**Meeting Minutes: Tuesday, November 10, 2015**  
Commons Center, Multipurpose Room

**Present**
- Ashton, Zeben
- Bailey, Christina
- Behnam-Gilani, Ali
- Boyce, Kim
- Boyd, Barbara
- Brady, Al
- Campbell, Linda
- Carlson, Robin
- Carney, Kathy
- Carney, Tara
- Choate, Corey
- Crimi, Cathy
- Darling, Shelley
- Dixon, Michele
- Donahue, Laurel
- Foutch, Leslie
- Hallstrand, Lillian
- Harrell, Rachel
- Heaton, Ashley
- Henderson, Eugene
- Howry, Nat
- Hull, Rae
- Johnson, Faye
- Johnson, Judy
- Kasinger, Jake
- King, Amanda
- Kissinger, Lauren
- Latham, Vickie
- Lester, Frank
- Loudon, Jeff
- Mandeville, Jenny
- Miller, Jean
- Miltner, Damon
- Moore, Stacey
- Newell, Tanish
- Payne, Philip
- Pepper, Ronnie
- Pickert, Don
- Pring, Michael
- Pulcini, Ally
- Richter, Andy
- Robinson-Wright, Monique
- Rose, Susan
- Ruiz, Carlos
- Sanchez, Monica
- Seezen, Karen
- Smith, Susie
- Soren, Carol
- Stanard, Ray
- Street, JJ
- Stokes, Kiley
- Thomas, Anna
- Turney, Kerrie
- Vazna, Stella
- Wall, Anne
- Washam, Glenda
- Weisbrodt, Cathy
- Wocher, Melissa
- Young, Deirdre
- Zidank, Debbie

**Did Not Attend**
- Bonner, Stacey
- Brown, Kenneth
- Crawford, DeAnna
- Dean, Mary Ann
- Ely, Courtney
- Engstrom, Steven
- Fox, Anita
- Goode, Donald
- Grabel, Chris
- Hamilton, David
- Jeter, Wynn
- McKinney, Rhonda
- Murphy, Amy
- Parkinson, Kyle
- Poynter, Lisa
- Ramos-Lewis, Andrea
- Reynolds, Dana
- Roberts, Janet
- Schmittou, Lorna
- Siegel, Charlotte
- Teaford, Jeremy
- Williams, Dustin

**Sent Regrets**
- Brassil, John
- Burnett, Karen
Christian, Briana
Clark, Maura
Jones, Eric
Kovash, Michelle
O’Leary, Ali
Smith, Amy
Williams, Tara

Guest/Visitors:
Bari Brooks (HR)
Deb Grant (HR)
Hicks, Chris (HR)
Hilson, Kathi (HR)
Lockett, Miduri (HR)

James McDaniel (VUPD)
Alan Napier (HR)
Laura Nairon (Bus Srvc)

8:30 a.m. President, Rachel Harrell, called the meeting to order.

OLD & NEW BUSINESS ANNOUNCEMENTS
• Due to difficulty with the viewing of the October meeting minutes online, the minutes will be approved along with the November minutes at the December meeting.

COMMITTEE HIGHLIGHTS & REPORTS
Events, co-chairs Michael Pring and Kerrie Turney
• There will be an Ugly Sweater Contest at the December 8th USAC meeting.
• Let the committee know that you are participating.
• A wish list by the Human Society was distributed.
• Amy Goodwin is the contact for the Elf Program & Nashville Humane Association donations – December 8th!

Staff Life, co-chairs. Andy Richter and Al Brady
• The third C.A.R.E. ( Civility, Appreciation, and Respectful Environment) will be held at noon on November 17. Tim Corbin and Anita Jenoius will speak on “Think before You Speak.” The event will be held in the Student Life Center, Ballroom A.
• Member of the month for November was presented to Andy Richter.

Membership, co-chairs Susan Rose and Anna Thomas
• The committee will meet again before Thanksgiving.
• November Birthdays: Christina Bailey, Jake Kasinger, Glenda Washam, Damon Milton, Shelley Darling, Kathy Carney, Philip Payne, Kenneth Brown and Michelle Kovash.
• Email Amanda King with employee groups on campus so they can be added to the website listing.
• It was suggested that a once a month happy hour be organized.

