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## Provost's Announcements

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Date: **April 24, 1997**

Dear Colleague:

Yesterday President-designate Mark Yudof unveiled his plans for organizing the University's senior management structure. He will eliminate several existing positions and replace them with an executive vice president and provost who will serve as the chief academic officer of the Twin Cities campus, a senior vice president for the health sciences, a senior vice president for finance and operations, and a chief of staff.

There will also be five vice presidents -- for agricultural policy, human resources, institutional relations, research/graduate school, and student development and athletics, as well as chancellors for the Duluth, Morris, and Crookston campuses. Details of this plan will be presented to the Board of Regents at its May meeting in Duluth.

The organizational chart can be found linked to our AHC WWW Home Page at: [www.ahc.umn.edu](http://www.ahc.umn.edu) and choosing "[Latest News](#)" at the bottom of the home page screen.

Or, the direct link address is: <http://www.umn.edu/urelate/newsservice/images/orgchart.gif>

Frank B. Cerra  
Provost

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### MEMORANDUM

Date: **April 10, 1997**

To: **Professional Civil Service Employees of the Academic Health Center**

From: **Frank B. Cerra, M.D.**, Provost

Re: **Professional Employees Union Election**

In the unionization election for professional civil service employees that begins on Monday, you will have the opportunity to vote on whether you want AFSCME to be your exclusive representative. As your exclusive representative, AFSCME would be responsible for negotiating wages, benefits, hours of work, sick and vacation leave, work rules, grievance procedures, seniority, layoffs, filling of vacancies, and all other terms and conditions of your employment at the University.

This is an important election for you and for the University. I urge you to take the time to become fully informed, to carefully consider the pros and cons of unionization, and to vote. The election will be decided by a simple majority of those who vote in the election.

I know that many of you are concerned about the challenges facing the Academic Health Center and its schools and colleges. The deans and I understand those concerns and are committed to making changes that strengthen the schools and colleges of the Academic Health Center and to do so in a way that is sensitive to the concerns and interests of employees. We recognize that professional employees have played and will continue to play an important role in furthering the Academic Health Center's position as a world renowned center for excellence in education, research, and service. We look forward to our continued work together.

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### MEMORANDUM

Date: **April 7, 1997**

To: **Faculty, Staff, and Students of the Academic Health Center**

From: **Frank B. Cerra, M.D.**, Provost

Re: **Dean of the Medical School**

I am forwarding today to President Hasselmo and the Board of Regents my recommendation that Dr. Alfred Michael be appointed as Dean of the Medical School. I expect the Board to consider the recommendation later this week.

Dr. Michael is an outstanding scholar and clinician, a recognized community leader, and an experienced administrator who I believe will effectively lead the Medical School during this critical period. Dr. Michael has been on the faculty of the University since 1965 and was named a Regents' Professor in 1986. He has served as Chairman of the Department of Pediatrics in the Medical School and Chief of Pediatrics at the University-Variety Hospital for Children since 1987. He has served as Interim Dean of the Medical School since June, 1996.

Dr. Michael was one of two candidates recommended by the search committee, headed by Sandra Edwardson, Dean of Nursing. The committee conducted an extensive national search and identified a strong pool of outstanding candidates.

Other members of the search committee included Michael Armstrong, a Medical School student; Brad Choate, President and Chief Executive Officer, Minnesota Medical Foundation; Timothy Crimmins, Minnesota Medical Association; David Dunn, Head, Department of Surgery; Elke Eckert, Professor, Department of Psychiatry; William Jacott, Head, Department of Family Practice and Community Health; John Kralewski, Director, Health Sciences Research, School of Public Health; Horace Loh, Head, Department of Pharmacology; Jonathan Ravdin, Head, Department of Medicine; Heather E. Stefanski,

a Medical School student; Pamela Tibbitts, Senior Vice President, Fairview; and Mary Jane Towle, Associate Administrator, Department of Surgery.

