

# COHS Planning and Budget Committee

## Meeting Minutes

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Wednesday, March 17, 2022, at 3:00-4:00 p.m.  
Remote via Zoom

Members Present:

Chair

Anjan Batra, MD

Vice Chair

Veronica Vieira, DSc

Members Not Present:

Sora Tanjasiri, DrPH

David Mobley, PhD

Nadine Abi-Jaoudeh, MD

Non-Senate Members Present:

Simin Torabzadeh, MD

Guests Present:

Rebecca James-Brusuelas: Associate Dean,  
Administration of Finance, School of Medicine;  
Associate Vice Chancellor, Finance, College of  
Health Sciences

COHS Executive Committee Chair

Kam Kalantar-Zadeh, MD, MPH, PhD

**o Minutes Review, Chair's Comments – 5 min**

Welcome. Overview of guests and presentations.  
Approval of minutes.

Rebecca - I don't want these meetings to feel like flying by the seat of my pants. I'm happy to bring a structure if you want. I'm here to serve.

Anjan – We would love to have you have an agenda and we serve at your discretion.

Simin – I second that. So that we know what the purpose of our committee is.

Rebecca – I agree. The struggle is retrospective. The medical school stuff is easy. Is there a role for how, if... The new building, programming. Status and tour for morale building to keep us connected. For health side, we are in infancy stages. The other building and the hospital on the clinical side for key service lines, each dept chair.. please push back, we assume that How many doctors need to populate the new hospital? Working with key stakeholders and faculty. I think we can add more people to the party. It's not going to be done in a vacuum. We have to work with clinical department and the GME. Clinical research, cancer piece, pop health, pharmacy, Pharm Sci... The echo system that we want to leverage. I may be stepping out of my lane here if this group can help us think through that. I'lls top talking.

Kam – introduces himself. I have been privileged to be in meetings with you Rebecca and Sheefteh. Great sources of information and guidance. We are grateful that these leaders

are coming to these meetings. I am very glad that Rebecca is here today. This is an example of the interaction and collaboration between the faculty assembly and leadership of how things continue to work. My job is to enhance this. I appreciate the opportunity to be here. We have to acknowledge that we have had a pandemic for 2 years. We are now waking up. We do this gradually. Elections were delayed. Those who are here are extended by 1 year. The next election will be in October. We are continuing based on no election. Temporary chair elects based on bylaws created by members. The essential question is do we need this infrastructure? Why didn't this come up until now? It's a good question. Now things are working better. If each of these 4 schools are going to have interactions, councils and committees, do we need another layer or analyze? With all due respect of all of us, the process has to take time, be discussed with the Senate. Dr. Ho and Strieder came in January and again in April. I here to drive and navigate for the best outcome for our institution with your help and support. If the direction is to go to dismantle the COHS committees, it's going to be lengthy. In between, we continue to work the bylaws because we don't know which direction we will go. We come and listen to our leaders. Ensure that shared governance is followed. I am going to stop here.

Anjan – I second what everything you said. We value your leadership as well. Thank you for coming on board, revamp and get things going as well as coming to this meeting and showing your face at all of the meetings.

Viera – I agree and offering to open the April meeting to all is great. We didn't think it was needed but maybe this is progress that they are listening to us.

Anjan – one thing that struck a chord is that we are in flux. We are evolving but let's learn as we go along and form something that would have significance when needed. The other comment, it would be nice if it's not either or, but both where we can all work together? Sort of a triangle or circle that we can communicate to each other.

Vierie – I agree with that but I think we have some duplication. To have repeated committees within the COHS, there isn't much of a role for us. The su

Rebecca – unsolicited option as a staff administered – everything seems to feel very medical center focused. Even when I am invited sometimes, It feels like this must be a turn off. The proportional weight of other groups deems imbalance. If the college group is supposed to be college focused, it still feels medical. No one wants to have another layer for the sake of another layer. We are having shared governance. Some may not like where the bulk is happening. To Veronica's point, the bulk of everything is happening at the Main Senate. If you are less medical centric, you would get more action.

Kam – your point is valid. If we are going to go in that direction, we need some leverage and guidance by the senate. The Senate too is confused. It requires certain ratifications and adjustments, including the senate leadership.

Rebecca – I can't speak to how they structured the guidelines (your predecessor... The treated a All of our money still comes from the Provost, it still comes from the VC. The intent is that we all want to work together to figure out how to not get caught up in the bureaucracy and bylaws.

Veronica – I don't think a lot of the sub committees make much sense. I'm not saying that we should disband the COHS necessarily but we have ... I cut out as many as I could. Rebecca makes a good point. We knew that there was a lot going on but it didn't apply to us. I feel having an open meeting with all of the COHS senate, this would be a good opportunity.