Communication, Jenny Mandeville
• Amanda King is in the process of creating a new page on the website of all the groups of campus.

Rules and Administration, co-chairs Melissa Wocher and Vickie Latham
• Nothing to report.
**Standing Committees**

**Benefits**
- Nothing to report.

**Traffic & Parking**
- Nothing to report.

**Athletics**
- Nothing to report.

**Frank Lester, LibQUAL Library Survey**
- All Vanderbilt faculty, students and staff are encouraged to take LibQUAL, which will be used to assess the quality of services at the Vanderbilt libraries.
- Survey takes only 5-8 minutes to complete.
- Survey is given every three years as a member of the Association of Research Libraries.
- Encouraged everyone to stop by the libraries and check out what they have to offer including the latest released CDs and DVDs.
- Contact Frank Lester if you have questions.
- Link for the survey is [http://library.vanderbilt.edu/survey](http://library.vanderbilt.edu/survey)
- The survey will be up until December 2.

**Introduction:** Alan Napier, H.R. Consultant introduced Kathi Hilsen as the new HR & Labor Relations Consultant.

**GUEST SPEAKER: Eric Kopstain, Vice Chancellor for Administration, VU/VUMC Transition.**

Campus Land Use Plan will be a topic for later on in winter or next spring. Place, roll of facilities, etc.

**Transition Update:**
1. Overview of Rationale for New Model
2. Overview of Approach to Transition
3. Closer Look: IT and Systems
4. Closer Look: Facilities
5. Closer Look: Safety and Security critical information
6. Where are we at right now?
7. Questions

**Rationale**

Medical Center Study Groups
- March 2013: “to assess risks and opportunities in healthcare, biomedical research and education as they relate to Vanderbilt’s mission.”
• April 2014, in the full board session at the Center for Better Health we considered a range of governance and financial structures compared to VU’s wholly owned structure.
• Graph of US Health Care Revenue Trend (2002-2014 est)
• Academic Medical Center Peer Structure Comparisons

VU Health Affiliate Network
• Map of hospitals and practices across the region that have become affiliated with VUMC
• Intense and highly complex cases can be treated at VUMC – outlying hospitals do not have the equipment nor the facilities to care for those cases.
• Can share IT and doctors at some of the other systems.
• Strategy to include our influence
• Board members are really tuned in
• Bond rating

Academic Medical Center “Strong” University Affiliation: Vanderbilt/VUMC
• Create new 501c3 tax-exempt entity (VUMC), to which VU can transfer the assets and operations of the clinical enterprise, clinical practice and clinical academic programs of the former VUMC.
• VUMC would then more closely resemble leading US academic medical centers: MGH, Brigham and Women’s, Northwestern, also the Mayo & Cleveland Clinic, Dartmouth, UPMC.
• Emory would be the only other peer where the entire medical center is housed within the financial structure of the university.

Academic Health Center “Strong” Affiliation Model: V/VUMC
• Financed and operated by VUMC – Clinical compensation, benefits, administration, clinical care delivery. Hospital-based clinical education activities (residency/fellowship, professional, continuing education). Research in SOM Clinical Departments and related centers.
• Financed and Operated by VU – Faculty appointments and promotions. Graduate School –based Ph.D. programs in the biomedical sciences. Research in SON, SOM basic science departments and related center.

VU SOM, SON – MD & Nursing degree programs VU operated & staffed by VU & VUMC.
Vanderbilt VUMC Transaction

**Approach**

Work Streams to Manage & Track Steering Committee
• 20 transition teams to execute the transition.
• A Transition Management Office (TMO) to manage the process
• Cross functional representation and leadership is involved and highly engaged.

