

DRAFT Minutes of 15 April 2019  
Circulated 23 September 2019  
Approved September 2019

THE UNIVERSITY OF MICHIGAN  
SENATE ASSEMBLY MEETING  
Monday , 15 April 2019  
Michigan League, Hussey Room

**Present:** Ali, Atzmon (by virtue), Beatty, Campbell, Castilho, Caulfield, Chen, Costa, Conway (by virtue), Dal Cin, Drach, Eaton, Fabilli, Fenno, Gallo, Ghaferi, Jones, Kahle, Kattari, Knoblauch, Larson, Laurence, Likosky, Malek (by Virtue), Mao, Manera, Marsh (by Virtue), Meek, Passey, Rao, Sandhu, Schultz (by virtue), Snyder, Spencer (by virtue), Suwanabol, Tonomura, Toyama, Traynor, Wright, Zhu

**Alternate Requested:** Andrias (Law), Byon (Engineering), DeYoung (SEAS), Greve (Medicine), Hartley (LSA), Herbert (LSA), Meyer (LSA), Partridge (LSA), Shah (LSA)

**Alternate Present:** Helton (STMD)

**Absent:** Alam, Blackburn, Burzo, Carlos (by virtue), Chatterjee, Chen, Djuric, Finlayson, Indjejikian, Kaartinen, Kannatey-Asibu, Lippert, McInnis, Mendlow, Menon, Myers, Nelson, Noll, Papaleontiou, Philipich, Shtein, Soloway, Trumpey, Turnley

3:21: Call to Order, Approval of Agenda and Minutes

The agenda was approved. The minutes for the March 18 Senate Assembly Meeting were approved

3:23: Guest: Executive Vice President for Medical Affairs (EVPMA) Marschall Runge

EVPMA Runge offered his vision for the future of the Health System focusing on the improvement of health care through discovery. He said the Health System has three core missions, which are research, education and clinical care. The educational programs are tightly regulated through the medical school curriculum and a graduate curriculum administered with Rackham.

Research in the Health System is based on discovery science, which is not necessarily targeted at solving a specific issue, but allows for research in one area to have an impact in another. Basic research is by nature translational and involves animals; clinical research ranges from small studies for novel therapies to collaborative research with other institutions to see if a new therapy is efficacious. He finds the expertise in population health at Michigan at the Institute for Healthcare Policy & Innovation (IHPI) (<https://ihpi.umich.edu>). The institute came together in 2013 to improve healthcare delivery at the right cost to the right setting (e.g. outpatient clinic or the hospital). This is a research endeavor that covers all parts of campus, and is highly funded from a combination of clinical margin, research investment, tuition, philanthropy and investment income. It is also a resource for the State of Michigan. The program aligns with President Schlissel's goal to take advantage of expertise across campus in dealing with difficult problems.

EVPMA Runge said the Health System's clinical care strategy faces conflicting demands. Serving patients in Washtenaw county will involve providing care for people with ambulatory issues at places other than the hospital, where parking is a problem. Further, the demand for statewide healthcare means improving the community care closer to patients' homes. However, the training mission dictates the centralization of healthcare at the hospital, where there is state-of-the-art technology and more than a thousand residents and fellows.



EVPMA Runge said that a priority for the Health System is enhancing the value of a cure, enhancing quality and cost of a cure, and enhancing access. The Health System is establishing a deep and broad presence across the state, expanding facilities and enhancing collaboration with other healthcare systems as well as in hospital-owned interest such as Metro-Health (<https://metrohealth.net/metro-health-hospital-2/>) and Mid-Michigan Health (<https://www.uofmhealth.org/umhs-partnerships-affiliations>), sharing expertise through linkages with other health care and nonprofit institutions. The Health System is engaged in a three-year training program, modelled after complex industries like aviation and nuclear power, to reduce medical error, while teaching safety and leadership skills.

In terms of medical education, EVPMA Runge said in the new curriculum, the first year is devoted to the foundational medical sciences while the second year focuses on patient care and clinical practice. In year three, students start rotations to choose a clinical focus, and in year four, the focus is on developing physician leaders. He said that six years ago the American Medical Association provided funding to the University and ten other institutions to shift education to focus on team learning.