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## MEMORANDUM

Date: **April 7, 1997**

To: **Faculty, Staff and Students of the Academic Health Center**

From: **Frank B. Cerra, M.D.**, Provost

Re: **Staff Appointments**

We are pleased to announce the appointment of three staff to key positions in our effort to improve AHC administrative services and better serve faculty, staff, and students. The candidates were selected through extensive searches that began last November; the searches were open to both University and external candidates.

### **Jeanette Louden**

has been appointed the AHC's Human Resources Director. Jeanette has been a member of the AHC's human resources staff since 1994. During the past year, she led the University's Human Resources Team working on the affiliation of the University of Minnesota Hospital and Clinics with the Fairview Health System. Prior to joining the University, Jeanette had extensive national experience as a human resources consultant and held senior level human resources positions in the federal government.

We want to thank the members the search committee for this position: Marilyn Speedie, Dean of Pharmacy, Chair; Sandy Edwardson, Dean of Nursing; Judy Garrard, Chair of the AHC Faculty Consultative Committee, Public Health; Mary Jane Towle, AHC representative on University Civil Service Committee, Medical School; Peter Hannon, AHC representative on University P & A Committee, Public Health; Mary Huml, Chief of Staff, Veterinary Medicine; Gloria Taylor-James, Administrative Director, Pharmacy; and Francine Morgan, Human Resources Director, Office of the Provost for Professional Studies.

### **Christine Roberts**

will join us as the AHC's Communications Director on April 14. Chris has extensive experience in communications, media relations, development, and marketing. Most recently, Chris served as Deputy to the Chancellor for Public Affairs, responsible for all communications, development, and marketing efforts in the Minnesota State Colleges and Universities system (MNSCU). She has also served as a gubernatorial policy advisor on higher education and for ten years served in various senior level positions in the State University System.

Many thanks to the members of the search committee: Marcia Fluor, University Relations Director, Chair; Ron Franks, Dean, School of Medicine, Duluth; Susan Hayes, Coordinator of External Programs, Public Health; Gale Shea, Director of Enrollment Management, Dentistry; and Mary Indritz, Ph.D. student, Pharmacy.

### **Lorelee Wederstrom**

will join us as the AHC's Facilities Management Director on April 14. Lorelee served as Director of Facilities Services for St. Paul Ramsey Medical Center for the past ten years, where she was responsible for facility planning, development, and operations. At St. Paul Ramsey, she led the development of a comprehensive master plan for the center, managed major construction and renovation projects, and was responsible for the center's maintenance and plant operations, housekeeping, security, parking and grounds, safety, food service, and space planning.

Again, our thanks to members of the search committee: Clint Hewitt, Head, Campus Master Planning, Chair; Mark Cox, Division Director, University Safety and Health Management Office; Bob Schenkel, Acting Director, University Facilities Management; John Fetrow, AHC Vice Provost; and Mary Sumpman, Administrator, Cancer Center

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## MEMORANDUM

Date: **March 26, 1997**

To: **Faculty and Staff of the Academic Health Center**

From: **Frank B. Cerra, M.D.**, Provost

Re: **AHC Clinical Trials Center**

The University of Minnesota Academic Health Center has established a Clinical Trials Center (CTC) to attract corporate sponsored research funding for human clinical trials of drugs and medical devices and to administer trial protocols.

James Cloyd, PharmD, has been appointed CTC interim director. Dr. Cloyd will lead the initial phase of CTC development and assist in the recruiting and selection of a permanent director.

Dr. Cloyd is Professor and Director of the Epilepsy Research and Education Program in the University's College of Pharmacy and was Chair of the College's Department of Pharmacy Practice from 1982-1996. He has 20 years of experience working with government agencies, industry, nonprofit organizations and AHC colleagues in his area of research -- the safe, effective and economical use of antiepileptic drugs.

