

Academic Affairs Subcommittee of the  
Board of Directors

May 1, 2006

Minutes

Attendees: P. Deckers, R. Galvin, J. Goldberg, L. Jacobs, B. Koeppen, G. Maxwell,  
M. Mina, P. Robinson, P. Setlow, J. Shanley, L. Spangberg

Dr. Galvin called the meeting to order at 9:02 a.m.

1. Public Comment.

None.

2. Approval of Minutes - February 6, 2006 Meeting

The minutes of the February 6, 2006 meeting were unanimously approved.

3. Business Items

a. Update on New Governance Structures in the Schools of Medicine and Dental  
Medicine

Drs. Robinson and Spangberg presented the proposed governance structure for the School of Dental Medicine. With the recent reorganization of the Dental School departments, Dr. Robinson thought it was an appropriate time to consider reorganizing the governance structure of the Dental School faculty. A five member Task Force was formed and charged with making recommendations on and developing mechanisms for faculty governance. Concurrently, the Dental School Council formed a committee to develop new governance strategies. In order to avoid working at cross-purposes, the Task Force served as mediator, consultant, and liaison between the administration and the faculty, and advised the Council on how to improve interaction between administration and the faculty. What transpired was a joint document which recommended the formation of a Faculty Senate, replacing the Dental School Council. Formation of a Senate results in a decrease in the number of standing committees from five to three, and a reduction in the number of members from 40 to 25, but allows for greater representation of constituencies. It also includes a Senate Steering Committee which consists of six members, one of whom is a department head. The proposal was presented to the Dental Council in December 2005. After incorporating suggestions, it was then presented at a faculty meeting in January 2006, and

approved in March 2006. Senate members are elected for three year terms, and the Chair serves a two year term. Dr. Robinson hopes the new structure will increase the interaction between administration and Dental School faculty. The proposal will be reviewed by the Attorney General's Office and then brought back to the Academic Affairs Subcommittee for a vote. At that time, Dr. Robinson will also report on the results of a vote currently underway regarding reorganization of the Dental Dean's Advisory Committee.

Dr. Jacob provided an update on the new School of Medicine governance structure, which was developed in response to concerns expressed during the last accreditation visit. The goal of creating a new structure was to allow for collaboration between faculty and administration in the development of governance and policies. Dr. Jacob reported that since the last update in February 2005, the new Bylaws were approved by the SOM faculty, the Council, the Dean's Advisory Committee, the Board of Directors, and the Board of Trustees. Approval of the Bylaws resulted in dissolution of both the Dean's Advisory Committee and the School of Medicine Council. Dr. Deckers then appointed a committee to implement the Bylaws, which was chaired by Dr. Jacob and included representation from the Guidelines Revision Committee and the Steering Committee of Council. A call for nominations to run for seats on the new governance Councils was made in October 2005, and 140 faculty were nominated and agreed to serve if elected to the 44 open positions. Elections were completed and results announced in December 2005. She noted that dissolution of the SOM Council required revisions to Section T. of the University Bylaws, which addresses the Health Center faculty grievance procedure. These revisions have been approved by the Health Center Board of Directors and will now be presented to the Board of Trustees. The next step is to implement department and center reviews as required by the Bylaws and to assess the effectiveness of the governance structure in a year.

She announced that the new SOM website became operational on April 11, 2006 and contains information on all of the new governance Councils, including membership and minutes from meetings. She also noted that the Dean's Council recently passed several motions about how to identify SOM faculty to serve on the Academic Affairs Subcommittee if the positions remain available. It was recommended that the seat currently occupied by Dr. Setlow as the former Chair of Council be filled by a member of the Oversight Committee, and that the seat occupied by Dr. Shanley, which will expire in August 2006, be filled by a School-wide call for nominations and election. Dr. L. Jacobs asked if the website is monitored to determine how frequently it is used. Dr. Jacob believes there is a

mechanism to do this but will look into it further. She also explained that in addition to the website, she meets with departments and centers as a means of keeping the governance process transparent.

