

REVISED September 21, 2005

MEMO TO: Terry Bock, Associate Vice President and Chief of Staff, AHC
Ann Forsyth, Professor and Director, Metropolitan Design Center, CALA
Linda Watson, Director, Health Science Libraries
Judith Martin, Professor, Department of Geography, CLA
Brian Swanson, Associate to, Office of Budget and Finance
John Finnegan, Interim Dean, School of Public Health
Sandra Edwardson, Professor, School of Nursing
Charles Moldow, Associate Dean, Medical School- Twin Cities
Marilyn Speedie, Dean, College of Pharmacy
Gary Anderson, Associate Professor, School of Dentistry
Steve Hill, VP of Finance and CFO, Fairview Health Services
Patti Arnold, CFO, UMPHysicians
Bert Stromberg, Professor, Veterinary Biosciences
Jennifer Cieslak, Special Assistant to the SVP for Health Sciences
Lorelee Wederstrom, Director, AHC Facilities
Maureen Lally, Administrative Professional, AHC Communications
Orlyn Miller, Director, CPPM- University Planning

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

RE: AHC Strategic Positioning Task Force on a New Precinct Plan for the
Academic Health Center

Thank you for your willingness to serve on the AHC Strategic Positioning Task Force on a New Precinct Plan for the Academic Health Center. 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 AHC Precinct Plan 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 three 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 precinct plan for the Academic Health Center was completed several years ago. Since then, new buildings have been built, others have been renovated, programs have expanded, and new interprofessional, interscholastic programs are being formed within the AHC and with other areas of the University, including the Institute of Technology and the College of Biological Sciences. The AHC Precinct Plan needs to be updated, incorporating these changes and looking to the future.

Specifically, the task force should:

- 1.) Review the current precinct plan for the Academic Health Center and update it to reflect facility changes completed since its formulation in 2000, and those facility projects that are currently underway, including the Maguire Translational Research Building, classroom upgrades, and educational facility upgrades.
- 2.) Review the current Regental Six Year Capital Plan and incorporate recommendations into the new precinct plan, including a new medical research building, reuse of the Minnesota Department of Health building, Hasselmo Hall reuse, plans for clinical facility renewal, the needs of the Lillehei Heart Institute and the Cancer Center, and an education building.
- 3.) Assess current AHC classroom inventory and utilization and future educational needs.
- 4.) Project and analyze, on a 5 to 15 year horizon, the facility needs of the Academic Health Center to support education, research, clinical practice and outreach.
- 5.) Formulate a new precinct plan for the Academic Health Center.

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 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