



BOARD OF DIRECTORS

March 3, 2003
Minutes

Ms. Leonardi called the meeting to order at 9:30 a.m.

1 Public Comment

- John Wagner
- Bill Leftis
- Mueller Doblies

The speakers listed above all addressed their concerns related to the status of postdoctoral research fellows and the desirability of the fellows joining the University Health Professionals collective bargaining unit.

- Dr. Donald Kreutzer – Requested a delay on the ruling of his grievance to the BoD. He asserted that the packet of background information distributed to the Board was incomplete and should have had material on criteria for promotion and procedure.

2 Approval of Minutes

- The minutes of December 9, 2002, December 17, 2002 (ad hoc Committee) and December 30, 2002 were unanimously approved.

3 Consent Items

- 3.1 The **BOD** unanimously approved the following recommendation –**That the Board of Directors approve the School of Medicine recommendations for tenure, promotion, appointment and reappointments.**
- 3.2 The **BOD** unanimously approved the **John Dempsey Hospital Plan for Improving Organizational Performance.**
- 3.3 The **BOD** approved the **John Dempsey Hospital Revised Human Resources Annual Report, calendar year 2001.**
- 3.4 The **BOD** unanimously approved the **revised John Dempsey Medical Staff By-laws.**

- 3.5 The **BOD** unanimously approved the **accounting firm of KPMG as auditors for the periods ending June 30, 2003 through June 30, 2005 with an option to extend to June 30, 2007.**

4 Main Business Items

4.1 Grievance – Dr. Kreutzer

Dr. Kreutzer had previously asserted his right to have his grievance discussed in the public portion of the meeting. Prior to the meeting, position papers and documents were provided to the Board by Dr. Kreutzer and Dr. Deckers in compliance with a protocol developed by Ms. Leonardi.

Per his argument presented in the public comment portion of the meeting, Dr. Kreutzer He requested a delay in his grievance, but the Board moved to go forward. Dr. Kreutzer argued that the Department of Pathology Compensation Plan did not comply with the University's By-Laws, that it was arbitrary, formula driven, and not enough use of professional judgment was employed.

Dr. Deckers argued that the plan was compliant with the By-Laws an achieved an appropriate balance between quantitative and qualitative measures.

After discussion, Mr. Meacham made a motion to deny the grievant's appeal, but to also require that the School of Medicine's Compensation Plan Executive Committee review all the School's department compensation plans to ensure they are compliant with the University's By-Laws and the Schools Compensation Plan. All with the exception of 1 dissenting vote approved the resolution.

Dr. Kreutzer also attempted to initiate a second grievance, that regarding the fairness of the UCHC faculty grievance process. This grievance was first raised at the Board level. The Board did not accept this grievance for discussion at this time and Dr. Kreutzer was instructed to use the normal channels first before this issue could be discussed as a grievance at the Board level.

4.2 Development – Ellen Ball

- Introductions were made: Sally Weisman, Director of Major and Planned Gifts and Mark McGrath, Director of Corporate and Foundation Relations.
- Integration of Development Program with UConn Foundation will continue.
- Development is changing directions believing we have been comparing the Health Center to the wrong peer group, i.e. a community hospital instead of an academic health center. This will raise our expectations.
- We need to broaden our base of support not only with annual fund raising, Friends of the Health Center, grateful patients, etc. but tapping major and principal donors to lay foundation for a future campaign of a goal of \$100M in FY06.
- When compared to like centers, UCHC Development is under-staffed but provides a favorable ROI on each staff member hired. Due to our perceived untapped potential,

an addition of 3 staff is requested to reach a goal of \$20M at a cost of ~\$475,000-500,000. Full ROI will take three years as new staff take three years to develop and mature relationship with major donors

- Discussion took place on the following issues
- Should we develop a legacy admissions policy in order to increase gifts? No, that is not our practice.
- Should we accelerate our investment in Development staff (i.e. bring more major gift officers on board sooner)? No, the proposed addition of three staff members is appropriate for ramping up our program.

4.3 Tuition and Fees

- The **BOD** unanimously approved the **proposed tuition and fee increases for the School of Medicine and the School of Dental Medicine for 2003/04 and 2004/05 academic years.**

4.4 Faculty Grievance Process – Tabled for further review by the faculty.

4.5 Post Doc Research Fellows – G. Maxwell

- Post Doc fellow training consists of an apprenticeship under a faculty mentor in order to acquire the necessary administrative, professional and scientific skills to be competitive for a position as an independent investigator whether as a faculty member at a research university or in private industry.
- Post Doc fellows can be paid from a variety of sources, i.e. NIH research or training grants, individual fellowships, private foundations and even by foreign governments. Compensation can be received through multiple sources. Salary rates vary between laboratories but are generally below the NIH recommended range that is provided for those on traineeship grants (only available to U.S. citizens and permanent residents. Benefits can vary between laboratories and based on the funding source of the postdoc. Compensation, benefits, research expectations and other terms of the mentorship are the result of direct one on one negotiations between the postdoc and mentor.
- The UCHC policy on postdocs implemented in February 2002 attempts to address a variety of issues related to the postdoc experience.
- Other areas discussed include
 - Whether the research incentive plan creates a conflict of interest with the mentor when setting the postdocs salary (i.e. is there a tendency to maximize the faculty member's salary support on grant in order to maximize his research incentive payment rather than increasing the postdocs salary,)
 - How do UCHC salaries for postdocs compare to other institutions
 - How successful are we with the goal of producing postdocs capable of being independent investigators (i.e. do they get employed as such when they leave UCHC)?
 - Do our international postdocs, who make up the vast majority of our postdocs, understand the cost of living of coming to America? Should our offer letters provide such information?

