

Academic Affairs Subcommittee
of the Board of Directors

February 7, 2005

Minutes

Attendees: G. Burrow, P. Deckers, J. Goldberg, L. Jacobs, B. Koeppen, M. MacNeil, G. Maxwell, M. Mina, P. Robinson, P. Setlow, J. Shanley, L. Spangberg, B. Carlson, J. Comerford, D. Upton, S. Wetstone, R. Garibaldi, D. Gillon, D. Gregorio, T. Hettinger, C. Jacob, H. Kranzler, M. Lalande, B. Liang, S. Reisine, H. Tennen, L. White

Dr. Burrow called the meeting to order at 9:00 a.m.

1. Public Comment

None.

2. The minutes of the November 1, 2004 and January 25, 2005 meetings were unanimously approved.

3. Business Items

a. Revision of the School of Medicine Bylaws

Dr. Deckers explained that in response to some concerns of the Liaison Committee on Medical Education (LCME) at the time of the School of Medicine's accreditation visit, he appointed Dr. Mary Casey Jacob to chair a faculty committee charged with revising the Operating Guidelines of the School of Medicine. He indicated that he felt Dr. Jacob and the committee did an exceptional job in creating a governance structure that fully addresses the concerns of the LCME. Dr. Jacob then explained the process that led to the creation of the proposed Bylaws. The committee met weekly for at least 90 minutes, and a number of venues were provided for faculty input if they wished to participate. The two areas that generated the most concern were how to incorporate affiliated faculty, who are important to our educational mission, into the proposed governance structure, and how to balance the number of people appointed to the committees and those elected. Both of these issues have been resolved. She noted that the Dean's Advisory Committee (DAC) unanimously approved the Bylaws at their January 24, 2005 meeting. The Bylaws will be discussed at a meeting of the general faculty tonight, and will be voted on by the School of Medicine Council on February 16. During the week following the Council vote, a vote of all School of Medicine paid faculty will occur. The Bylaws will then be presented to the Board of Directors on March 1. If approved, there will be a transition period during the spring with elections occurring in

September and implementation in October, at which time the DAC and the School of Medicine Council will cease to exist. Dr. Burrow asked for clarification of the role of the Oversight Committee. Dr. Jacob explained that this group is not a policy making body. It is responsible for monitoring implementation of the governance mechanisms and ensuring communication between the various committees. It also initiates and monitors the various review processes mandated in the Bylaws and may initiate changes in the governance structure itself. Dr. L. Jacobs stated that the members of the Board of Directors were very pleased with the process that was conducted in developing these Bylaws, noting that it appeared to be very thoughtful with full engagement of the faculty.

b. Post-Tenure Review

Dr. Deckers presented two recommendations in the Post-Tenure Review Policy that require changes to the University Bylaws. One recommendation is to extend the probationary period for awarding of tenure from seven years to nine years. The second recommendation is that failure of a faculty member to participate in the remediation process or failure to complete the plan designed for remediation may result in removal of tenure and dismissal from the University. These recommendations were posted at the meeting of the Board of Trustees last week and will be voted on April 12. It was noted that these recommendations only apply to Health Center faculty.

c. Guidelines for Appointment to Junior Faculty Rank and Joint Appointments

In the fall of 2003, a document listing the criteria for awarding of faculty appointments was developed by a group of senior management. The document was reviewed by department chairs and the School of Medicine Council and underwent considerable revision. The document will become Appendix A of the new Bylaws, if they are enacted, and is the only portion of the Bylaws which may be changed unilaterally by the Dean since it is the Dean's prerogative to award faculty appointments. Dr. Koeppen thanked Dr. Douglas Oliver, Chair of the School of Medicine Council's Academic Affairs Subcommittee, who worked very hard on revising this document.

