

**University of Denver
Faculty Senate
Minutes
March 30, 2012
Renaissance Room South**

Senators (or proxies) present: Bill Anderson, Jennifer Campbell, Victor Castellani (proxy for Frederique Chevillot), Maclyn Clouse, Ralph DiFranco, Chris GauthierDickey, James Gilroy, John Hill (Secretary), Allison Horsley, Tim Hurley (also proxy for Scott Johns), Ruth Ann Jebe, Arthur Jones, Maciej Kumosa, Rick Leaman, Luís León (proxy for Sandy Dixon), Tiffani Lennon, Scott Leutenegger, Jeff Lin, Mario Lopez, Sandy Macke, Mohammad Matin, Don McCubbrey (President), Erin Meyer, Paul Michalec, Robert Mill, Keith Miller, Jessica Munns, Vi Narapareddy, Paul Novak, Linda Olson, George Potts, Charles Reichardt, Jeremy Reynolds , Polina Rikoun, Karen Riley, Nicholas Rockwell, Nancy Sampson, Sheila Schroeder, Robert Stencel, Paul Sutton, Joseph Szyliowicz, Bruce Urmacher, and Nancy Wadsworth (proxy for Jing Sun).

Call to Order, Approval of Minutes

Don McCubbrey, Senate President, called the meeting to order at noon.

A motion to approve the minutes from the March 3, 2012 Senate meeting was seconded and approved.

Medical School Update—Chancellor Robert Coombe

Background and Context—The senior staff has been thinking for some time about investments in natural sciences, math, and engineering. This year we have a 30 percent of early-admit undergraduate applicants declared majors in Science, Technology, Engineering and Math (STEM). This is not a one-time event, and we expect a decade or two of increasing student interest in STEM. It this is a nation-wide trend. We used to see this same kind of trend in business. The majority of Boettcher scholars last year were STEM majors. We have to be competitive in these areas. We have great faculty in science, math and engineering, but we are small. So the question is how do we better position ourselves? The medical school question came up in the context of answering this question.

We have been approached several times in the past several years by potential investors and donors to start a medical school. We do professional schools very well at DU. The demand for MDs is up nationally. There is a need for more primary care physicians in Colorado. The State's only medical school annually receives several thousand applicants for its 160 slots. So there is an opportunity and a need. We have established a Steering Committee and conducted many

conversations about this; I have spent a lot of my time on it. We also have retained an outside consultant to assist us.

Initial conversations about a possible medical school at DU usually start with the misunderstanding that DU is considering the classic university health sciences model including a medical school, hospitals, and medical research facilities; basically, a bio-medical enterprise clinic model. This model includes hundreds of millions of dollars of research conducted at a loss and uses clinical revenues to subsidize the mammoth research program. The medical school is a rather small part of such enterprises. This is what the State is trying to do at Fitzsimons.

A shortage of physicians is projected nationally for many years. Only 18 medical schools were started in the last decade, and they are in various stages of development. No new medical schools were started in the preceding 25 years. Studies showed no need for new medical schools, but more recent studies indicate a strong need for additional physicians and medical schools (about a 30 percent increase in physicians is needed). There is an imbalance between primary care and specialty physicians, and a shortage of rural physicians relative to urban physicians. Addressing this pressing public need situation would fit well with DU's public good vision. Traditional medical schools have trouble shifting to meet this need.

We are not interested in owning or running a hospital. We are considering a non-traditional approach: a private university working in partnership with healthcare providers. This is a "community-based" model. This is not a new model. There are approximately 30 operating in the U.S.; the oldest operating under this model is Harvard. Under this model DU would teach the basic sciences on our campus, and clinical instruction would be developed and delivered by our healthcare partners.

We have discussed this with virtually all local healthcare providers, including Denver Health, National Jewish, Centura, Exempla, HealthONE. This would require a robust partnership, probably in the form of a joint venture. There are many academic, operational, financial, etc. questions. Most importantly, how would this affect DU? Our hope is that our science, engineering, and math programs would grow around it, we would broaden our research base, and we would attract additional research grants. We already have strong life sciences at NSM, and these could advance further; 50 percent of NIH grants go to institutions with medical schools.

