

Transforming the University of Minnesota

President's Recommendations

May 6, 2005

I want to assure you that the leadership of this great University is fully committed to achieving excellence in every aspect of our mission, in fulfilling the promises we have made to the University community and to the state of Minnesota." Robert H. Bruininks

Inaugural Address
February 28, 2003

The Senior Vice President for System Administration in consultation with the President, Provost, and Senior Vice President for Health Sciences should appoint a task force focused on internationalization and global studies. The task force should develop a strategy, plan and structure to most effectively leverage, stimulate and coordinate cutting edge international research, and globally informed teaching and public engagement programs with selected partners in other countries. The task force should address strategies for building strategic international partnerships with universities and research institutions; expansion of study abroad and international scholarly exchanges; and internationalization of the curriculum. This work should draw upon relevant previous reports and proposals for external funding, and must include the University's coordinate campuses. The task force report and recommendations for implementation should be submitted no later than December 10, 2005.

Academic Health Center

The Academic Health Center (AHC) is well into implementing its strategic turnaround begun more than six years ago as a result of a comprehensive strategic positioning and planning effort. At the time, external forces were driving for change, and there was a clear consensus within the academy that the status quo simply was not working. The action strategies of the University's positioning effort are remarkably similar to those resulting from the AHC's undertaking six years earlier, suggesting that the core needs of a world-class University and its constituent parts are the same. It's about achieving excellence for students, faculty, and staff; encouraging an entrepreneurial culture unafraid of change; effective and efficient use of resources; and developing and maintaining relationships with communities throughout the state, region, and nation.

Based on those similarities, yet reflecting the specific needs of the health professional schools, the following recommendations are offered:

(1) The Senior Vice President for Health Sciences in consultation with the President should appoint a task force to develop a report on the analysis of knowledge management technology needs specific to inter-professional, community-based health workforce development that is integrated into the University information technology plans. Tomorrow's health professionals require a new set of skills and capabilities to deliver health care as demanded by the 21st Century: they need to be competent in knowledge management, to deal with the explosion in breakthrough knowledge, and they need to understand systems that affect the outcomes of care. The task force should address critically important issues related to longer term financing of their plan. The task force report should be submitted by May 1, 2006.

(2) The Senior Vice President for Health Sciences in consultation with the President should appoint a task force to develop an analysis for "rightsizing" enrollment in the health professional schools to meet health workforce needs, and of the University's role in supporting future new models in partnership with communities. The existing model of health professional education is resource intensive and inadequately supports the education needs of the evolving care delivery system. Current model costs make it difficult to increase class size and also places an increasing burden directly on the students. While efficiencies in the model need to be achieved, new sources of revenue also will be necessary. The task force should address critically important

issues related to longer term financing of their plan. The task force report should be submitted by May 1 2006.

(3) The Provost and the Senior Vice President for Health Sciences in consultation with the President should appoint a task force including representatives from the Academic Health Center, the Office of the Vice President for Research, the Institute of Technology, the College of Biological Sciences, and other appropriate colleges to ensure the University is positioned to compete in the era of Big Science. New breakthroughs in biology and health sciences require broad interdisciplinary efforts beyond the boundaries of a single institution. This effort would be designed to speed up the pace of interdisciplinary research currently taking place on campus and to support the inter-institutional relationships that have doubled this University's receipt of NIH awards over the past six years. The task force should coordinate its work with the task force on the future of the sciences and engineering (see Future Design of the University, recommendation 1). The report should be submitted by May 1, 2006.

(4) The Senior Vice President for Health Sciences in consultation with the Provost and President should appoint a task force focused on developing the clinical science enterprise of the Academic Health Center, and its role in strengthening the University, along with the concomitant resource needs for faculty and capital. Core to the mission of the health professional schools of the AHC is the development and application of new knowledge to the prevention and treatment of diseases of humans and animals. In addition, core to each of the professions is a sort of apprenticeship program where faculty and students practice side-by-side in the care of patients. Clinical science practice is the endpoint of basic and translational science, and is where it is applied. Success of the clinical science enterprise provides support to the health professional schools, and thereby supports the mission of the University overall. The task force should address critically important issues related to longer term financing of their plan. The task force report should be submitted by May 1, 2006.

(5) The Senior Vice President for Health Sciences in consultation with the President shall appoint a task force to update the Precinct Plan for the Academic Health Center. This task force will need to include, among others, the Office of the Vice President for University Services, the Office of the Vice President for Finance, and membership from the Academic Health Center, Fairview Health Services, and the practice plans of the health sciences schools. The AHC Precinct Plan was last updated several years ago; the demands for research space, the partnership with Fairview Health Services, and the need for renewal of the support spaces for the clinics and support spaces for women, children and adult health services necessitate that the AHC Precinct Plan be updated and articulated with the University Capital Plan. The task force report should be submitted by January 1, 2006.

Coordinate Campuses

(1) Under the leadership of the Senior Vice President for System Administration, each coordinate campus should initiate or complete a process to establish a financial and academic accountability framework under which it will operate and its annual progress will be evaluated—within its own context and consistent with its history and mission. The fiscal and academic accountability model for each campus will be based on the following operating principles: