

Dean's Council

November 13, 2006

Minutes

Present: Dr. Deckers, Dr. Ford, Dr. Garibaldi, Dr. Gould, Dr. Jacob, Dr. Kenny,
Dr. Koeppen, Dr. Lalande, Dr. Pappano, Dr. Simon, Dr. Strongwater

Excused: Mr. Gillon, Dr. Weber

The meeting was called to order at 3:35 p.m.

1. The minutes of the November 1, 2006 meeting were unanimously approved.
2. Academic Gap

Dr. Deckers noted that since Labor Day, he and other members of administration have been meeting with members of the General Assembly and the Office of Policy and Management (OPM) regarding the academic gap, which is the difference between academic revenues and academic expenses. In addition, he has been explaining to them what an academic health center is because he believes this institution is viewed only as a hospital. He thinks progress has been made on both counts. Mr. Upton distributed a document that was provided to the legislators explaining the academic gap, which was approximately \$12 million in fiscal year 2006. He explained that the State appropriation to the Health Center over the five year period fiscal year 2001 to fiscal year 2006 has increased only 1.1 percent. During this time, the Health Center was able to increase other revenue sources, particularly the Hospital, whose increased revenue has been used to fill the gap. However, Dr. Deckers considers this to be a flawed economic model for both the Hospital and the School of Medicine. Although the Hospital has been tremendously successful, its ability to continue to fill this gap is unlikely due to its small size, shift in the types of cases seen, Medicare and Medicaid reimbursements, and fringe benefit rates. Therefore, the only way to cover this gap is through additional State subsidy. OPM has approved our request to ask for additional support. The current services request for 2008 is \$93.5 million and \$103.2 million for 2009, which we have asked to have added to our base. If approved, the money will be used to fund current services only to decrease the deficit; it will not be used to support new programs. In order to engage faculty in this process, the Councils have been asked to provide input to be sure all expenses are included in the gap.

Dr. Koeppen reminded the Dean's Council that the recommendation to support a portion of all faculty salaries through the General Fund to reflect a level of commitment to the undergraduate teaching program should be included in the academic gap.

3. EVP/Dean Position

At the October 4, 2006 meeting of the Dean's Council, Dr. Deckers charged the Council with sending a letter to President Austin either endorsing the current combined position of EVP/Dean or, if the School of Medicine is better served by an alternative model, recommending what that model might be. Dr. Koeppen provided data he received from the Association of American Medical Colleges showing governance structures at other academic health centers. He noted that when he asked if information was available on schools who had changed governance models either way, he was told that about as many schools consolidated as split in any given period of time, and that the primary reason was personality of those in the leadership position. Dr. Deckers provided some background information on why the positions were combined at the Health Center. While he believes the current model could continue to work, he also believes that two separate positions could succeed if the right people are appointed. He does believe that the combined position provides a more powerful platform when dealing with other hospitals. When asked how he spends his time, he explained that the vast majority of his time is spent dealing with financial and administrative issues related to the Health Center (i.e. money, space, development, and interpersonal relationships). He also works closely with Dr. Strongwater on clinical issues. The four issues he is most concerned with currently are the academic gap, fringe benefit rate, an expanded clinical facility, and philanthropy. On the Medical School side, he noted that significant changes will be occurring, such as configuration and leadership of departments, which should be factored into the Dean's Council's recommendation. He stressed that two necessary qualities for a Dean are trust and the ability to delegate.

Dr. Koeppen asked the Council representatives to go back to their respective Councils to discuss ways in which we might engage a broader audience of faculty on this issue with the goal of having a recommendation to the President by early spring. He again stressed that they keep in mind the well-being of the School of Medicine as they discuss this issue. Dr. Deckers suggested that they focus on the strengths, weaknesses, and risks of each model. He also suggested that the Dean's Council invite Dr. Austin to meet with them to discuss their recommendation.

The meeting was adjourned at 4:55 p.m. The next meeting will be held on Wednesday, December 6, from 4:30-6:00 p.m. in the Medical Dean's Conference Room, AG-078.

Respectfully submitted,

Lynn Donatelli