

REVISED September 21, 2005

MEMO TO Barbara Brandt, Professor and Assistant Vice President for Education, AHC
Louis Ling, Associate Dean, Medical School- Twin Cities
Bryan Dowd, Professor, School of Public Health
Kathleen Krichbaum, Associate Professor, School of Nursing, AHC-FCC chair
Kathleen Watson, Senior Associate Dean, Medical School- Twin Cities
Jon Schommer, Associate Professor, College of Pharmacy
Gwen Halaas, Assistant Professor, Medical School- Twin Cities
Ray Christensen, Professor, Medical School- Duluth
Joanne Disch, Professor, School of Nursing
Lynn Blewett, Associate Professor, Health Services Research & Policy
Scott Dee, Professor, Veterinary Population Medicine
Patrick Lloyd, Dean, School of Dentistry
Jennifer Cieslak, Special Assistant to the SVP for Health Sciences
Mary Schmidt, Chief of Staff, AHC Office of Education
Jonell Rusinko, Principal Informational Rep, AHC Communications

FROM: Frank B. Cerra, Senior Vice President for Health Sciences

RE: AHC Strategic Positioning Task Force on the Health Professional Workforce

Thank you for your willingness to serve on the AHC Strategic Positioning Task Force on the Health Professional Workforce. The University's Strategic Positioning process presents a remarkable opportunity for the University and the Academic Health Center to take steps to transform itself into a top three public research institution. The four AHC task forces, of which the Health Professional Workforce is one, build upon the AHC strategic plan and represent the next key steps for us to take. As you pursue your charge, I ask that you engage in bold and visionary thinking and identify strategies that will propel us forward.

President Bruininks has asked that each strategic positioning task force consider the following strategic action areas that were identified in the University's strategic positioning recommendations, *Transforming the University of Minnesota*, endorsed by the Board of Regents on June 10, 2005.

- Recruit, nurture, challenge, and educate outstanding students who are bright, curious and highly motivated.
- Recruit, mentor, reward and retain world-class faculty and staff who are innovative, energetic, and dedicated to the highest standards of excellence.
- Promote an effective organizational culture that is committed to excellence and responsive to change.
- Exercise responsible stewardship by setting priorities and enhancing and effectively utilizing resources and infrastructure.
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- Communicate clearly and credibly with all of our constituencies and practice public engagement responsive to the public good.

During the development of the University's strategic positioning plan, certain common themes have been identified that informed the goal to become one of the top three public research institutions in the world. These themes are important to keep in mind as we begin our work. The themes are:

- Strong academic programs and leadership.
- Improved access to success for students demonstrating that a better education leads directly to better results.
- Excellence in research.
- Lowered economic costs through improved services and strengthened core investments.
- Greater alignment across all programs and services.

As you pursue your work, please also keep in mind the following questions:

- What are the strategic directions that will move us toward being a top 3 public research institution?
- What are the areas of excellence and/or comparative advantage?
- What are the actions recommended to achieve these directions, including opportunities for reallocation of resources?
- What are the measures of progress and expected impact?
- What are the incentives necessary to achieve success?
- What are the barriers to success? What strategies exist to overcome the barriers?

The Task Force Charge:

The AHC educates and trains 70% of Minnesota's health professionals. The growing demand for health professionals, the increasing cost of health professional education, the decreasing public investment in health professional education, and the shift to community based education partnerships in Minnesota necessitates an analysis of how we will meet the state's future health professional workforce needs.

The task force should formulate recommendations in the following areas: class enrollment size in our health professional schools; an assessment of the resources required in our current educational model; a definition of the role of interprofessional education; and recommendations for reducing the cost of educating and training the next generation of health professionals.

More specifically, the task force should:

- 1.) Develop a methodology for determining class size and enrollment for each of the health professional schools in which the University is the major source of providers for Minnesota and the region. (Examples of the latter are dentistry, veterinary medicine, and public health.)
- 2.) Define the role of the University in the community partnerships necessary to educate and train the next generation of health professionals. Delineate principles for partnerships, the infrastructure necessary to sustain these partnerships, educational quality control, and accountability systems.
- 3.) Define the role and best use of interprofessional education in the education and training of the next generation of health professionals. Delineate new interprofessional education and care delivery models, the scope of their use, barriers to their use and approaches for overcoming those barriers, and how the models would be financially supported.
- 4.) Clarify the resource needs and funding sources of the current paradigm of health professional education. Identify where cost reductions can occur, where additional revenue is needed, and what the source(s) of that revenue could be.
- 5.) Address the following question: What are the emerging trends in health professional education and how might we use them for transformative change in our current paradigms?
- 6.) Report on creative approaches to transforming health professional education that you may encounter during the course of your work.

Task Force Retreat:

I encourage you to attend the strategic positioning task force retreat and work session on Friday, September 16, 2005 at the North Star Ballroom in the St. Paul Student Center. This program is hosted by the Office of the President and is intended for all strategic positioning task forces. Task force co-chairs are asked to attend from 8:30 am – 5:00 pm. Task force members are asked to attend from 1:00 – 5:00 pm.

Deliverables:

The task force's final report is due by **May 1, 2006**. I would ask that you develop a detailed work plan for the task force, which I can review with you by **late October**. The plan should include a plan for receiving ideas and feedback from members of the AHC community and other constituencies and a plan for consultation.

I would like to receive regular reports on the work of the task forces. We also may want to consider an interim report for purposes of soliciting feedback. We will decide this as we go forward.

Resources:

There are a number of resources available to you as you pursue your charge. These include the Resource Alignment Team, a toolkit of documents and templates, and the professional staff of University Relations appointed to facilitate internal and external communication of progress through the strategic positioning process. The Resource Alignment Team is a consulting group charged with providing support to all task forces in the areas of cross-functional alignment, change management, and subject matter expertise as needed. Support is also available from the Academic Health Center Steering Committee.

Jennifer Cieslak has been appointed Special Assistant to the Senior Vice President and will manage and coordinate the strategic positioning process for me. Jennifer will work closely with task force staff and will be able to help task force co chairs access needed support and assistance. Jennifer may be reached at 612-624-4134 or jcieslak@umn.edu.

Thank you for your willingness to assume this important role on behalf of the University community. Your participation and commitment to this work is vital to the successful implementation of the strategic positioning recommendations and to achieving the goal of becoming one of the top three public research universities in the world.

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C: Robert H. Bruininks, President
Robert J. Jones, Senior Vice President, System Administration
E. Thomas Sullivan, Senior Vice President and Provost
Kathryn Brown, Vice President and Chief of Staff
AHC Deans