Dr. Cloyd will serve as the University's liaison with the pharmaceutical company G. D. Searle & Co. [Searle recently contracted with the University](#) to conduct clinical trials of its new candidate drugs for treatment of hypertension, osteoarthritis, rheumatoid arthritis, migraine, Alzheimer's disease, breast cancer, non-Hodgkin's lymphoma, and anti-platelet therapy following angioplasty, heart attack or unstable angina.

Dr. Cloyd will also develop and implement a plan to encourage faculty and departmental participation in the CTC, supervise research support service managers, and promote CTC capabilities to the pharmaceutical industry.

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## MEMORANDUM

Date: **March 26, 1997**

To: **Faculty and Staff of the Academic Health Center**

From: **Frank B. Cerra, M.D.**, Provost

Re: **AHC Task Force Report on Complementary Care**

Last August, I appointed a task force to evaluate issues and trends in complementary, spiritual and cross-cultural care and to propose a vision and direction for the AHC in this rapidly expanding area of health care. Mary Jo Kreitzer PhD, RN and Greg Plotnikoff MD, MTS co-chaired the 45 member task force that assumed responsibility for this work. I am pleased to announce the availability of this report through the AHC website at:

<http://www.ahc.umn.edu/tf/cc.html>

As described in the task force report, the AHC plans to assume a leadership role in conducting and disseminating research and in developing interdisciplinary curricula and innovative models of patient care that reflect an integration of complementary care. This work will be coordinated through the Center for Spirituality and Healing that was established in the AHC in 1995 by Dr. Kreitzer who presently serves as the director for complementary and spiritual care for the AHC. The Dean's Council has reviewed this report and is supportive of the vision and direction proposed.

Implementation of the recommendations will be phased in over the next 2-3 years. There is a large demand for graduate course work and continuing education. Two courses in complementary care will be offered this Spring: Therapeutics of Natural Substances by Dr. John Staba and an overview course in complementary healing practices by Dr. Pam Weiss. Dr. Sharon Norling and a team of faculty colleagues have been meeting with Bart Galle and Sharon Vegoe to plan a continuing education curricula that will be available in the Fall. Drs. Kreitzer and Plotnikoff along with several AHC colleagues are engaged in a planning process with Fairview Health System focused on integration of complementary care into patient care.

I am very grateful to the AHC Complementary Care Task Force for their excellent work. This has been an interdisciplinary, faculty-driven effort that has very skillfully and successfully integrated a broad based community perspective into an AHC planning process. The feedback that I have received indicates that the community is very pleased and supportive of the AHC assuming a leadership role in complementary care. I encourage you to review the report.

Dr. Kreitzer would be pleased to answer any questions or concerns.

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## MEMORANDUM

Date: **March 6, 1997**

To: **Faculty and Staff of the Academic Health Center**

From: **Frank B. Cerra, M.D.**, Provost

Re: **Strategic planning**

As part of the strategic planning for the Academic Health Center, the Provost's Office is initiating several steps to enhance the quality and effectiveness of AHC and collegiate support services for our missions in education, research, outreach and clinical service. We want to develop an on-going process where we routinely assess the performance of our administrative services, set benchmarks for improvement, and look for ways to enhance both the quality and value of those services.

Administrative services are a key element of the work of the AHC. They are the infrastructure that supports faculty efforts and they account for a significant portion of our overall resources. This is a good time to begin a deliberate, thoughtful, comprehensive process of ongoing improvement in those services. Central administration is actively examining administrative services planning and will commit resources to review current policies and procedures and to develop new information systems. The opportunities for synergy and improved services are great if we look across the AHC and if people are actively involved in the process at all levels. We will focus on five key administrative support areas at both the collegiate and AHC levels:

- facilities management
- financial services
- information technology
- human resource services
- communications

As part of the effort, we have asked the people in the State's Department of Administration to work with us on a limited basis to facilitate the administrative services project. Their role will be to assist and facilitate our own working groups in reviewing current services and proposing improvements. They have played similar roles in a wide variety of agencies and are experienced in helping organizations achieve their goals more effectively. They understand the role of support services in a public service setting. Being a state agency, they can provide very cost effective help since the AHC is seen as another state agency and need only pay internal cost coverage rates.