Kam – some of the committees have duplicates. School level, COHS level. You guys want to be efficient and create a model infrastructure. We are always open to a different approach.

Anjan – SOM had a P&B committee but it's no more.

Rebecca – I think that was a mistake personally. That was actually a useful committee for the medical school.

Anjan – if you feel that there is an alternative that is a better alternative, can we not visit that?

Rebecca – the way I have been socialized in the UC, it's not our role. The Senate is an independent body that we don't dictate to, it's an independent structure. ...

I'm not suggesting to go create another thing. That was a useful group.

Anjan – I agree. I was on that committee. We have very meaningful discussions. We are struggling with the college committee. No one comes to us. At the end of the day, we want to have a meaning and have a purpose. I don't know the right answer. I'd like to get guidance from you and Kam, not right now. Let's chug along for a little bit and see what happens. Time will tell.

Kam – this is very educational. I think that not seeing stars aligned, COHS was supposed to be an experiment. The pandemic made everything stop. Does this however show that the COSH was a failed experiment? Does it indicate that it was extenuating circumstances and we learned to get along without? Rebecca, I would also like to better understand that these extenuation questions came from?

Rebecca – Dr. Batra and Veronica are aware of it. We've been having this same conversation all last year. We've all been pattering along going what's the purpose, what's the focus and came to a head. We are all for shared governance but its all happening at the schools within the faculty bodies or the campus through the senate. Its also awkward, no one wants to say, why do we exist? We are for efficiency and going where things make sense. Again, we serve the faulty, no matter how high fullutant our titles are. Uncomfortable conversation.

Anjan – Rebecca, if I may ask, you are talking about P&B but is that the same for all of the committees?

Veronica – Pretty much. There is no COHS space. ...

We are at a deficit. Growing anything is really hard. The college existed long before we fixed the bylaws. It was certainly here before, and our predecessors said it always existed but no one participated. Its important to grow but we do have enough going on at all of our schools that to have this added layer of more meetings is taxing.

Anjan – Veronica, since you are bringing this up. What would you do?

Veronica – I would look at committees that bring the most. It needs to fall in the college. IP and maybe EC? Other committees there isn't enough need for the other committees...

Anjan – could you have committees at the school level at COHS or would you have to have.

Veronica – we can send our

Kam – for example – questions for each committee .. Is it required? Is it Helpful? Should each school have their own? I thought by having one we could all sit down and discuss and learn from each other but you're saying it's less efficient.

Veronica – because it's a cOHS budget. It doesn't make sense due to more school specific planning going on. There are things that don't require the college's input or voting. Maybe this new building for COHS and the Falling leaves is interdisciplinary. I have to go.

Anjan –

Rebecca – prepare a substantive update that can talk about timelines.

Anjan – I think this discussion was very fruitful. I think we need to think about the SOM P&B committee. If you think there is purpose in that, the way I would envision it is still having an EC and having the P&B report to that.

Rebecca – let the work happen at the schools. No one wants to throw the baby out with the bathwater.

Kam – this meeting was exceptionally educational and through stimulating. I hope at our next meeting we can bring this up. The Senate was asking similar questions. Let's work together and find the best path and format. Understand the goals and intentions.

Anjan – one request behind the scenes – before we even start exploring, would we do be willing to ask them if they would find something useful?

Rebecca – to talk to Michael about it in her group.

Anajn – one last thing, I want to bring up. How often do we want to meet?

Kam – it is suggested that standing committees meet quarterly based on function. Twice a year or as needed. It's a good question. As the chair, you can decide.

Anjan – we are trying to figure out who we are. Going too long after a day like today. Thinking quarterly.

Simin - I agree. Monthly is too many but 6 months is too long. Quarterly sounds good until we find our purpose.

Rebecca - I think that's a good start. You have very few people on today.

Anjan – should we replace those that we have lost or wait,

Kam – this is actually under the committee on Committees. I am supposed to have the feedback from them to do that. For now, I think we wait until October. I plan to invite the committee members of all 7 committees and see how many people come and what interactions we have.

Anjan - motion to approve minutes on that last meeting.  
Simin second.

Former members that left that need replaced.

- o Report by Rebecca  
Discussion: A high level update on the new hospital and other projects planned or underway.
- o Report by Kam on the History of Shared Governance  
Discussion:

Meeting adjourned at 4:58 PM. The upcoming meeting is scheduled for Quarterly 3<sup>rd</sup> Thursday of mo at 2PM.

- o Follow up action items for \_\_\_\_\_:

Respectfully Submitted,  
Kam Kalantar-Zadeh, MD, MPH, PhD  
College of Health Sciences Faculty Chair  
Professor of Medicine, Pediatrics, Public Health and Nursing Sciences  
Chief, Division of Nephrology, Hypertension and Kidney Transplantation