

**MINUTES**  
**University of Minnesota Medical School**  
**Faculty Advisory Council**

**September 1, 2009**

The meeting of the Medical School Faculty Advisory Council (FAC) was held on Tuesday, January September 1 at 4:00 p.m. in Room B646 Mayo Memorial Building and 146 School of Medicine Duluth (via ITV). David Ingbar, Chair of the FAC presided.

Members Present: Drs. Kumar Belani, Catherine Bendel, Peter Bitterman, Paul Bohjanen, James Boulger, Holly Boyer, Joseph Brocato, Colin Campbell, James Carey, Levi Downs, Esam El-Fakahany, Sean Elliott, John Fenyk, Kalpna Gupta, Karla Hemesath, Tina Huang, Susanta Hui, David Ingbar, Carol Lange, Tucker LeBien, James Nixon, James Pacala, Teresa Rose-Hellekant, and Douglas Wangenstein.

Dean's Office Staff Present: Dean Frank Cerra, Executive Vice Dean Mark Paller, and Associate Dean Roberta Sonnino.

### **Introductions and Welcome**

Dr. Ingbar, Chair of the FAC, called the meeting to order at 4:03 p.m., and welcomed the group. Introductions were made for new members.

### **Medical School Leadership Report**

Dr. Cerra explained to Council that the various transition committees are being phased out after the July 1 transition. The Dean's Office is now moving towards a more regular consultative process, which includes input from the FAC. Dr. Cerra then explained that Dean Emeritus Powell, in her role as Associate Vice President for Medical Education, is moving ahead with the AAMC to develop a new model for Graduate Medical Education and is also working on bringing basic science electives into the fourth year of undergraduate medical education. She is developing a Process of Care Model, which would be used in various venues to better understand clinical care. All three of these projects will be submitted as reports, which will be moved into the proper channels for review and approval.

Dr. Cerra informed the Council that they are in the final stages for commissioning a new biomedical research building, which will be part of the Biomedical Discovery District. A financial model to populate the new buildings has been approved by President Bruininks. In November, designs will be reviewed for two additional buildings. In total, including the Lyons Research Building, 700,000 square feet of research space has been created with these new facilities. The State commitment to these buildings is a valuable recruitment tool for the Medical School, and is attractive for capital investments.

The Strategic Council has been working on plans to integrate the clinical activities of UMP and Fairview. Within the next month, a report will be available to the FAC for review and input. Dr. Bitterman asked if there would be enough time for proper consultation and review with the FAC, because of the very short time frame for this initiative. Dr. Cerra expressed that this must move quickly and not get held up, and that it would be optimal for the FAC to devote much of their October meeting to discuss this item.

Patricia Mulcahy has been directing an effort to define the strategic direction of the Medical School, which was identified as a need from meetings between the Department Heads and Dr. Cerra. This task will also require input from the FAC.

A new economic model for the Medical School is being developed, which will attempt to keep accounts balanced and fix the current and future structural deficit of the School. President Bruininks has developed principles for program evaluation. It was noted by Drs. Cerra and Paller, to think of the term “Program” in a broad sense. This does not specifically mean department, division, or center, but could mean a single fellowship, a medical school elective, etc. Dr. Cerra stressed that it is important to act now to protect the future success of the School. Programs that are mission-driven and successful should be strengthened. Certain programs will need to be sustained. Some programs will need to be discontinued or eliminated. It will be necessary to identify this quickly in order to prevent future deficits.

Dr. Cerra told the FAC that the Teaching Track is currently on hold. He wants to prevent the possibility of using the Teaching Track as a dumping ground for faculty. He is working with Drs. Sonnino and Paller to strengthen the Teaching Track statement requirements.

Dr. Cerra informed the FAC that he had recently sent a memo to the Promotion and Tenure Committee, which he also intends be sent to Department Heads, to inform them of the voting procedures for promotion and tenure. Only tenured faculty can vote on the promotion and tenure of tenure track faculty. Tenured faculty cannot be excluded from the voting for promotion of non-tenure faculty.