- Management's attempt to develop a postdoctoral fellow association has not been successful yet. Despite holding organizational meeting, there hasn't been much progress in implementing such a group. Has sufficient support been provided to make such a group possible?
- Is the annual assessment of postdocs sufficient? Should faculty be assessed as to the quality of their ability to mentor?
- The Post Doc discussion continued in executive session.

5. Chief Executive Officer's Report (P Deckers)

5.2 Recognitions

- 5.2.1 Marja Hurley, M.D. was recognized for receiving the 2003 Higher Education Excellence Award for Innovation by the New England Board of Higher Education.
- 5.2.2 LCME Self Study Team was formally recognized and congratulated for their efforts in a recently conducted School of Medicine Site Visit.
- The **BOD** unanimously approved **that the Board of Directors formally recognize the efforts of all those faculty and staff who participated in the recent School of Medicine Self-Study and the development of the database used to support the School's reaccreditation review. In particular, the Board of Directors should acknowledge the role of the School of Medicine Council, its Chair Dr. Nancy Adams, and Dr. Bruce Koeppen, Dean, Academic Affairs and Education, in taking responsibility for conducting the self-study. The quality of the self-study was noted and appreciated by the Liaison Committee for Medical Education (LCME) site visit team, and as a result a full eight-year accreditation period is anticipated. The self-assessment and its recommendations will enable the School of Medicine to continue in its efforts for quality improvement.**

The Board of Directors should formally congratulate the Councils and all those participating in the reaccreditation review and such congratulations and thanks should be spread upon the minutes of the Board.

6. Academic Affairs (A. Cooper)

6.1 Chair's Remarks

- 6.1.1 LCME Review has been completed but the report has not yet been received.
- 6.1.2 Dr. Deckers recent report on SOM Reorganization was discussed at the meeting on February 3, 2003.
- 6.1.3 The new UHC policy for Emeritus Faculty was discussed at the February meeting.

7. Clinical Affairs/Peer Review Subcommittees (B. Chudwick)

7.1. Chair's Remarks

- 7.1.1. The impact of restriction on resident work hours should be minimal. Out of 84 FTE's maybe 1 hospitalist would be needed.
- 7.1.2. Approximately 200 medical personnel have been vaccinated for small pox statewide. The effort continues.
- 7.1.3. The Geriatrics Strategic Plan is well positioned and fits in with the Signature Programs.

8. Financial Affairs and Audit (D. Marks & D. Upton)

8.1. Chair's Remarks

- Through January, the actual deficiency was ~\$400 thousand as compared to a budgeted deficiency of ~\$174 thousand or a negative variance of ~\$222 thousand. This was driven by higher than expected medication costs with one Department of Corrections patient (~\$1.3 million YTD) and we are negotiating with DOC an attempt to be reimbursed for this. In addition, we have not yet received the 1199 union settlement dollars which are anticipated for the 4th quarter. While UMG has experienced its 4th month with a surplus, it still is below budget for the year.
- KPMG are being recommended as the new auditors for Finance Corporation, UMG and JDH. Their findings are turned over to the State Auditors. They will report to the Finance and Audit Subcommittee.
- The latest rescission from the state is ~\$464 thousand (~\$680 thousand including fringe benefits.) Corrective actions have already been put into place to deal with this loss of funding.

8.2. Financial Reports

8.2.1. Un-audited Financials ending December 31, 2002 and January 31, 2003.

8.2.2. Health Center Awards and Donations

8.3. Informational items – not discussed.

9. Other Subcommittee Reports

9.1. Compliance Subcommittee

- First meeting was held on February 3, 2003.

10. Chairs remarks

- Graduation at the Health Center will be held on May 19 starting with a reception at 1:00 pm. All BoD members are welcome to attend and sit on the dais. Gowns will be provided.
- The Trustee & Faculty dinner will be held on April 15, 2003 at 6:00 pm in the North Reading Room of the Wilbur Cross Building on the Storrs campus.
- Recommendations developed by Ms. Leonardi on how to improve the functioning of the BoD will be mailed to the members at a later date.

Executive Session was entered into at 12:12 am

EXECUTIVE SESSION

Issues related to Collective Bargaining

Attendees

L Aronson, P Austin, B Carlson, B Chudwick, J Comerford, P Deckers, T Devers, D. Friend, J Goldberg, W Kleinman, G Lawrence, C Leonardi, J Mazzone, M Meacham, P Robinson, S Wetstone, G Maxwell, J Summa, J Walter, K Wallace

Executive Session concluded at 1:25 pm

There being no further business, the meeting was adjourned at 1:26 pm

Respectfully submitted,

Peter J. Deckers, M.D.

Attendees

J. Abromaitis, N. Adams, S. Armstrong, L. Aronson, P. Austin, E. Ball, A. Borda, N. Brady, B. Carlson, B. Chudwick, J. Comerford, A. Cooper, P. Deckers, T. Devers, D. Dorsky, D. Friend, R. Garibaldi, J. Goldberg, E. Grab, G. Gronowicz, A. Horbatuck, K. Kelly, B. Koeppen, D. Kreutzer, J. Lattanzio, G. Lawrence, C. Leonardi, S. Margiotta, D. Marks, G. Maxwell, J. Mazzone, I. Maruiello, M. McGrath, P. McManus, M. Meacham, J. Noonan, J. Pacheco, P. Robinson, R. Samuels-(by phone, but only participated in the discussion and vote of agenda item 4.1), S. Schensul, R. Simon, S. Strongwater, C. Trummel, D. Turling, D. Upton, KD Wallace, J. Walter, S. Weisman, and S. Wetstone

Documents Distributed During the Meeting

- Finance and Audit Subcommittee minutes of January 27, 2003 and February 24, 2003
- Post Doc Policy
- Lori Aronson memo – State Budget Update