Dr. Jacob then explained her other responsibilities as Associate Dean for Faculty Affairs, a position she was appointed to in April 2005. These include approving all new faculty appointments, serving as liaison to the Senior Appointments and Promotions Committee, serving as the EVP's liaison to the grievance processes for the entire Health Center, and creating a faculty manual. She would also like to begin organizing orientation sessions for department chairs and faculty which would focus on School of Medicine related issues, such as faculty appointments, promotions, etc. In addition, she would eventually like to organize a training program for future leaders as a way to think about succession planning. She was asked whether she had any plans to formalize a leadership training program that could perhaps result in the issuance of a certificate after completion. While she has no formal plans currently, it is something she would like to do in the future, but funds first need to be identified to support such a program. She also believes it should be a University-wide program. Dr. Galvin noted that the Department of Public Health created a nine credit Masters in Business Administration program, which is conducted one night a week for three semesters and has been successful. Dr. Jacob will contact the manager of the program to get additional information.

b. Report on Reorganization of the School of Medicine Administrative Structure

Dr. Deckers provided background information on the School of Medicine administrative structure. When he was appointed Interim Dean in 1992, the administrative structure consisted of the Dean for Academic Affairs and Education, the Associate Dean for Research Planning and Coordination, and the Associate Dean for Finance and Administration. In addition, the UConn Medical Group reported to the Dean of the School of Medicine. Some accomplishments during this time include construction of the new research building; implementation of the new SOM curriculum; creation of the research strategic plan which resulted in the reorganization of basic science departments and the establishment of new centers; funding and two renewals of the GCRC; and the integration of the research, educational, and clinical products into four signature programs. The administrative structure has recently been reorganized with the appointment of Dr. Marc Lalande as the Associate Dean for Basic Science Research Planning and Coordination, Dr. Peter Albertsen as the Associate Dean

for Clinical Research Planning and Coordination, and Dr. Henry Kranzler as the Associate Dean and Director of the GCRC/CTSA, all reporting to Dr. Bruce Koeppen, Dean for Academic Affairs. In addition, the UConn Medical Group now reports to the Executive Vice President for Health Affairs. Dr. Strongwater will continue to oversee the clinical programs and Dr. Koeppen the research and educational programs. Dr. Jacob, in her role as Associate Dean for Faculty Affairs, also reports to Dr. Koeppen.

c. Report on CTSA Application

Dr. Kranzler provided a status report on the Clinical and Translational Science Awards (CTSA) application. The General Clinical Research Center (GCRC) was first funded about 13 years ago and is the central focus of clinical research at the Health Center. It has been through two successful competitive renewals and is currently funded through March 31, 2009, at which time it will be supplanted by the CTSA Program. It is one of 78 GCRCs nationwide. He explained the multiple sources of support for clinical and translational research at the Health Center, which has an approximate annual budget of \$14 million, of which approximately 75 percent is NIH funded, approximately 20 percent is funded by pharmaceutical and medical device manufacturers, and approximately 5 percent is funded by Foundations. He explained that in 2000, the AAMC made a statement concerning the failure of translating the explosion of new findings in the biomedical sciences to clinical care. The NIH Roadmap for Medical Research was initiated in 2003 to support and enhance cross-cutting research needs that are beyond the scope of any single NIH component and to encourage novel forms of collaboration. This resulted in the establishment of the Institutional Clinical and Translational Science Awards Program. In order to succeed, the CTSA needs significant institutional support and status as a major administrative entity. The goal of the one year application is to refine, extend, and develop the administrative, educational, and scientific programs at UConn in order to support a successful application in 2007 for an Institutional CTSA. The specific aims are to develop a Center for Clinical and Translational Research that encompasses the Health Center, Storrs, and the two major affiliated hospitals participating in the planning process -- Connecticut Children's Medical Center and Hartford Hospital -- in order to increase the number and breadth of programs at those institutions that build upon a strong basic science foundation, and to extend findings through bench-to-bedside translational research, clinical research, and community-based translational research. An additional aim is to integrate existing resources at the two UConn campuses to develop educational, training,

and career development resources for clinical and translational research, including the development of a Master of Science degree program. The intention of the program is to fund 4-7 CTSA's in FY 2006 for a total of \$30 million with the goal of increasing the number of awards annually so that by 2012, 60 CTSA's will receive a total of approximately \$500 million per year. The application deadline for the CTSA was March 27, 2006. The deadline for submission of the MS degree program proposal is May 16, 2006. NIH review of planning grant applications will occur during the summer 2006, with funding scheduled to begin on September 1, 2006, if successful. Enrollment of the first students in the MS degree program is planned for September 2007, with submission of the CTSA application tentatively scheduled for October 2007. It was stressed that in order for this initiative to succeed, it must be a collaborative effort across campuses and a top priority of the University.

d. Update on Stem Cell Institute

Dr. Galvin announced that \$200,000 has been made available to administrate the stem cell program. A stem cell conference is being planned in Hartford with several international speakers. The legislature passed legislation for the addition of eight people to the Stem Cell Committee for a total of 17 members, including Dr. Galvin. This was done to address some ethical concerns that have arisen revolving around disbursement of funds and whether that will occur in a fair and equitable manner.

