

MEDICAL SCHOOL FACULTY COUNCIL

Dean's Meeting
Tuesday, January 27, 2009
5:00 P.M. – 6:30 P.M.
SCCC 1301 (Sylvester Comprehensive Cancer Center)

Members Present:	Others Present:
Fazal Ahmad, Ph.D. Norman Altman, V.M.D. Deshratn Asthana, Ph.D. Coralie Carraway, Ph.D. Mary Ann Fletcher, Ph.D. Marta Galarza, M.D. Pascal Goldschmidt, M.D. Diana Lopez, PhD. Tomas Salerno, M.D. Carl Schulman, M.D. Ivonne Schulman, M.D.	William Awad, M.D. David Birnbach, M.D. Richard Bookman, Ph.D. Richard Lee, M.D. Jennifer McCafferty-Cepero, Ph.D. Richard Thurer, M.D.

The meeting was called to order at 5:06 p.m. by the Speaker, Dr. Norman Altman.

A motion was made to approve the minutes of the Speaker's Meeting of January 13, 2009. The motion was unanimously approved.

1. Dean's Report – Dean Pascal Goldschmidt

The Dean began with a discussion on the world's economic crisis. Uniquely, the University of Miami Miller School of Medicine (UMMSM) is a strong institution that is committed to its employees. While continuing with good business practices, our institution has not compromised our admissions, patient care or research missions. Although Dean Goldschmidt has been very attentive in the management of rumor control, he has asked that the Medical School Faculty Council assist him in this area. Factual information is more helpful to the medical school and the university. Many forms of communication are utilized to inform faculty and staff on the changing economic climate. Increased clinical productivity and faculty continuing research for more grants will be encouraged. In the near future, there may be a major increase in NIH funding with a possibility of a projection of \$1.2 billion going into Fiscal Year 2009. UMMSM has been extended a great opportunity for federal support for our IT systems. The Medical School has moved forward in working with Dr. James Tien, Dean of the College of Engineering, to ensure that we will have the resources to advance the research infrastructure.

Promotion & Tenure. Dean Goldschmidt would like to have the criteria for Promotion and Tenure clearly defined. The criteria should accommodate the changes in the roles of faculty in the University of Miami Health System. The Tenure Track should be more accommodating for the pathways of research scientists, educators and clinical researchers in a way that our faculty can be more successful with modern science. The Dean would also like to move forward, with the support of the Faculty Senate, in implementing an extension on the tenure clock from seven to nine years making it more beneficial to the faculty. Dr. Altman added that he would like the Appointment, Promotion & Tenure Committee to work with Dr. Richard Thurer on finalizing criteria so that it can be discussed with the Faculty Council and presented to the Dean before the closing of this fiscal year (2008-09). Dr. Thurer stated that next month there will be proposal for a Clinical Educator Track in the Department of Medicine for Ph.D.s whose primary role is teaching. It is essential that criteria be established that all faculty members will

have a means to advance. There are a number of well-established medical schools in the United States that have multiple tracks to accommodate the changing academic missions and allow for academic advancement.

Dr. David Birnbach began explaining the steps and challenges for Promotion & Tenure. When a faculty member is up for tenure, in the Medical School, information flows from the department faculty to the Department Chair, to APT, to the Dean and finally arrives at Dr. Birnbach's office. Twenty-five copies of the files are then presented to the APB (Academic Personnel Board) which is the first challenge. The Academic Personnel Board is composed of tenured, full Professors who come from schools/colleges across the University. This board analyzes each case with inquiries such as, "Does this person actually have a national or international reputation?", "Did the school follow their own rules?" and "Do the rules make sense as far as the rest of the University is concerned?" Occasionally, a problem is encountered at this point in the review. Many cases coming from the Medical School are difficult to interpret because of split votes. Sometimes there is a difference between the departmental vote and that of the APT. External letters are also reviewed. Once the APB votes and the votes are tallied, the files are presented in a meeting to the President and the Provost who, at that time, will review all of the cases. The Provost will decide which case to approve and then the President, with all of the Deans involved, presents the cases to the Academic Affairs Committee of the Board of Trustees. This committee meets at least three times a year to discuss the cases and present them with their recommendation to the Executive Committee of the Board of Trustees.

Question: It has been stated that on the tenure track, there is a minimum number of research grants required. Is this true? *Answer – Absolutely not. There are individuals who do not have the usual NIH research grants but may have other federal funding and/or excel in other areas. The standard at other institutions for Ph.D.s requires grant support and/or demonstrated evidence of sustainable funding support. This is used across the university and is looked upon by other major research universities.*

Dean Goldschmidt would like for the School of Medicine to have more consistency regarding Promotion and Tenure. Guidelines should be established that will help the faculty in knowing where they are and whether it is the right time to apply.

Dr. Birnbach then addressed the questions and concerns of the Faculty Council.

Other Remarks from the Dean.

There are differences between medical schools across the country. For example, Harvard Medical School which is within a university that had an endowment as of September 2008, of about \$42 billion. Nearly 50% of Harvard's operational budget was funded by the revenues generated from this endowment. The institution found itself in the situation where there was little revenue being generated. Harvard had to create a plan to borrow money to be able to support the academic mission. This financial situation is very different from that of the University of Miami. The University has decided to move to become a top research university which was endorsed by the Board of Trustees. This goal is to be achieved through investments based on philanthropy, income from our investments, and hospital revenues. Tuition revenues for medical school are very strong. The investment return for the medical school is very small, but the clinical revenues continue to grow. Our hospitals are continuing to contribute at least \$30 million per year. Jackson Memorial Hospital is doing very well. In regard to the UMMSM at Florida Atlantic University, tuition is intact and the funding from the State of Florida is to FAU intact. We are in the process of redrafting the affiliation between both academic institutions.

Dean Goldschmidt continued to address concerns of the Miller School of Medicine's financial well-being and he answered questions from Council members.

Chair Searches. In the Chair Search for the Department of Pathology, Jackson Memorial Hospital has committed to their obligations for Dr. Richard Cote. With this commitment and the endorsement from

the State of Florida, Dr. Cote's recruitment has been finalized. The negotiation process for the Department of Ophthalmology is nearly finalized with the recruitment of Dr. Paul Lee who is the Vice-Chair for Department of Ophthalmology at Duke University. Out of loyalty to his Chair, Dr. Lee has agreed to stay with Duke for a few months more to assist in restructuring the financial aspects within their department.

2. New Business

Admissions Process. Council members expressed additional concerns regarding the Admissions Process at the UMMSM. Dr. Altman will discuss these concerns with Dr. Richard Weisman and ask him to update the Faculty Council.

Ombudsman Proposal. Dr. Altman has met with Dean Goldschmidt regarding the proposal and will follow up with a meeting with Mr. Paul Hudgins of Medical Human Resources.

The meeting adjourned at 6:41pm.