In the next several weeks, members of a four person team will conduct brief interviews with people across the AHC: users of services, providers, central administrative people, faculty, staff, and students (a brief description of the team's background is attached). The Dean's Council has helped assemble the list of the people the team will interview.

The goal is to try to reach a broad cross section of people in the AHC and central administration, not to do an exhaustive study. We will use these interviews as one part of a process to identify the most important and pressing issues of support that we will address. If you are called upon to talk with the team, thank you in advance for your time. These interviews are only the first step in a far larger effort. Whether you are interviewed or not, I would like to hear your thoughts (cerra001@maroon.tc.umn.edu) and I hope that I can call upon you to help in later steps as well as we assemble working teams and user groups to guide the improvement process.

## ADMINISTRATIVE SERVICES INTERVIEW TEAM

LINDA HENNUM: areas of expertise are in project management, organization design, information systems management and planning, and work flow analysis. Linda has been with Management Analysis since 1986 and worked previously for Administration's InterTechnologies Group and the Department of Transportation, as section manager for planning and research for the Office of Systems and Support Services. She managed the Commission on Reform and Efficiency's administrative systems projects (human resources, financial management, electronic data interchange, and administrative rules) in 1992 and 1993, and then worked for the Department of Finance for the following two years as manager for the development of training and on-line documentation for the new statewide human resources and payroll system.

Linda has a master of business administration degree with concentration in information systems from the University of Minnesota.

VIRGINIA PIERCE: areas of expertise are in organization and human resources administration. Virginia has worked with Management Analysis and other Minnesota state offices providing planning, facilitation, and management training services since 1981. Virginia's consulting history includes: planning and facilitating strategic and operational planning with units and division in the departments of Trade and Economic Development, Agriculture, Employee Relations, Administration, Natural Resources, Human Services, and the departments of Agriculture and Administration.

Virginia's masters degree in business education is from the University of Minnesota.

KATHLEEN SHEA: areas of expertise are program-based budgeting, fiscal analysis, benchmarking, performance measurement, and program evaluation. Katie joined the division in 1991 as a member of the CORE project staff. Previous positions included financial manager for State-Operated Community Services at the Faribault Regional Center, governmental affairs consultant for Publicorp Inc., and budget and evaluation analyst for the City of Minneapolis.

Katie has a master's degree in public affairs from the Humphrey Institute at the University of Minnesota. Her bachelor's degree in political science is from the University of Tulsa, Oklahoma.

JUDY GREW: areas of professional expertise include policy analysis, budgeting, and higher education. Judy joined the Minnesota state government after more than five years in Washington, D.C., where she was a budget examiner with the U.S. Office of Management and Budget (OMB). Prior to joining Management Analysis in 1996, Judy was a program evaluation specialist for the Minnesota Office of the Legislative Auditor.

Judy has a master's degree in public affairs from the Woodrow Wilson School of Public and International Affairs at Princeton University.

Judy, Katie, and Linda recently completed a project on the administrative consolidation of the state's health care programs: MinnesotaCare, Medical Assistance, and GAMC.

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## MEMORANDUM

Date: **February 21, 1997**

To: **Faculty, Staff and Students of the Academic Health Center**

From: **Frank B. Cerra, M.D.**, Provost

Re: **AHC Interscholastic Strategic Plan**

This is just a note to draw your attention to two documents available on the AHC web page (<http://www.ahc.umn.edu>) [under AHC Office of the Provost Information].

The first is the completed AHC Interscholastic Strategic Plan. As you know, the AHC has been working on a broad scale over the past six months developing a strategic plan for intercollegiate efforts. The strategic planning process will now go forward at the collegiate level to create school-specific strategic plans, and I encourage each of you to get involved in the process.

The second is the Strategic Issues Document, a statement of the mission, vision, values, and challenges facing the AHC. This document lays out the basis for the multiple processes of evaluation, redesign, and renewal going on in the AHC.