d. Strategic/Business Plan for Research

Dr. Lalande presented the Strategic/Business Plan for Research, which was developed in response to a request by the Chair of the Board of Directors (BOD) in the fall of 2004. The document directly responds to the SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) requested by the BOD. The two main elements of the plan are to encourage the best and most productive interdisciplinary science that builds upon our outstanding research programs, and to enable the continued recruitment of excellent scientists. The strategies proposed are in phase with the NIH roadmap and the objectives of the Signature Programs. He explained that the NIH roadmap is an initiative that “identifies the most compelling opportunities in three main areas: new pathways to discovery, research teams of the future, and re-engineering the clinical research enterprise.” The first Research Strategic Plan, which began in 1998 and extended until now, resulted in the creation of several centers and two new departments. During this time, direct and indirect costs have doubled, and recently negotiated facilities and administration (F&A) rates are 48% for fiscal year 2006-2008, up from the current 45%. Dr. Lalande considers this return on investment as one of the strengths of the Research Strategic Plan. Some of the internal weaknesses are lack of a coordinated and uniform recruitment process; translational research is constrained by our small clinical base; and the absence of a centralized and coordinated clinical research effort. The internal opportunities are the new research building and renovations to established facilities from UConn 21st Century funds, and the development of translational research within the Signature Programs. The external threats include growing national competition for NIH funding and State budget constraints. The strategies for implementing the Strategic/Business Plan include creating an interdepartmental and inter-school committee to oversee recruitment of excellent biomedical researchers who will help us build on some of our existing strengths. One example cited was the area of Nanomedicine. Dr. Lalande noted that Dr. Leslie Loew, Director of the Center for Cell Analysis and Modeling (CCAM), was awarded one of 20 NIH Nanomedicine Center Concept Development Awards issued as the first phase of the NIH Nanomedicine Roadmap Initiative. As a result, one of the short-term critical goals of the Strategic/Business Plan is to strengthen CCAM by reorganizing it into a Type II center and recruiting 1-2 scientists into the center. A second critical goal is to establish a Center for Craniofacial Tissue Repair and Regeneration (CTRR) in support of the School of Dental Medicine’s U24 grant. The objective of this cross-school grant is to enhance the research infrastructure in the School of Dental Medicine to become a leader in research in CTRR, and to strengthen ties between the Schools of Medicine and Dental Medicine in support

of the Musculoskeletal Signature Program. Some long-term goals critical to our success include the need for future-oriented department chairs with business and administrative experience who are able to balance departmental affairs with institutional priorities. Another key to success is the establishment of endowed chairs for the investigators who will lead the translational research effort. Dr. Lalande noted that what is not included in this plan are projected revenues and expenses for the longer term. This information will be made available, and it is hoped that a final business plan will be available at the next Board meeting.

Dr. Deckers thanked Dr. Lalande for his efforts in developing this Research Plan. Also, at Dr. Deckers suggestion, it was agreed that an update on this topic will be provided at every meeting of the Academic Affairs Subcommittee.

e. Creation of the Department of Immunology

A proposal to create a Department of Immunology was discussed at the last meeting of the Academic Affairs Subcommittee, at which time Dr. Deckers asked that the vote be tabled to allow Dr. Garibaldi, Chair of the Department of Medicine, an opportunity to explore with the basic scientists who would comprise the new department the possibility of developing this initiative as a Type II center within the Department of Medicine. Following those discussions, it was the general consensus that a Department of Immunology should be created because the basic scientists believe they can accomplish more research and educational advancement in this way. Dr. Deckers supports this proposal. He also noted that several members of the new department have expressed a desire to maintain secondary appointments in the departments they are leaving. In response to a question regarding whether creation of this department will make us more competitive in the area of stem cell type research, Dr. Lalande noted that while there is expertise in this area, bringing faculty together in one department may not necessarily make us more competitive. However, it might make us more competitive in recruiting someone with this expertise. In response to a question as to whether the concerns of the Department of Medicine were resolved, Dr. Garibaldi indicated that he respects Dr. Deckers' decision and understands the feelings of the basic scientists. Due to limited resources, it is difficult to support another signature program at this time, but in the future he would like to see this initiative developed as a Type II center that could be populated by the subspecialty divisions in the Department of Medicine and become the research backbone of the Department. Dr. Goldberg noted the space issues involved with

the creation of this department and was assured by Dr. Deckers that a favorable vote did not support these space needs.

Following discussion, the Academic Affairs Subcommittee voted unanimously in favor of creation of the Department of Immunology.

f. Update on Reorganization of the School of Dental Medicine

Dr. Robinson reported that as part of the reorganization of the School of Dental Medicine, three new department heads have been appointed -- Dr. Thomas Taylor, Department of Oral Rehabilitation, Biomaterials, and Skeletal Development; Dr. Ravindra Nanda, Department of Oral and Maxillofacial Surgery, Orthodontics, Pediatric Dentistry, and Advanced General Dentistry; and Dr. Maurizio Tonetti, Department of Oral Health and Diagnostic Sciences. As of February 2, 2005, the new heads took comprehensive control of their respective departments. The deadline for completing staff support assignments is March 15.

4. School of Medicine/School of Dental Medicine - Appointments, Promotions, Reappointments

The recommendations for School of Medicine/School of Dental Medicine appointments, promotions, and reappointments were unanimously approved.

There being no further business, the meeting was adjourned at 10:05 a.m.

Respectfully submitted,

Bruce M. Koeppen, M.D., Ph.D.