

## Faculty Forum

July 17, 2007

### Minutes

Dr. Jeri Hepworth, Chair of Oversight Committee (OC), and Dr. Jonathan Covault, OC member, co-facilitated the meeting. Dr. Hepworth explained that the purpose of today's meeting is to discuss and provide input into the upcoming search for the EVP/Dean. As background, she explained that Dr. Deckers asked the Dean's Council (DC) to provide a recommendation as to whether the position should be split or remain combined. Dean's Council asked for input from the other Councils but, due to lack of consensus, no formal decision was made. Dr. Koeppen also contacted the Association of American Medical Colleges for information on the governance models at other medical schools and was told that the same number of schools merge the two positions as separate them and the common reason for doing so was personality. Dr. Hepworth also explained that although administration has not made a firm determination about the position, it appears that the favored model is the combined position. The purpose of today's meeting is to get input on the pros and cons of each model and the necessary characteristics any person hired into these positions should possess. Finally, she noted that Dr. Deckers was asked to join the meeting at 1:00 to allow time for discussion.

The positions taken by each of the Councils, which were posted on the web site, were briefly summarized. The Research and Education Councils heavily favored splitting the two positions; the Dean's Council was evenly split. It was also noted that if the two positions remain combined, the governance structure may need to be re-examined to ensure checks and balances.

The forum was then opened for discussion. Comments and questions included the following.

- Some thought the reasons given by DC supporting retention of the combined position (eliminates all potential for conflict between the EVP and Dean; SOM is favored in this model; abandoning a structure that has worked well and returning to one that did not work) could also be arguments for splitting the positions.
- A question was asked regarding what prompted the Dean to raise this issue (i.e. was there something he felt was deficient or beneficial in the current model), and whether input has been sought from the School of Dental Medicine. It was explained that Dr. Deckers sought input from the Dean's Council, and the comments presented today reflect the opinions of the School of Medicine governance Councils only. However, a meeting of the dental faculty could be suggested. It was further explained that when the Dean's Council had asked Dr. Deckers his opinion, he believed that due to the complexities of the two jobs, the two positions should be split. He could be

asked to elaborate his views when he joined the meeting. It was strongly suggested that input be sought from the Dental School. It was noted that past VPs have been from the dental faculty and that the individual recruited will be working for the benefit of both Schools.

- It was noted that there were strong arguments in the past for combining the two positions, and additional history regarding why the positions were combined was requested. One faculty member explained that the positions were combined because of prior friction between the EVP and Dean positions. Some felt that if the searches are conducted sequentially and the EVP has a role in selecting the Dean, and both individuals have a common vision and clearly defined job descriptions, the split model could work. However, if the searches are conducted in parallel and the two people do not get along, it will likely create a dysfunctional arrangement.
- A brief summary of what the two positions entail was requested. It was explained that authority shifts depending on personality. Currently, there are no easy boundaries between the two positions, which was a problem in the past. The EVP holds most of the authority in many matters, such as budget, staffing, recommendations to the Board, etc., but not all matters.
- One comment was that a problem with the current model is that it is similar to a corporate CEO model where decisions are made at the top and faculty contributions are minimized.
- A question was raised regarding how much time Dr. Deckers spends in EVP activities and how much time in Dean activities. When asked by the Dean's Council, he explained that he normally devotes 10 percent effort to the duties of the Dean position and delegates many of those responsibilities to the Associate Deans. The need to recruit someone who clearly distributes power and authority to the Associate Deans so they can effectively represent matters of importance to the School of Medicine was noted.
- Some felt the conflict that existed in the past between the EVP and Dean was detrimental to the institution as a whole and was a major factor in holding back the development and evolution of the institution, including the School of Dental Medicine. They felt that the institution has flourished under the single EVP/Dean position. However, it was noted that a much broader agenda exists today, such as health management, fiscal crises, external governmental relations, which have taken the focus away from education and research. Some felt the EVP should focus on fund raising and enhancing the reputation of the institution and spend less time managing the affairs of the School of Medicine. It was suggested that the order of hiring

be an EVP and then a Dean, who could focus on the quality of the SOM and not have to deal with broader management issues.