These documents are the culmination of a great deal of work by many people across the AHC and I encourage you to take the time to review them.

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## MEMORANDUM

Date: **February 8, 1997**

To: **Faculty, Staff and Students of the Academic Health Center**

From: **Frank B. Cerra, M.D.**, Provost

Re: **Second Progress Update on the Academic Health Center**

A belated Happy New Year! I wish all of you a rewarding and successful 1997. As you know, over the holidays, we completed negotiations with Fairview Hospital and Healthcare Services; and Fairview University Medical Center opened, as planned, on January 1. Our affiliation with Fairview and the merger of University Hospital and Clinic are critical opportunities for the Academic Health Center. They will enable us to continue our long tradition of excellence in education, research, and service, build on our core strengths, revitalize the Academic Health Center, and better position ourselves for leadership in the new health care environment. I want to thank all of you who worked on the merger and affiliation for your diligence, hard work, and commitment.

In December, the AHC Deans Council held a two-day retreat to discuss the strategic direction of the AHC and develop a work plan for January to June, 1997. The work plan includes both planning and operational items. Following is a summary of the work plan and a brief update on our progress as of February 1:

## **Planning:**

1) Strategic Planning: Finish development of the AHC Interscholastic Strategic Plan; coordinate strategic planning with human resources and financial planning; distribute the Interscholastic Strategic Plan widely; and use the plan as a framework for schools and colleges to develop their own individual strategic plans.

Update: The Deans Council revised the draft AHC plan prepared in August, based on feedback from faculty, staff, students, and external constituents. The Council approved the revised plan on January 14. Copies will be distributed to the AHC community by late February. The Council has asked each school/college to develop a new three to five year strategic plan. The plans are to be completed by May 15.

2) Communications Plan: Develop a comprehensive plan to improve communications with faculty, the AHC community, and AHC external constituents.

Update: Development of a comprehensive plan will begin with the appointment of a new AHC communications director. A number of steps have been taken to improve communications including greater use of e-mail, development of an AHC web site, a revised "this thursday," and development of a more proactive external and media relations effort.

3) Information Technology Plan: Develop a plan to improve the connectivity of AHC information systems, to provide better information technology support to users, and to develop better information systems to provide better financial management and administrative services.

Update: Development of a comprehensive plan will begin with the appointment of an AHC Information Technology Director. A number of measures have been taken, including appointment of a task force to recommend improvements in the AHC's financial management systems. The task force issued its preliminary report in January. Planning is underway for use of \$2 million appropriated by the 1996 Legislature for educational information technology. The Deans Council has approved a pilot project to assist AHC faculty with using information technology more effectively in teaching. The project is under the leadership of Dean Ron Franks.

4) Educational Services Plan: Develop a plan for a service organization to support and facilitate faculty educational work.

Update: The Deans Council will begin work on this issue in March.

5) AHC Governance Plan: Develop a governance system plan for the AHC that provides for a consultative decision-making process with faculty, students and staff, and appropriately interfaces with the University consultative governance process.

Update: I meet monthly with both the AHC Faculty and Student Consultative committees. The Deans Council and Faculty Consultative committees will begin holding joint monthly meetings beginning in March. The Faculty and Student Consultative committees are working on proposals for AHC governance.

## **Operations and Implementation**

1) 1997-1998 Budget: Prepare an all-funds budget based on the AHC Interscholastic and individual school/college strategic plans.

Update: Budget instructions are being developed and will be sent to schools/colleges shortly. A work schedule is being developed for submitting the AHC's budget to Central Administration by late spring. Analysis of AHC budgets is underway.

Several projects have been initiated to improve financial management and the exchange of financial information. In addition, we are drafting a process for implementing an RFP to fund education and research investments derived from the AHC strategic plan. This proposed process will soon be ready for consultation with the faculty so that it can be implemented this spring. A similar program will be developed to provide seed resources for individual faculty creativity and development.