This would have to be done in a manner than does not drain resources from the rest of the university. We would have additional faculty and facilities at DU. The cost of clinical faculty would be borne by our healthcare partners. We assessed potential costs with conservative DU budget building models. We estimate a total of \$100 million is needed: \$30 million for facilities, \$50 million for initial operating costs, and \$20 million for contingency costs or other related investments in engineering and science. Startup costs are spread over 10 years but are front-loaded. We estimate a 10-year startup process with operating breakeven occurring in five to six years. We would insist that funds be raised prior to startup. We project there would be about 500 students and 20 additional FTE faculty at DU. Only about 50 percent of the students would be on campus at any time, the others would be off-campus for clinical training.

An advantage of this model for healthcare providers is that it provides both horizontal and vertical integration, and creates the opportunity for them to shape their workforce. In this context, we have also talked to Regis about providing pharmacy education.

We do not know if this will happen. We are at the “toe in the water” phase. It would change the nature of DU, and I don’t want to jeopardize the progress that we have made in the last 25 years. A key question is whether we could raise the required money. We just received a draft report from the steering committee, and it will be discussed with the Board of Trustees in April.

This is one path for STEM investment and growth. Other possibilities include investing in the research environment, Center for Aging, Institute for Longevity, etc.

The feasibility study started in late fall. A decision will not be made for some time. The steering committee includes David Greenberg, Julia McGahey, Kevin Carroll, Craig Woody, and Gregg Kvistad.

Responses to questions:

\$100 million is the total cost, not the DU cost.

It should not drain donors from other projects given the list of potential sources for this. There is a finite pool of potential donors and investors for biomedical projects.

We are confident in the demand increases indicated by the recent studies. The healthcare landscape has changed significantly, and there are many studies reporting a strong need for additional physicians.

We do not expect any difficulties recruiting highly qualified students and faculty. We believe the medical school would enhance our ability to recruit faculty in all areas.

Half of the medical schools started in the last decade are using the “community-based” model. They are in early development stages. The most recent is Hofstra and Long Island Jewish. The established ones are doing well.

I doubt this would place DU on the Top 500 list of research institutions. In order to be a major research institution we would have to increase our research volume 10 or 20 times. We want to have a high level of quality and impact for an institution of our size. We are known for our professional schools, we can expand research to 10 percent of expenditures for about a 50 percent increase.

Provost’s Report—Gregg Kvistad

The fall enrollment picture still looks very good; there are few changes. Applications are at 10,600 versus 9,000 last year at this time. We have 11 more deposits than at this time last year. The academic profile of the incoming class is up slightly. Applications from students of color are

up at 1576 versus 1400 last year, and international student applications have increased to 577 from 495 last year.

Graduate applications appear to be doing well; the application deadline is April 15, 2012. Completed applications are at the same level as last year at this time; Education applications are down, but this is part of a national trend.

I suggest the Senate invite Scott Lumpkin to present to the Senate. I just spoke with him. ASCEND raised \$314 million from 2006 through 2012. We thought we would be in good shape if we raised \$500 million by 2014. About \$125 million of this is endowments.

RenewDU will send out a call for concept papers in the next few weeks. I encourage everyone to send emails to committee chairs and talk with them about possible proposals.

The Senate may want to consider a presidential debate event around the topic of “What is a university?” Perhaps the discussion could start with Newman’s 1850s work on this question.

Update on Internationalization—Eric Gould and Luc Beaudoin

Language skills—we have established two orientations for international students, one for graduate students and one for undergraduate students. The English Language Center will test all students, regardless of TOEFL scores. When needed, students will be directed to take special English classes. We are tracking and evaluating the progress of students who take these special courses. We are also developing a bridge program focused on study habits and language skills to run parallel with regular courses.