Dr. Paller informed the FAC that there will be some task forces created to help the strategic plan initiative. Those task forces will need input from the FAC. The Medical School initiative to create a model that determines allocation of tuition and State dollars to departments will soon have a report that will also need input from the FAC. This report will be used for FY11 planning, which will start in the spring. Dr. Paller also explained that Ann Schwind is leading a project to review the Administrative Centers and the services they provide to departments. If there are parts of this project that have direct faculty implications, they may be also be brought to the FAC for input.

### **Principles for Program Evaluation**

As previously mentioned, President Bruininks has asked colleges to evaluate their programs in an effort to more strategically use resources. Several members of the FAC expressed that full program evaluation needs to be done first to better determine the productivity and status. Additionally, Dr. Ingbar mentioned that it might be better to first have a strategic direction and then determine which programs should be prioritized. Dr. Cerra informed Council that the budget needs to be balanced now, and that there isn't a lot of time to have recurring discussions. He explained that the Medical School cannot remain broad and flat and still be successful. Dr. Gupta mentioned that research, clinical care, and education are so tightly intertwined and interdependent, how do you prioritize one over the other? Dr. Cerra agreed that the interconnectiveness is real, but that budget planning for FY11 starts in a few months. The School needs to act now and the timing is crucial. Dr. Ingbar requested the FAC consider this discussion, and email their thoughts to be compiled for discussion at the next meeting. Dr. Cerra also asked if the FAC would consider more frequent or longer meetings to have these discussions. It was determined that the FAC members would be polled to determine what meeting dates/times are optimal for attendance.

### **Administrative Search: Vice Dean for Research, Medical School/Associate Vice President for Research, Academic Health Center**

Dr. Paller explained to the FAC that the position of Vice Dean for Research of the Medical School (currently held by Dr. Moldow), and Associate Vice President for Research of the Academic Health Center (currently held by Dr. Paller) will be combined. A job description has been written for an internal search (see handout). Dr. Paller asked for the FAC's input about the job description. The justification for this merger is that some administrative roles that were not research related have been

taken away from these jobs, and that there is much overlap between the two roles that could be assumed by one person as a more efficient use of resources. Dr. LeBien asked if there would be a large budget under this person's control, and Dr. Paller explained that while the discretionary budget for this office is small, the impact of this office is very large. The FAC was asked to consider any downsides to combining this role. Many expressed concern that it may be too large a job for one person. Dr. El-Fakahany added that there might be some bias towards the Medical School. Dr. Cerra explained that the AHC Dean's Council agreed that there might be some bias, and that they presented an option to Dr. Cerra of rotating the Vice Dean position in this role. But, Dr. Cerra believes that this position needs to start with a Vice Dean in the Medical School. The success of the research corridors and the CTSI relies on a strong person in this role, who can promote a path of collaborative research to keep costs low and productivity high.

Dr. LeBien then asked if this is a position that would allow for someone to develop a career, priorities and initiatives for the School, or is this a position where they will simply be told what to do by senior administration. Dr. Cerra explained that there would be an opportunity for a lot of programmatic development, but as with any job, there are several administrative functions as well. Dr. Paller explained that he would ideally like someone in this role by January 1, 2010.

### **Topic and Agenda Items for the FAC in the Upcoming Year**

While there was no time to discuss potential topics and agenda items, Dr. Ingbar presented a draft list for consideration by the FAC. He encouraged the FAC to review this list and make additions or comments as necessary and email them to be compiled for the group.

### **Medical School FAC – AHC FCC Interactions**

Colin Campbell, member of the FAC and AHC FCC, informed the FAC of the Fall Faculty Forum, which will discuss the issue of Clinical Scholars on October 30, 2009. He also reminded the FAC about "Third Thursdays" at the Campus Club, which will be hosted by Centers and Institutes this year rather than individual Colleges.

### **Education Council Appointment**

Dr. James Carey, Vice Chair of the FAC, informed Council that they needed to make a new appointment to the Education Council. The appointee from last spring has resigned from the University and will need to be replaced. The runner-up from the last election to the Education Council was Anthony Killeen, Associate Professor of Laboratory Medicine and Pathology. Dr. Carey made a motion to appoint Dr. Killeen, which was seconded by Dr. Lange. The Council passed the motion unanimously.

The meeting was adjourned at 5:00 p.m.

Respectfully submitted,

Jeni Skar  
Staff to the FAC