2) Legislative initiatives: Complete development of and build legislative support for the AHC's 1997-99 funding request, including funds for new interdisciplinary program initiatives.

Update: The AHC's legislative request has been forwarded to the Governor and Legislature, including our request of \$40 million for new interdisciplinary program initiatives.

3) Fairview Affiliation: Finish operational planning, communicate, and implement the academic affiliation and other management/operational agreements.

Update: A comprehensive list of work items has been developed and assignments have been made. An executive summary of the affiliation agreement is on the AHC web site.

4) Research Services Organization: Finish planning, consult with the faculty on the proposed plan, and begin implementation.

Update: A task force will complete work in February on a draft plan for a Research Services Organization. Its goal is to develop an efficient and effective interface between faculty and research interests outside the University and to provide a service structure that meets the needs of both parties. Use of the unit will be voluntary by AHC faculty. The draft task force report will be forwarded to the Deans Council and the AHC and school/college consultative bodies. Our goal is to complete the consultative process and begin implementation of the program this spring.

5) Interdisciplinary /Interscholastic Programs: Finish definition and models for interdisciplinary/interscholastic programs, consult with the faculty, and begin implementation.

Update: A task force will complete work in February on its recommendations on how we can improve the development and management of new interscholastic and interdisciplinary programs. The report, which is nearly completed, will go through the consultative process and be thoroughly discussed by the AHC Deans Council.

6) AHC Administrative Services: Finish recruiting new directors for Human Resources, Communications, Information Technology and Facilities; develop and begin implementing new administrative/management systems focused on providing better services to users.

Update: The search committees are completing their work. The new directors are expected to be hired and in place in the next 30 to 45 days.

These planning and operational items, which are based on the AHC strategic plan, will focus the agenda and work of the AHC Deans Council through June 1997. You will soon be receiving your own copy of the AHC strategic plan, the fact base supporting it, and the AHC's legislative initiatives. We will be making every effort to have open and responsive communication and consultative processes as we implement the plan, including public forums, electronic and written communications, and existing consultative governance processes.

I appreciate your hard work, dedication and your commitment. I look forward to our continued work together in 1997.

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## **MEMORANDUM**

Date: **January 21, 1997**

To: **Faculty, Staff and Students of the Academic Health Center**

From: **Terry L. Bock**, Associate Provost and Chief of Staff

Re: **AHC Learning Resources and Biomedical Graphic Communications**

David Garloff, who served as director of Health Sciences Learning Resources and acting director of Biomedical Graphic Communications, has accepted a new position as Director of Information Technology Development for the Minnesota State Colleges and Universities System.

Stuart M. Speedie, Ph.D., will serve as acting director of Learning Resources and the Biomedical Graphic units. Dr. Speedie's immediate priorities will be to maintain and enhance the quality of current services; assess the needs of AHC faculty, staff, and students; and develop comprehensive strategic plans for the units.

Dr. Speedie is Professor of Health Informatics and has been serving as the Assistant to the Provost for Information Technology since July 1996. He holds a B.S. in Computer Science and a Ph.D. in Educational Research from Purdue University.

Dr. Speedie, a recent arrival at the University of Minnesota, was previously at the University of Maryland. There, in addition to being a Professor of Pharmacy Administration, he held a variety of administrative posts from Director of Educational Development and Assistant Dean for Professional Programs for the School of Pharmacy to Assistant to the President for Information Technology. His accomplishments include establishment of school-based instructional and audiovisual services, leading the development and construction of an information-technology based academic environment in the School of Pharmacy and leadership of a campus-wide planning effort for integration of information technology. His research focuses on the development and use of computer-based information systems to support medical decision making.

cc: Provost Cerra

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## **MEMORANDUM**

Date: **January 6, 1997**

To: **Faculty and Staff of the Academic Health Center**

From: **Frank B. Cerra, M.D.**, Provost

Re: **Fairview-University Values Identification**

This memo will inform you about one integration effort involving the Fairview Health System and University Hospital. In addition to all of the operational planning that has been underway, Fairview has initiated a process to better understand the values that have given "organizational life" to University Hospital. In turn, the core values of the Fairview Health System will be reexamined, in light of the merger with the University Hospital, to determine whether the Health System values should be modified.