We are working to develop connections and partnerships with overseas professional schools.

We are expanding International Student and Scholar Services to provide more help with immigration, visas, taxes, etc.

Study Abroad—Luc became Associate Vice Provost for Internationalization and Director for Study Abroad about one year ago. We are endeavoring to better integrate study abroad into department curricula. Applicants are required to explain how their study abroad preferences fit within their academic curriculum and goals. We are discouraging study abroad based solely on geographic preferences. We will be seeking help from departments to select students. Applicants are required to list three choices; most get their first or second choice.

We are working with the registrar to simplify and streamline transcript evaluation and better align Study Abroad with DU policies.

English Language Center—We are establishing tutoring services that do not duplicate other available services. We want to establish a set of courses that will help students build language skills while they are enrolled in other courses. We intend to establish similar services at the graduate level. Please contact the ELC if you have students who need tutoring services.

Incubator—We encourage faculty to come to us with ideas or proposals regarding how Internationalization can better serve the university. We will increasingly turn our attention to this as we get the functioning of SA and ELC in place.

Update on APT Revisions—Scott Leutenegger

There were two versions of the APT document and we wanted to create a single document capturing the content of both. Doug Hesse is assisting with the merging of the documents. The committee will meet and evaluate whether the revised single version works administratively. The current version includes renewable 3-year appointments for lecturers and renewable 5-year appointments for some other categories of full-time contingent faculty

Responses to Questions:

Question: Whom does this affect?---This would affect the 10 to 20 percent of faculty who teach 40 percent of the course hours.

Question: Why make these positions more secure?---We don't want them to become so secure that the tenure position becomes less attractive, but we do not want to harm the university either. One-year positions are in not in anyone's interest.

Question: Who would conduct the three- and five-year reviews (committee or department chair)?---This varies by department now.

Question: Is a one-year appointment never appropriate? It might be if a department is planning to soon add a tenure-track position.

Question: With three-year appointments might we have disaffected faculty just looking for a new job?---This is an argument for shorter appointments.

Other Items—Don McCubbrey

Nancy Sampson spoke in remembrance of Gordon von Stroh. She reminded everyone of Gordon's tireless efforts to help fix things that were not working well. The Provost gave a moving statement at von Stroh's memorial service.

Scott Leutenegger spoke in remembrance of Roger Salters. Roger had a huge impact on programs and supporting students. He was well known for his wit and drive.

Both Roger and Gordon served as Senators for many years. Gordon also served two terms as Faculty Senate President.

Linda Olson stated the Academic Planning Committee is reviewing four potential presidential debate ideas:

- A faculty-led town hall meeting discussing the deliberative process and what issues we would like candidates to discuss.
- Faculty panel on the role of the President.
- Healthcare debate with Zeke Emanuel and Michael Leavitt.
- Panel on the nature of the university.

Please send reactions, comments, suggestions to Linda Olson.

A comment from the floor noted that the Political Science department is planning a series of panel events on the role of the presidency, presidential debates, and grass roots social movements.

In response to a question the Provost stated that nothing is decided about 12-month contracts, but it will have to be discussed in the context of a more intentional and expanded summer quarter.

Don McCubbrey listed topics and presentations for upcoming meetings:

- Research
- FRC
- Athletics
- Multicultural Excellence
- APT
- Benefit Changes
- Senate elections

Please send any agenda suggestions to Don McCubbrey.

Don also reminded Senators of the following upcoming events:

Faculty Senate—Friday April 27, 2012, Renaissance Room, 11:30 am to 1:30 pm

Provost's Lecture and Luncheon, Monday April 30, 2012, Cable Center 11:30 am to 12:55 pm.

Please check <http://www.du.edu/facsen> for the complete Senate calendar for 2012 and for other Senate documents.

Adjourn

The meeting adjourned at 1:30 p.m.

Prepared and submitted by

John Hill
Faculty Senate Secretary