

REVISED September 21, 2005

MEMO TO: Deborah Powell, Dean, Medical School, Asst. VP for Clinical Sciences
Bobbi Daniels, Chief Ambulatory Medical Director, UM Physicians
Jasjit Ahluwalia, Executive Director, Office of Clinical Research
Robert Washabau, Professor, Veterinary Clinical Sciences
Robert Madoff, Professor, Colon/Rectal Surgery
Brian Isetts, Associate Professor, College of Pharmacy
Melissa Avery, Associate Professor, School of Nursing
Robert Hirsch, Associate Dean, School of Dentistry
Jim Neaton, Professor, School of Public Health
Kim Zemke, Director, School of Nursing
Jeff Miller, Professor, Cancer Center
Jennifer Cieslak, Special Assistant to the SVP for Health Sciences
Stewart McMullan, Associate to the CFO, Academic Health Center
Mary Koppel, Assistant VP, AHC Public Relations

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

RE: AHC Strategic Positioning Task Force on Clinical Sciences Enterprise

Thank you for your willingness to serve on the AHC Strategic Positioning Task Force on the Clinical Sciences Enterprise. 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 Clinical Sciences Enterprise 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.
- 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 essence of health professional schools is to educate and train the next generation of health professionals in a highly innovative environment that brings new knowledge to the prevention and treatment of disease. This necessitates vibrant and energetic clinical sciences that encompass all health professionals at the University of Minnesota and their scholarship and clinical practice.

Specifically, the task force should:

- 1.) Develop an operational definition of clinical science that incorporates scholarship, research, education and clinical practice, including new models of care delivery.
- 2.) Delineate the role of clinical science in the strategic repositioning of the University and the Academic Health Center.
- 3.) Inventory and assess the current status of clinical science in the Academic Health Center, including the presence of clinical scholars, mentoring and development programs, recognition

and reward systems for clinical scholars, and infrastructure platforms that support clinical science.

4.) Propose goals for the development of the clinical sciences, including principles of investment, areas for investment, linkages with basic and translational research, linkages with clinical service lines, volume and kinds of clinical research, effective mentorship of clinical scholars, and models of care delivery and new therapeutics.

5.) Develop a plan for achieving the goals for the development of the clinical sciences, including faculty needs, education and training needs, staff needs and facility needs.

6.) Propose, at a high level, the financial resources needed to achieve the goals for the clinical sciences program.

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