 1) The expectation for new junior faculty (assistant professors) is that, within three years of hiring, they will generate funding support equal to at least 50% of their respective salaries\*
    - 2) The expectation for new senior faculty (associate and full professors) is that, within two years of hiring, they will generate funding support equal to at least 100% of their respective salaries and fringe benefits\*
  - b) SPH faculty will be expected to participate in interscholastic programs within the AHC. The School's Dean and Policy Council will propose benchmarks for assessing such participation.
  - c) SPH budgets are to be managed responsibly

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- 5) Information needs
- a) How does SPH risk compare to other SPH outside UofM, AHC Schools, and other UofM Schools. Risk is defined here as:  
  

$$\text{Risk} = \frac{\text{Compensation for regular faculty}}{\text{Predictable recurring income}}$$
  - b) A description of the decision process to be followed by the School in allocating the positions
  - c) A list of the highest priority needs of the SPH
  - d) Perform a "A-21" analysis via AHC-CFO and SPH
- 6) For the ICR component of the School's 1998 funding base (\$1.771 million), the Office of the SVP for Health Sciences will act as insurer, with the following conditions:
- a) The insured period will be five years
  - b) The insured amount will be in 1998 dollars
  - c) The insured amount will be up to 50% of the tenure/tenure track hires compensation under this agreement
- 7) Senior VP for Health Sciences will carry forward to Central Administration concerns of the SPH regarding ICR and base budget allocation for 1997-1998 IMG initiation.

The ICR-O&M swap has been particularly damaging to SPH for several reasons:

- a) ICR is heavily discounted because of the A-21 requirement. Based on the university's indirect cost formula, 83.5% of ICR now returned to the RRCs is mandated for departmental administrative costs. This year, SPH calculates that actual expenses for A-21 administrative costs will amount to 87.5% of its ICR allocation, and the School may have additional A-21 obligations that are currently being paid from direct costs. It is estimated, therefore, that ICR returned to SPH is discounted by at least 87.5% because of the A-21 obligations.
- b) The discounting of ICR, and the swap of ICR for O&M funds, has seriously eroded the SPH funding base. The School has presented evidence that the "budget neutral" IMG process has created a shortfall of \$1.2 million O&M dollars in its base budget.
- c) Central administration will provide written assurance that the ICR funds distributed to SPH can be used in the same way as O&M funds.
- d) The ICR returned to SPH by Central Administration for off-campus projects should be 77%.

**Jan. 9, 1998**

**TO: AHC FCC Members**

**FROM: Vickie Courtney**

**RE: Materials for the Jan. 14th AHC FCC Meeting**

**The enclosed materials will be discussed at the Wednesday, January 14, 1998 AHC FCC meeting.**

# UNIVERSITY OF MINNESOTA

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**WOULD BE REFERRED TO THE UNIVERSITY-WIDE SENATE FACULTY AFFAIRS COMMITTEE.**

- c. To examine and propose Academic Health Center policies and programs associated with faculty and academic professional staff development.
- d. To monitor any legislation and other policies affecting faculty and academic professional welfare including such matters as tenure and promotion, salary and benefits, and faculty and academic professional staff development.
- e. To recommend to the Faculty Consultative Committee such actions or policies as it deems appropriate.
- f. To submit an annual report to the Senate.

**10. STUDENT AFFAIRS COMMITTEE**

The Student Affairs Committee is concerned with all issues dealing with the social welfare of students at the University of Minnesota, including services such as the operation of student/staff health service facilities, and special needs pertaining to international students.

**Membership**

The Student Affairs Committee shall be composed of x faculty/academic professional members, x students, one civil service staff member, one alumni representative, and ex officio representation as specified by vote of the Senate. Student members shall exceed by at least one the total of other voting members. Faculty/academic professional and student members shall be nominated by the Committee on Committees with the approval of the Senate. The civil service member shall be appointed by the PROVOST in consultation with the Civil Service Committee. The alumni member shall be appointed by the Provost in consultation with the director of alumni relations.

**Duties and Responsibilities**

- a. To formulate and recommend to the Senate policies pertaining to all student affairs in the Academic Health Center.
- b. To recommend to the Senate Consultative Committee such actions or policies as it deems appropriate.
- c. To submit an annual report to the Senate.

d. To appoint one of its members to serve on any administrative committee appointed to deal with animal care and one of its members to serve on any administrative committee appointed to deal with the use of human subjects in research. These representatives shall ensure that policy questions generated by these committees shall be referred to the Senate through the Research Committee.

e. To submit an annual report to the Senate.