At a macro level services can be placed into one of three buckets in the contact of the split
• Provided by V for VU and new VUMC – Police and Security Services, Non-patient traffic and parking, utility operation and maintenance, child care, sustainability and environmental management.
• Provided by be VUMC for VU and New VUMC – Environmental health and safety (radiation, chemical, etc.), animal care (research), human subjects protection (IRB), student and employee health services, certain administrative and financial IT Services (transitional).
• VU and New VUMC each provide their own – buildings and grounds operations and maintenance, real estate services for off-campus leases, human resources, finance, pre and post award grant administration, credit card services, general counsel,

Context: Three categories of individuals impacted by the transition.
1. “Pay stub” changes
2. “Affiliation” changes, but no supervisor/role change.
3. Direct supervisor or role changes

Executing an 8 step process for staffing the new organizations
1. Pre-selection communication
2. Recruitment: Urgent Hires
3. Selection
4. Selection review
5. Post selection communications
6. Change management and reconciliation
7. Recruitment:
8. Reassignment/Relocation

Deb Grant from HR: Transferring from one to other, example plants ops to athletics to emergency dept. Now you are transferring within one employer
After legal close – there will be 2 distinct employers and it will no longer be a transfer but 2 separate employments by two separate entities. We should all help others to understand this.

Proposed process for space allocation divided into 5 key elements.
5 Key Elements – space needs definition
1. Business unit activity
   2a. Definition of standards
   2b. Space needs
2. Space Inventory
3. Space allocation scenarios
4. Planning & Execution

Guiding Principles for Space Relocation
Overarching Legal Principal for Dress Rehearsal

**IT & Systems**
Have addressed IT transition challenges and developed a comprehensive framework to achieve separation.
Systems organization services and processes all follow the same decision, etc.
Clear application “ownership” is crucial to the success of our shared services model and supporting staffing.
All follow the same decision path.
Several factors guide ownership of each cluster
Initial view of application cluster ownership

Facilities
- Vanderbilt Campus today – color coded map
- Future state of campus
- Guiding Principles for Space & Facilities
- Vanderbilt Utility Infrastructure Principles
- Libraries will be managed as an “integrated system”
- Child & Family Centers will be managed and operated by VU
- Vanderbilt garages and parking lots contain 8,048 spaces
- Proposed overarching principals
  1. Maintain public safety paramount importance
  2. VUPD has (and should have) primary responsibility for ensuring safety
  3. To carry out its public safety responsibilities, VUPD needs functional and up-to-date critical infrastructure equipment
  4. To the extent that the current critical infrastructure ownership/maintenance model prevents VUPD from ensuring public safety, we should change the model.

Critical infrastructure is comprised of 8 elements
- VUPD IS CENTRAL TO ALL – Radio system, Life Flight, Camera systems, Blue phones, Panic buttons, Building Systems Control, Outdoor notification system.
  Continue to serve the entire campus.

Where are we right now?
- Governance level – VUMC Board formed 9/14/15
- Operations Level
  Dress rehearsal ongoing
  Service level agreements under development
  Contract assignment process well underway
  Space leases under development

QUESTIONS/ANSWERS
1. After the split, will you be amenable to revisiting some past decisions such as giving University staff off the day after Thanksgiving, adding one or more holidays, or closing the week between Christmas and New Year? Yes, with no promises.
2. Some of us were told we will be transitioning to VUMC and thus have already taken on additional responsibilities. When will new titles and job descriptions be provided for those of us moving to VUMC? When will any salary changes take effect? Not able to go in to that now.
3. When is the legal split date forecasted now? Legal split date is February 29, 2016.
4. Will VUMC folks still have access to all the libraries? Yes, Library access will remain open to all.
5. Will the land ownership be split? **Vanderbilt will continue to own all VU land, with the exception of the 22 acres VU purchased at McEwen in 2010 which will be transferred to the NewVUMC.**

6. I have heard that if you transfer between VUMC and VU after the split then you start over as a new employee. Is this correct? **Yes, you will start as a new employee.**
   a. **Benefits remain the same.**
   b. **Employee benefits will be the same at both.**
   c. **Move to VUMC by the restructuring, your years of service, etc. will be grandfathered in**
   d. **Further questions – go to the Transition Website for FAQs**
   e. **Flu shot event will be joint event.**

**CLOSING**

*Our next meeting will be Tuesday, December 8, 2015 in the Commons Center, Multipurpose Room at 8:30 a.m. We will have our Winter Party!*

Upcoming Chancellor’s Town Hall Meetings:
December 1, 2015 - 2:10-4:00 p.m., Location TBD – Vanderbilt’s Balance Sheet
December 7, 2015 – 9:10-11:00 a.m., Location TBD – Vanderbilt’s Land Use Plan

Meeting is adjourned at 10:15 a.m.

For more information about the council, please visit the **USAC website.**