EVPMA Runge said the Health System's primary research priorities are precision medicine and biosciences. The North Campus Research Complex (NCRC) is now built out as the research hub, supporting strategies to bring researchers from across Michigan Medicine and University campuses together. He said the NCRC is funded by a continuing 1.6% tax on the school's funded facilities and that the Medical school is responsible for 40% of university research budget.

EVPMA Runge concluded his remarks by saying that he aims for the Health System to have a positive and accountable culture; a culture that advocates for patients, respect, and for anything that makes the community more diverse and inclusive, and that recognizes that well-being is essential for everyone. He wishes for the culture to relieve stress and reduce medical burnout.

Librarian Spencer asked if accreditation for the Medical School is that connected with the university's accreditation. EVPMA Runge said the Medical School is on a seven-year cycle and the University is on a ten-year cycle.

Senate Assembly member Campbell said she has been a volunteer at the hospital, and is impressed with focus on the expertise and humanity of the professional staff. EVPMA Runge thanked her for her service, saying that enhancing patient experience is extremely important.

A Senate Assembly Member asked about the health insurance climate and how it will impact the Medical School. EVPMA Runge said that the Affordable Care Act was implemented in Michigan in a way that was good for patients, and that State government was interested in maintaining the program. He went on to say that while there is waste in medicine, the Health System has to be part of the solution while providing care to people.

A Senate Assembly Member asked about changes in the technology through which patients and doctors interact, saying she had heard that this technology resulted in an exponential increase in the workload for medical professionals, creating unhappiness among nurses and technicians. EVPMA Runge replied that the use of electronic health records has increased workload because people have to spend time updating records. He recognizes that increased workload stemming from the fact that technology requires more rather than less work is a major unanticipated problem. He said that team care is one way of reducing workload, but that the issue is a national problem to which he has no solution, though he is committed to trying to improve the situation.

A Senate Assembly member asked if IHPI was precipitated by anything in particular. EVPMA Runge said it was not precipitated by a specific incident. While there have been incidents, a group of people is exploring ways of improving processes, but that internal initiatives were not resulting in rapid change, and that while the Health System is better than average, it is not as good as he would like it to be. One of the components in the Health System's top 5 ranking is quality and safety. A Senate Assembly member said his wife, who is a nurse at Michigan Medicine, felt that the transparency has improved within the Health System.

Chair Marsh asked whether the Health System was overly dependent on the National Institute of Health (NIH) and if dependence on clinical revenue could be a negative. EVPMA Runge said the while the State appropriation is fixed, research budgets depended upon expertise and that the system needed to broaden

expertise to maintain its standing. The issue in terms of the Health System's clinical mission is to balance revenue against expenses. He said the Health System is looking to reduce the cost of care, something that is easier to conceptualize than to realize. He said that if the system went into deficit it would have to cut back research, that the system could not live at a 2.5% net margin without adjusting programs, but that 4-5% net margin is good, and that the system is looking at 4% this year.

#### 4:08: Open Letter on Carbon Neutrality

Chair Marsh drew attention to the faculty letter on carbon neutrality. He said SACUA had endorsed the letter, and asked Senate Assembly to pass the following resolution:

The Senate Assembly supports the intent of the "Faculty Letter on Climate Change Action" drafted by Professors Goldberg and Nadelhoffer and encourages other members of the University community to consider signing it.

Professor Larson objected to the proposal on the grounds that the issue is presented in the letter as one of will, but that the issue is more complicated than that. He referred to the President's Commission on Carbon Neutrality, saying it is not helpful to put additional pressure on the administration at this time.

Professor Manera said the city of Ann Arbor has complained that the university does nothing to ease transportation of faculty and staff to campus thus increasing carbon emissions.

Professor Wright objected to the divestment aspect of the letter, which he said was a "red-herring," that multiple issues were moving were the university towards carbon neutrality and that most attempts at divestment are ineffective.

A Senate Assembly Members asked about SACUA's discussion of the issue. Professors Atzmon and Beatty said the Assembly could support the intent of the letter without necessarily agreeing on all points, Atzmon added there were statements of fact in the letter that he could not check, and that he felt the divestment issue to be misconceived.

