

## MEDICAL SCHOOL FACULTY COUNCIL

Dean's Meeting  
Tuesday, April 28, 2009  
5:00 P.M. – 6:30 P.M.

SCCC 1301 (Large Conference Room @ Sylvester Comprehensive Cancer Center)

Members Present:	Others Present:
Norman Altman, V.M.D. Sanjiv Bhatia, M.D. Sanjoy Bhattacharya, M.D. Coralie Carraway, Ph.D. Mary Ann Fletcher, Ph.D. Marta Galarza, M.D. Pascal Goldschmidt, M.D. Diana Lopez, M.D. Tomas Salerno, M.D. Carl Schulman, M.D. Ivonne Schulman, M.D. Sean Scully, M.D.	William Awad, M.D. Jennifer McCafferty-Cepero, Ph.D.

The meeting was called to order at 5:04 p.m. by the Speaker, Dr. Norman Altman.

A motion was made to approve the minutes of the Speaker's Meeting of April 14, 2009. The motion was unanimously approved.

### **1. Announcement of the Establishment of the Educator Track – Dr. Norman Altman**

The Educator Track was unanimously approved by the Faculty Senate.

### **2. Dean's Report – Dean Pascal Goldschmidt**

Dean Goldschmidt was pleased to announce that the Miller School of Medicine has recently promoted 54 faculty members.

*New President and CEO of Jackson Health Systems.* Over the past several years, the relationship between the University of Miami and Jackson Health Systems has been challenging. When Marvin O'Quinn, president and CEO of Jackson Health System, announced in October 2008 that he would be resigning from that position effective December 31, 2008, the Public Health Trust Board established a search committee from which three candidates, recruited nationwide, were recommended. These included Mark Chastang, the CEO of the University of Toledo Medical Center, Anthony Armada, the CEO of Henry Ford Hospital and Eneida Roldan, JHS's Senior Vice President who attended the University of Miami and performed her Pathology residency as well as a fellowship at JMH. Dr. Roldan has experience in leading a hospital as well as a unique understanding of our community. The Public Health Trust Board unanimously endorsed the selection of Eneida Roldan to be the next President and CEO of Jackson Health Systems. Dean Goldschmidt perceives her to be a sincere and committed individual and believes that her appointment presents a great opportunity to revitalize the relationship between the University of Miami Miller School of Medicine and Jackson Health Systems.

Finances. Financially, the Miller School of Medicine is doing well and has had a positive balance for the last 3 months. The medical practice income has had a 13% increase in revenue over the prior year. NIH funding is increasing and our ranking has advanced 10 positions.

Grants. There has been a substantial production of grants from the Miller School of Medicine faculty. Out of the 130 grants that have been awarded to the University of Miami, 110 grants were from the Miller School of Medicine and the Dean and commended the faculty for their success. The American Society for Clinical Investigation is one the most important recommendations for a young physician scientist. Across the country, there are approximately 1500 applicants and only 80 individuals are accepted. Out of the 80 applicants that were accepted, 3 individuals were from the Miller School of Medicine. Overall, Dean Goldschmidt recognized that our research activities are greatly improving.

Education. We are awaiting the results from the LCME visit that took place earlier this year. There will be 179 medical students graduating this year from the Miami and Boca Raton campuses.

Swine Flu. Dean Goldschmidt announced that the Miller School of Medicine is prepared to deal with the Swine Flu issue. At the time of the meeting, there was only one case of this H1N1 influenza which was found in Orlando, Florida. He reported that it was interesting to learn through a conference call with other South Florida hospitals that we were the only site with a considerable supply of Tamiflu, which is an effective agent used to treat H1N1. Our institution is very effective in crisis management. Faculty members providing key expertise will be Dr. Gwendolyn Scott (Pediatrics) and Dr. Gio Baracco (Adults). Dr. Ernesto Pretto and the Emergency Department at University of Miami Hospital will also provide expertise. We are in constant communication with Dr. Eneida Roldan of Jackson Health Systems and Ms. Mary Berrocal of Miami VA Healthcare System. Dean Goldschmidt advised that he is also communicating with Deans of Medical Schools across Florida; all are available to provide mutual assistance should that be necessary.

Salaries. Dean Goldschmidt, Dr. Norman Altman, Dr. Richard Thurer and other members of the leadership team met last Tuesday to discuss the function of the Council and interaction with the Dean's office and administration. At that meeting, Dr. Altman expressed the importance of having open lines of communication. He suggested that the Speaker of the Council be included on information that has relevance to faculty members on the medical campus, similar to that which is afforded the Chair of the Faculty Senate. There was discussion about salary withhold plans and the potential negative effect on research expenditures and recovery of F&A that could result from reduced faculty base salaries. There were also questions about departmental plans for salary reviews, mechanisms for salary adjustments and conformance to current Faculty Compensation Guidelines. Dr. Altman suggested that an Administration-Faculty Joint Committee should be established to review current guidelines to ensure that they adequately reflect the current economic climate. Dean Goldschmidt reminded the Council that the Miller School of Medicine has been committed to preserving jobs and salaries in spite of the economic environment. A document that should be very useful for review by the Council is a salary analysis being conducted by Dr. Mary Sapp, University Assistant Vice President for Planning and Institutional Research, and Dr. Sheri Keitz, Associate Dean for Faculty Diversity and Development of the Miller School. This survey will be used to ensure that salaries are fairly distributed across the Medical School.

Dean Goldschmidt discussed the concerns of faculty regarding compensation as it relates to job performance. He would like the input of the Faculty Council on this topic. He continued with a discussion regarding the process at which salaries are defined upon hire and salary withholds in the departments. Dr. Altman explained the model used in the Department of Pathology. He stated that models for each department should be based on the academic mission. All parts of the academic mission have to be addressed in the plan including clinical activities based upon the faculty member and the department chair's expectations. Teaching and research should also be valued otherwise faculty will be driven more into the clinical areas. Department Chairs will eventually be responsible for developing

and implementing the systems approved by the faculty of their departments. The Dean believes that Department Chairs should develop their plans and present them to the Council so that they may receive feedback from the elected faculty representatives before implementing new systems.

There was concern expressed as to how the Miller School could as a whole maintain academic focus if there were 19 plans from 19 clinical chairs placing different emphasis and value on the of the mission of the medical school. Dean Goldschmidt informed the Council that as Dean, he does not dictate the plans of each department to the Department Chair. At the beginning of the year, each Chair should meet with each of their faculty to discuss the expectations for the coming year, and at the end of that year, review accomplishments against goals.

Council members had other concerns that were addressed by Dr. Altman. He explained that junior faculty should be mentored upon from their initial appointment rather than wait until it's time for promotion and tenure consideration. If any faculty members are unclear of which path they are working towards, they should contact Faculty Affairs for assistance. Currently, a specific faculty mentor is identified in each new faculty member's letter of offer. The progress of new faculty being mentored is being monitored. Mentors for each faculty appointee are identified by the Department Chair in which an appointment is being offered or through rotation and discussion with other faculty members. Suggestions were made by Council members and concerns expressed about the mentoring program as currently constituted.

### **3. New Business**

There was no new business to discuss.

The meeting adjourned at 6:38 pm.