The core values of Fairview are service, dignity, integrity and compassion. They have been the foundation for leadership and organization development plans and actions. Fairview leaders desired a better understanding of the core values of the University Hospital. Accordingly, UMHC administrators organized three focus groups which met the week before Thanksgiving. One consisted primarily of managers and two of employees.

The focus groups were asked to describe an ideal coworker, to answer a number of questions about their experience of University Hospital at its best, and to select preferred values from a general list. In addition, Fairview's core values were described, and the groups discussed the similarities and differences they saw between the two organizations.

The results of the groups were remarkably consistent. Although these results are preliminary, the consultants organized the findings into six "value themes" that were described in every group: leading edge expertise, quality of care, personal development, people, teamwork and contribution to society. The titles of these themes are only working labels for now, but the content of these six clusters appeared to be consistent. In addition, the focus groups identified five core "life-giving factors" for the UMHC organization: commitment to excellence, teaching and research, influence of the University, obligation to serve a broad public, and strong financial support. Attached to this memo is a page from the consultants' interim report which gives a more complete description of both the values clusters and life-giving factors at UMHC.

At least two additional focus groups are planned, one of faculty physicians and the other of Board members. In the meantime, these preliminary results have been given to Fairview's senior management and the Fairview Values Committee, which includes University Hospital members. During 1997, this committee will consider this information and the new Health System mission and decide whether to recommend a change in Fairview's core values.

These values findings ring true to me, and I find the process of naming them and using them to be both fascinating and valuable. Ultimately, I believe the success of the organizational merger and of our relationship with Fairview depends on the congruence of our organizational values and how well they support

our respective missions. This is an important and useful first step.

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## VALUE MOST ABOUT THE ORGANIZATION

### LEADING EDGE EXPERTISE

The ability to provide healthcare services, skills, diagnoses, and treatments that other institutions cannot; highly skilled staff; a national reputation; state-of-the-art technology and other support systems

### QUALITY OF CARE

Quality patient care is the foremost priority for staff at all levels; business needs are secondary to providing quality patient care; the patient is viewed and treated as a whole person; service is provided in a deeply human, caring, and compassionate manner

### PERSONAL DEVELOPMENT

Continuous learning, growth, and development is actively encouraged, supported, and expected; a wide variety of professional development opportunities are made available

### PEOPLE

The quality of coworkers is highly valued; most employees are viewed as team-oriented, caring, passionate about patient care; able and willing to share expertise and to teach and mentor others; supportive; upbeat and enthusiastic; flexible; open-minded and willing to innovate and try new approaches; helpful and responsive; efficient, dedicated, and dependable

### TEAMWORK

The willingness and comfort with working collaboratively across disciplines and departments; openness to others' ideas; relatively few systemic barriers that impair collaboration

### CONTRIBUTION TO SOCIETY

To do work that is important, helps others, and contributes to society; the community served is broad, including the state, the nation, and in some cases, the world

## CORE ORGANIZATIONAL LIFE-GIVING FACTORS

### A COMMITMENT TO EXCELLENCE

Maintaining the highest standards for patient care; attracting the very best physicians, researchers, and other staff; conducting cutting-edge research and providing the most innovative and expert healthcare services

### TEACHING AND RESEARCH

Teaching and research activities foster a spirit of innovation; encourage forward thinking; attract people who are pioneers in their field; and establish and reinforce norms for learning, growth, and experimentation

### INFLUENCE OF THE UNIVERSITY

The University environment reinforces open-mindedness, tolerance for diversity of ideas and people, and egalitarian attitudes

