

UNIVERSITY OF MINNESOTA

BOARD OF REGENTS

Work Session

June 8, 2006

A work session of the Board of Regents was held on Thursday, June 8, 2006, at 1:30 p.m. in the East Committee Room, 600 McNamara Alumni Center.

Regents present: Anthony Baraga, presiding; Clyde Allen, Frank Berman, Dallas Bohnsack, John Frobenius, Steven Hunter, David Larson, Cynthia Leshar, David Metzen, and Patricia Simmons.

Staff present: President Robert Bruininks; Senior Vice President Frank Cerra; and Executive Director Ann Cieslak.

Regent Baraga introduced President Bruininks and Senior Vice President Cerra, who led the discussion. Bruininks noted that four major Academic Health Center (AHC) strategic positioning task forces have completed their work, and that today's discussion would highlight their recommendations and the issues the AHC must address in the future.

Cerra identified a number of relevant policy questions, addressing such issues as the AHC's role as Minnesota's major supplier of practicing health professionals; future directions in research; managing expanded community partnerships; new approaches to fulfilling the AHC's education and research mission; the role of clinical revenues; and health marketplace alliances. He observed that the AHC successfully implemented its Strategic Plan 2000 by investing in areas of research strength; doubling sponsored project awards; innovatively responding to health workforce shortages; and developing effective partnerships with Fairview Health Services, Minnesota communities, the Minnesota State Colleges & Universities System, and the Mayo Clinic. Remaining challenges include rebuilding the faculty and clinical sciences; upgrading outdated facilities and infrastructure; facilitating technology commercialization; selectively expanding enrollment capacity; and developing new private sector partnerships and new cost/revenue/educational models (materials included in the docket and distributed at the meeting are on file in the Board Office).

Cerra explained that in order to meet its challenges, the AHC has developed five-year goals that will be achieved through four strategic repositioning task forces and action steps/implementation strategies in the areas of education, research, clinical sciences, facilities, and financing. He maintained that the AHC is uniquely positioned for success because of the diverse medical and related disciplines it encompasses and the opportunities for interaction with faculty of a major research university.

In response to questions from the committee, Cerra commented that managing the contribution of clinical revenue to the AHC's core education/research mission is an opportunity, but one that will require effective management and the appropriate balance between generating revenue and fulfillment of mission. He asserted that the development of non-traditional financing sources also will be critical to repositioning the AHC.

Regarding the AHC's role in training Minnesota's health care workforce, Cerra indicated that the Medical School has developed a plan to reduce the time it takes to educate licensed practitioners and is rethinking the traditional allocation of patient care responsibilities among health care professionals. He also stressed the importance of leveraging assets and becoming the state's health care leader by tapping existing resources in such areas as health management, leadership, economics, and prevention. He acknowledged, however, that current and future alliances with health care systems will be one of the many issues to be addressed if the AHC assumes a leadership role in health care reform.

Regarding the Board's role in the success of the AHC, Cerra advised that two critical components will be informed decision making and a willingness to push the envelope. He assured the committee that the necessary leadership is in place to succeed and that the AHC's repositioning efforts will be consistent with the University's mission and integrated into the strategic planning process.

The work session adjourned at 2:45 p.m.

ANN D. CIESLAK
Executive Director and
Corporate Secretary