## 8. CLINICAL AFFAIRS COMMITTEE

The Clinical Affairs Committee represents the interests of faculty, academic professionals, students, and civil service staff in clinical activities that support the missions of the Academic Health Center.

### Membership

The CLINICAL AFFAIRS Committee shall be composed of x faculty/academic professional members from the clinical services, x faculty/academic professional members from the basic sciences, x students, one civil service staff member, and ex officio representation from the Vice Provost for Clinical Affairs. Faculty/academic professional and student members shall be nominated by the Committee on Committees with the approval of the Senate. The civil service staff member shall be appointed by the PROVOST in consultation with the Civil Service Committee. The chair (or his/her designee) shall serve as an ex officio nonvoting member of the Finance and Planning Committee.

### Duties and Responsibilities

a. To recommend to the Senate Consultative Committee such policies as it deems necessary and appropriate with respect to the conduct and scope of clinical activities on a Health-Center wide basis.

b. To consult with and advise the Provost and Vice Provosts on the support for clinical activities.

## 9. FACULTY AFFAIRS COMMITTEE

The Faculty Affairs Committee is concerned with policies and procedures that influence the personal and professional welfare of the faculty and academic professional staff.

### Membership

The Faculty Affairs Committee shall be composed of at least x members of the faculty, one member of the academic professional staff, one graduate assistant and one undergraduate student, and ex officio representation from the Provost. Members shall be nominated by the Committee on Committees with the approval of the Senate. The chair (or his/her designee) shall serve as an ex officio nonvoting member of the Faculty Consultative Committee.

### Duties and Responsibilities *of THE AHC Faculty Affairs Committee*

a. To examine all policies and procedures of the Academic Health Center which influence the professional and personal welfare of the faculty and academic professional staff, and to recommend improvements in the design and implementation of faculty and academic professional personnel policies.

b. To recommend to the Senate additions to and modifications and interpretations of the rules and procedures of the Academic Health Center regarding faculty tenure. THESE RECOMMENDATIONS

## **5. EDUCATIONAL POLICY COMMITTEE**

The Educational Policy Committee is concerned with all matters that influence the quality of education in the Academic Health Center. It deals primarily with those affairs which affect educational policy and procedures on a Health Center-wide basis.

### **Membership**

The Educational Policy Committee shall be composed of 3 faculty/academic professional and 3 student representatives from the ACADEMIC Health Center and ex officio representation from the Vice Provost for Education. Members shall be nominated by the Committee on Committees with the approval of the Senate. **IN ADDITION, THE CHAIRS OF THE EDUCATIONAL POLICY COMMITTEES OF THE COLLEGES/SCHOOLS OF THE ACADEMIC HEALTH CENTER WILL SERVE AS VOTING MEMBERS ON THIS COMMITTEE. [IN STAN AND MY MEETING WITH THE PROVOST, WE DISCUSSED THE NEED TO CONNECT THE COLLEGE SENATES WITH THE AHC SENATE, WHEN APPROPRIATE. THIS COMMITTEE PARTICULARLY SEEMS APPROPRIATE TO CONNECT WITH THE COLLEGE COUNTERPART. THERE MAY BE OTHER COMMITTEES THAT SHOULD SIMILARLY CONNECT.]** The chair of the committee shall serve as an ex officio, nonvoting member of the Senate CONSULTATIVE/Steering Committee.

### **Duties and Responsibilities**

- a. To consult with and advise the Provost and Vice Provosts on all matters of educational policy and to recommend to the Senate such policies on educational issues as it deems appropriate and necessary.
- b. To set the academic calendar of the ACADEMIC Health Center with the approval of the Senate.
- c. To recommend to the Senate Steering Committee such actions or policies as it deems appropriate.
- d. To submit an annual report to the Senate.
- e. To receive reports on the quality and effectiveness of undergraduate education, GRADUATE AND PROFESSIONAL EDUCATION and to foster improvement of teaching effectiveness and faculty evaluation and recognition of excellent teaching.

## **6. FINANCE AND PLANNING COMMITTEE**

The Finance and Planning Committee serves as the consultative body to the Provost and Vice Provosts on all major issues of budget and planning, including the capital request.