- It was noted that the individual hired should have experience with a job of this magnitude.
- Another question was whether other models are under consideration. One suggestion was having directors of each area (SOM, SODM, and hospital) and an individual who oversees them all. It was thought that this could result in clearly defined responsibilities and may eliminate conflict.
- One argument in favor of the combined position is the need for a global perspective because everything in medicine is intertwined. It was also thought that a combined position would enable recruitment of a higher caliber individual and would provide the necessary clout to achieve major goals, such as construction of the new hospital. There were also concerns that separate positions would create another layer of administrative bureaucracy which would slow some processes, such as faculty recruitment.
- One of the disadvantages of the combined position is that it short-circuits the faculty appeals process (i.e. the Dean/EVP could potentially act on the same appeal three times). However, as noted at the start of the meeting, these structures may need to be reviewed and reworked if the positions remain combined.
- It was noted that one of Dr. Deckers' strengths is his knowledge of academic education and the difficulties and pressures that exist on academic medical centers. Whether the positions remain combined or are split, an individual with that same grounding and knowledge should be recruited. They must also be cognizant of the institution's role as the State's tax supported institution and the duty to give back to the State. Regardless of the structure of the position, the Health Center needs to have a "public face" to the community, legislature, news media, etc., who well represents the institution.
- Some felt the combined position is extremely powerful and that having two people and two ways of thinking are better for the institution. However, it was noted that a system has been put in place in the SOM Bylaws that allows for appeals to the Board of Directors and the Board of Trustees if issues of serious concern arise.
- It was noted that whoever is selected must recognize the importance of the research mission of the institution and not create obstacles to impede it.

Dr. Deckers joined the meeting at 1:00. He was asked why this issue was brought to the Councils. He explained that the DC asked him to provide issues of importance which he felt they should address, and he thought the issue of the EVP/Dean position was worthy of discussion. He also noted at the time that the President of the University and the Chairman of the Board of Directors were enthusiastic about keeping the two positions integrated but would be open to hearing other opinions if they had merit. He explained that during the past year, 85-90 percent of his time and effort was devoted to functions of the EVP's office. He acknowledged the talents of the numerous people he has worked with at all levels of the organization and believes the essence of leadership is to value and recognize these talents and not micromanage. He believes the next person chosen for the job of EVP/Dean should be knowledgeable about modern health care management and financing and the integration of health care with quality research and education. He also believes a constructive and innovative management strategy is necessary (i.e. matrix management vs. silo). The individual chosen must have the enthusiasm, ability, and patience for interacting with members of the General Assembly, and must recognize the institution's dependence on these high quality relationships. He/she must be practical and enjoy presenting the case statement of academic medicine for the sake of philanthropy. The individual should be charismatic, articulate, enjoy public speaking, enjoy writing, possess a sense of humor, enjoy life, and be a leader in the best sense of that word. He believes an M.D. is needed to head the institution, although an M.D./Ph.D. is preferable, but the individual must understand clinical medicine.

It was noted that some felt splitting the position would make it less attractive and, as a result, more difficult to fill. Dr. Deckers concurred. He noted that there is a lot of enthusiasm for the combined position. He believes we need a new hospital of sufficient size to continue to attract top flight faculty. Making that case to the General Assembly, fund raising, etc. is a full-time job, which argues for separate positions. Nonetheless, he believes integration of the two positions makes better sense on balance.

Following discussion, Dr. Hepworth explained that the Oversight Committee will draft a summary of the issues raised, which will be posted on the web site for review. The summary will then be forwarded to the President's Office.

Before closing, two additional comments were made -- ongoing dialogue among the faculty is essential, and the search committee should be broadly representative of the Health Center community.

Respectfully submitted,

Lynn Donatelli