### OBLIGATION TO SERVE A BROAD PUBLIC

The University's land grant history and mission has supported a long tradition of public service to the state and nation

### STRONG FINANCIAL SUPPORT

Employees have been able to work with the expectation of relatively stable funding and without undue pressure to control costs

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## MEMORANDUM

Date: **December 4, 1996**

To: **Faculty of the Academic Health Center**

From: **Frank B. Cerra, M.D.**, Provost

Re: **QRTC Reports**

As you are aware, the Academic Health Center has been working over the past several months to develop a new strategic vision and plan. Input has been sought from all parts of our community. The Provostial Faculty and Student Consultative Committees have been working on the plan with the Provost and Deans and the plans have been discussed at each of my visits to the schools and colleges of the AHC. The strategic plan has also been carried to the faculty in each college for input through your own collegiate consultative processes. The plan, in its current draft form, is available on the AHC web site. We have tried hard to solicit information and input to the plan from many sources. Your input is still welcome as we continue to refine and discuss the plan.

As I have stated previously, the process of the Phase II teams has come to closure and is done. Their reports will have value as we go forward. The Deans' Council has only just begun to review and consider those reports as input to the strategic planning process. Two weeks ago we reviewed the first of the reports--the finance and budgeting report. It is excellent background on the AHC's fiscal situation and the challenges faced in sorting out our financial affairs. It has proven useful as well for our Chief Financial Officer, Katherine Johnston, as she comes up to speed in her job.

There has been interest expressed by some in seeing the other reports. While the others have not been discussed by the Deans' Council, we have decided to make them available along with the finance report. They are available in your Dean's office. The Deans' Council will continue to work on the strategic plan and will include the other reports in their deliberations as they become appropriate.

I would like to again thank the members of the AHC community who worked on the Phase II teams for their efforts and for the value of their input. Thank you, too, for the input from the AHC community regarding the on-going strategic plan.

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## **MEMORANDUM**

Date: **November 25,, 1996**

To: **Academic Health Center Faculty, Staff, and Students**

From: **Frank B. Cerra, M.D.**, Provost for the Academic Health Center

Re: **Vice Provost for Clinical Affairs**

It is with great pleasure that I announce the appointment of Roby Thompson, Jr., M.D., as Vice Provost for Clinical Affairs in the Academic Health Center. Dr. Thompson is well qualified for this position and has a wealth of experience as an administrator, educator, researcher, and clinician that will benefit us all. As Vice Provost, Dr. Thompson will play a major role in finalizing our affiliation with the Fairview Health System and in implementing and overseeing its provisions.

Dr. Thompson continues to practice orthopedic surgery, with emphases in the areas of bone and soft tissue tumors. He has been responsible for the training program in Orthopedic Surgery and served as head of that department for 20 years. During his tenure, the department and its education and research programs have achieved world-class stature and recognition.

Dr. Thompson is recognized for his leadership, vision, and skills. He is the chairman of the Board of UMCA and the new physician Faculty Practice Organization. He has held many leadership positions in the University Hospital and holds the position of Chief Medical Officer of the University Health System. Dr. Thompson has also held numerous leadership positions in local, regional, and national professional organizations.

Dr. Thompson was one of three candidates recommended by the search committee, headed by Alfred Michael, Interim Dean, Medical School. Other members included James Cloyd, Professor, College of Pharmacy; Harvey Colman, Professor, School of Dentistry; Jean Hicks, Lead Consultant, Human Resources, Academic Health Center; William Jacott, Assistant to the Provost for Affiliations, Academic Health Center; Nellie Johnson, Member, University Health System Board of Governors; Katherine Johnston, Chief Financial Officer, Academic Health Center; and Sharon Norling, Interim Medical Director, Ambulatory Care Services.

Dr. Thompson's appointment is effective immediately; he will assume his duties full-time by March 1, 1997. He will continue to serve as chair of the Faculty Practice Organization's Board of Directors until that date.

Please join me in welcoming Dr. Thompson as AHC Vice Provost.

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