It shall have a permanent subcommittee on facilities management composed of x faculty/academic professional members (at least one of whom shall be an academic professional), x students, one civil service staff member, and ex officio representation from the Office of the Provost and Vice Provost for Finance and Operations (2 representatives); Office of the Vice President, Student Affairs (Scheduling Office). At least two of the members of the Facilities Management Subcommittee, one of whom shall be the chair, shall serve as voting members of the Finance and Planning Committee.

### **Membership**

The Finance and Planning Committee shall be composed of x faculty/academic professional members, x students, x civil service staff members, and ex officio representation as specified by vote of the Senate. Faculty/academic professional and student members shall be nominated by the Committee on Committees with the approval of the Senate. Civil service members shall be appointed by the president

in consultation with the Civil Service Committee. All terms (except student terms) shall be for four years. The chairs (or their designee) of the Research Committee and Clinical Affairs Committee shall serve as ex officio, nonvoting members of the committee. (The representatives from the Facilities Management Subcommittee may be included in the preceding numbers in this paragraph, or may be appointed to the committee in addition to those individuals.) **THE CHAIR OF THE COMMITTEE SHALL SERVE AS AN EX OFFICIO, NONVOTING MEMBER OF THE SENATE CONSULTATIVE/STEERING COMMITTEE.**

#### Duties and Responsibilities

- a. To consult with and advise the Provost and Vice Provosts on the development of the biennial request and the annual budget and to Review the implementation of the annual budget.
- b. To consult with and advise the Provost and Vice Provosts on the financial aspects of all major proposals and policy initiatives.
- c. To consult with and advise the Provost and Vice Provosts on planning.
- d. To participate in the development and review of all physical facilities planning.
- e. To advise the Provost and Vice Provosts 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.
- f. To recommend to the Senate Consultative Committee such actions or policies as it deems appropriate.
- g. To submit an annual report to the Senate.

### **7. RESEARCH COMMITTEE**

The Research Committee represents the interests of faculty, academic professionals, students, and civil service staff in research and support for research at the Academic Health Center.

#### Membership

The Research Committee shall be composed of x faculty/academic professional members, x students, one civil service staff member, and ex officio representation from the Vice Provost for Research. Faculty/academic professional and student members shall be nominated by the Committee on Committees with the approval of the Senate. The civil service staff member shall be appointed by the PROVOST in consultation with the Civil Service Committee. The chair (or his/her designee) shall serve as an ex officio nonvoting member of the Finance and Planning Committee.

#### Duties and Responsibilities

- a. To recommend to the Senate Consultative Committee such policies as it deems necessary and appropriate with respect to research activities, facilities, personnel, and patents.
- b. To consult with and advise the Provost and Vice Provosts on the stimulation of and support for research activities.
- c. To consult with and advise the Provost and Vice Provosts on matters dealing with the ethical conduct of research.

Received: from mhub1.tc.umn.edu (mhub1.tc.umn.edu [128.101.131.51])  
by mailbox.mail.umn.edu (8.8.5/8.8.5) with SMTP id KAA29229  
for <courtney@mailbox.mail.umn.edu>; Tue, 20 Jan 1998 10:33:15 -0600 (CS  
Received: from maroon.tc.umn.edu by mhub1.tc.umn.edu; Tue, 20 Jan 98 10:25:30 -0  
Received: from x108-40.cvm.umn.edu by maroon.tc.umn.edu; Tue, 20 Jan 98 10:25:29  
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Cc: Frank B Cerra <cerra001@maroon.tc.umn.edu>  
Subject: Re: AGENDA FOR AHC-FCC ON TUESDAY, 1/20/98  
Message-Id: <34c4cffa54f4645@mhub1.tc.umn.edu>  
Date: Tue, 20 Jan 98 10:25:32 -0600

David and Vickie,

Due to research circumstances beyond my control coupled with a week of "directed studies" for our 4th year clinical students, I won't be able to make it to the noon meeting today. I thought everything was OK after the domino schedule switching, but so much for planning. I FAXED the Vet Med Survey to Vickie and Frank knows how the scoring went. If you do happen to discuss any of the results of the survey (they are not in the info I sent, but questions about the survey may trigger a response that us best left out of the minutes), please keep those topics out of the minutes. We don't want the minutes to look like the AHC-FCC was discussing how the Vet Med Survey came out.

Talk to you later.

Feeney

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