Dr. Lalande then provided a brief update on the Stem Cell Institute. He referred the members to the Department of Public Health Stem Cell Research web page which describes the act passed and signed at the Health Center about a year ago permitting stem cell research. The web page also describes the Stem Cell Research Grants-in-Aid Program, which provides a total of \$100 million in support of stem cell research over the next ten years. He also referred members to the Connecticut Innovations web site, which is the group administering the grant program. A UConn Stem Cell Work Group was established in September 2005 which includes Drs. Yang, Goldhamer, and Hiskes from Storrs, and Drs. Rowe and Lalande from the Health Center. Dr. Hiskes also chairs the UConn Embryonic Stem Cell Research Oversight Committee, which will review all applications to be sure they follow scientific ethical guidelines. Dr. Ren-He Xu has been recruited as the Director of UConn's human embryonic stem cell (hES) core culture facility. A senior lab manager for the hES cell core facility has also been recruited. The University has provided approximately \$500,000 for

equipment and set-up of the core lab, which will consist of three scientists dedicated to the production, culture, and differentiation of embryonic stem cells and will be housed in the Department of Genetics and Developmental Biology. A “bridge budget” of \$100,000-200,000 for FY07 has also been requested depending on the start date of the stem cell fund monies. He explained that there are several types of grant proposals for the State Stem Cell Fund, but priority will be given to human embryonic stem cell research, collaborative efforts, and linkage between projects and core facilities. Letters of intent are due at Connecticut Innovations in mid to late May 2006, and final proposals are due by July 1, 2006. The long-term goal of the Stem Cell Institute is to recruit a director with a focus on translational research, and to house the core facility in a building separate from the main Health Center campus which includes scientists working in genetics, cell, regenerative and developmental biology.

e. Update on Public Health Initiative

Drs. Storey and Ferris provided an update on the Public Health Initiative. On April 19, a doctoral program in public health with a concentration in social and behavioral science was licensed by the Department of Higher Education. The program has a website which has been active since April 24, and nine applications have already been submitted. Dr. Ferris noted that students in this program would also be good candidates for the Master of Science program being instituted as part of the CTSA. The Institute for Public Health Research is nearing execution of a contract to provide health promotion services in diverse state agencies and has completed budget negotiations with NIOSH. An Urban Health Task Force is developing models for partnerships between urban communities and the University for use across the State. Focus groups are being conducted with the City of Hartford and the Hartford Public Schools. Projects include qualitative research to supplement the Hartford Health Survey, development of a health information system for school nurses, and seminars for inner city underserved populations focused on nutrition and health behaviors. An Urban Health Service Track in the Schools of Medicine, Dental Medicine, Pharmacy, and Nursing has identified 11 students in two schools to begin in the Fall 2006. Drs. Storey and Ferris are now awaiting budget decisions to determine how to proceed from here.

Dr. Deckers noted that the Center for Public Health and Health Policy is at a very crucial crossroads because neither the Health Center nor the Storrs campus has the resources to support this initiative without taking resources from other established programs. Currently, the Health Center contributes approximately \$825,000 to the initiative; Storrs contributes approximately \$375,000. However, he also noted

that since public health is a core objective of our strategic plan, in the biennial budget being prepared, it will be presented as a major initiative for funding for the University as a new center/school. The Board of Trustees will hear additional information about this at their June meeting. Dr. Galvin noted that total funding for public health has been very low and has decreased steadily over the past several years. He also stressed the need for improved marketing strategies for public health.

f. Discussion Regarding Need for/Date of Subcommittee Meeting in August/September 2006 and Schedule of Meetings for 2006/2007

Dr. Koeppen presented the meeting schedule for 2006/2007. Since there will be several items requiring approval, it was decided that a meeting will also be scheduled in August 2006. Possible dates will be circulated, and members may participate by teleconference if necessary.

4. Consents

a. Approval of Endowed Chair Appointment, School of Dental Medicine

The recommendation to appoint Dr. Sunil Wadhwa to the Dr. Charles J. Burstone Endowed Professorship in Orthodontics was unanimously approved.

b. School of Medicine/Dental Medicine - Tenure, Promotions, Reappointments, Appointments, Emeritus Appointments

An addendum to the School of Medicine recommendations for tenure, promotion, and appointment was distributed to the members. The recommendations for School of Medicine/School of Dental Medicine tenure, promotions, reappointments, appointments, and emeritus appointments were then unanimously approved.

5. It was noted that Dr. Setlow's term on the Academic Affairs Subcommittee was ending with today's meeting, and Dr Galvin thanked him for the service he provided over the last several years.

There being no further business, the meeting was adjourned at 11:00 a.m.

Respectfully submitted,

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