A Senate Assembly Member said she found that the arrest of 10 students protesting the University's policy on climate change in the Fleming Building was troubling, and would like to encourage the university not to charge the students.

A Senate Assembly member asked to amend the resolution to read:

The Senate Assembly supports the intent of the "Faculty Letter on Climate Change Action" regarding the importance of taking immediate action on climate change issues drafted by Professors Goldberg and Nadelhoffer and encourages other members of the University community to consider signing it.

Chair Marsh agreed that this would be a friendly amendment.

Professor Beatty suggested amending the measure to read:

The Senate Assembly supports the intent of the "Faculty Letter on Climate Change Action" regarding the importance of taking immediate action on climate change issues drafted by Professors Goldberg and Nadelhoffer and encourages other members of the University community to consider signing it.

Professor Malek suggested tabling the motion until the first Senate Assembly meeting of the 2019/2020. The vote in favor of tabling the motion was 35 in favor, 4 opposed and 1 abstention.

#### 4:29: Outgoing Chair's Remarks

Chair Marsh said the SACUA chair and vice chair elections will be held on April 22. He thanked out-going members of Senate Assembly for their work, expressing appreciation for what the body does, and saying that it embodied the University's emphasis on Diversity, Equity and Inclusion in terms of race and

gender as well as in terms of experience and thought. The Senate Assembly is equitable in that everyone has a vote, and that no other University group draws faculty from across such a wide spectrum. He said he enjoyed interacting with a whole group of faculty members he would never otherwise have had a chance to get to know.

Chair Marsh said a big question is how faculty governance remains relevant, that its processes have not changed over time even though the ways faculty do research and in teach have changed. This raised the broader question of how faculty governance can use the talent in the room to do something that people find worthwhile. The faculty at large appear to be indifferent about faculty governance. According to one view this because the faculty are just too happy; the flip side of such a statement is the risk of complacency. When people become unhappy it is too late to help. There is another view which is that the faculty should be more forceful, as it had been in the past. Chair Marsh said faculty governance currently does good work in dialogue and discussion with the administration, that these discussions are conducted through Senate Assembly committees, and, while discussions are not quantifiable or visible, successful dialogue depends on building a level of trust between the administration and the faculty as a whole. He would like the Senate Assembly members to better engage the colleges and departments they represent. He believes that faculty apathy stems from the fact that people do not know what faculty governance does. He has given short presentations on the subject to help faculty groups become better aware of faculty governance's activity. He encouraged Senate Assembly members to make presentations to their colleges or departments and offered slides to help. He has found that information increases interest in participation.

Chair Marsh announced that Tom Schneider, the Director of the Faculty Senate Office, will be retiring in mid-June. Mr. Schneider has been director for twenty-four of his twenty-seven years at the University. Chair Marsh thanked Tom for his service and offered the following resolution:

The Senate Assembly hereby recognizes Tom Schneider for his many contributions to faculty governance as Director of the Faculty Senate Office for 24 years. The assembly wishes him a long and happy retirement.

The resolution passed unanimously.

4:30: Photographs

5:00 Adjournment

Respectfully submitted

David Potter  
Senate Secretary

**University of Michigan Bylaws of the Board of Regents, Sec. 4.01:**

*The University Senate*

The senate is authorized to consider any subject pertaining to the interests of the university, and to make recommendations to the Board of Regents in regard thereto. Decisions of the University Senate with respect to matters within its jurisdiction shall constitute the binding action of the university faculties.

---

**University of Michigan Bylaws of the Board of Regents, Sec. 4.04:**

*The Senate Assembly*

The Senate Assembly shall serve as the legislative arm of the senate.

The assembly shall have power to consider and advice regarding all matters within the jurisdiction of the University Senate which affect the functioning of the university as an institution of higher learning, which concern its obligations to the state and to the community at large, and which relate to its internal organization insofar as such matters of internal organization involve general questions of educational policy.

---

**Rules of the University Senate, the Senate Assembly and the Senate Advisory Committee on University Affairs:** In all cases not covered by rules adopted by the Senate, the procedure in Robert's Rules of Order shall be followed.