Academic Health Center Goals/Priorities

For the purpose of this document the AHC includes the Medical School (Twin Cities and Duluth campuses), the School of Nursing (Twin Cities and Rochester campuses), the College of Pharmacy (Twin Cities and Duluth campuses), the School of Dentistry, the School of Public Health, the College of Veterinary Medicine, the AHC interdisciplinary centers, and operating units.

Overarching goal

Develop and sustain a world class Academic Health Sciences Center, in order to improve the health of Minnesotans, to find new cures and treatments, and to train the next generation of highly qualified health professionals.

Strategic action items:

1. **Increase and reward/recognize excellent scholarship**
   - Increase the percentage of faculty with externally peer reviewed scholarship on an annual basis
   - Set high expectations for scholarship for tenure and non-tenure track faculty
   - Align incentives for faculty and department chairs for excellent scholarship, including scholarship of teaching and learning

2. **Increase level and quality of research**
   - Develop and expand infrastructure for clinical trials, including improved tracking of clinical trials and the adoption of the minimal footprint for all relevant clinical trials in the AHC
   - Better utilize CTSI for interdisciplinary projects
   - Increase collaborative seed grants for innovative models of care projects and patient outcomes research
   - Strengthen partnerships with industry
   - Recruit talented researchers through cluster hires in strategic priority areas across the AHC
   - Increase number of IOM/NAS/HHMI faculty members and recipients of prestigious prizes
   - Establish infrastructure support for genomics, proteomics, informatics, imaging, clinical trials, and drug discovery
   - Improve research-collaborations between Duluth AHC faculty and Twin Cities AHC faculty by supporting infrastructure changes to improve research-related communication

3. **Enhance educational programs while minimizing debt load of students/trainees**
   - Increase number of merit and need based scholarships
   - Expand number and quality of international education and research opportunities
   - Focus curriculum on interprofessional training, quality improvement, career preparedness, and public health/social determinants of health.
   - Reward faculty for excellent teaching, mentorship, educational innovation, and outstanding courses/programs
4. **Integrate and expand Fairview/UMN Health/UMP into a single academic health system**
   
   - Integrate Nursing, Pharmacy, Dentistry and other AHC clinical practices into UMN Health and a single comprehensive academic health system
   - Expand patient outcome projects within UMP, UMN Health, and Fairview.
   - Improve patient access, coordination of care, affordability of care
   - Standardize health system procedures/SOPs
   - Develop and expand use of clinical informatics and IT to facilitate clinical outcomes/research

5. **Expand our community outreach and partnerships**
   
   - Serve as a resource to all of the state's health care systems, expanding our education, research, and clinical partnerships. Expand our work with Essentia Health and other greater Minnesota partners
   - Expand our efforts to meet the needs of Minnesota's underserved rural and urban communities and train our graduates to help revitalize rural economies
   - Expand our work with the state’s ethnic, immigrant, and tribal communities to help address the serious issue of health disparities in Minnesota
   - Expand our research partnerships with other Universities and institutions regionally, nationally, and internationally
   - Expand our global initiatives in education and research and integrate/focus our global programs to more effectively support our faculty and students
   - Develop, pilot, and disseminate new models of care to meet the changing demands of health care reform
   - Serve as an objective, expert resource to state and national policy makers on health related issues.

6. **Increase financial resources and control costs to enhance our financial sustainability in support of our tri-partite mission**
   
   - Obtain significant state money for health sciences in biennial request
   - Increase philanthropy by 10% over FY 2014 base funding through better planning, better coordination, and improved efforts to expand and enhance our donor base
   - Establish more industry collaborations/funding
   - Increase patent applications
   - Streamline administrative and other operating costs where appropriate

7. **Increase inclusion and diversity of students, faculty, and staff**
   
   - Improve the engagement of our diverse student, faculty, and staff groups as measured by the Employee Engagement and other appropriate surveys
   - Increase proportion of underrepresented students, faculty, and staff so that the diversity of our community at least reflects the diversity of our state
   - Increase number of need based scholarships
   - Increase proportion of women and other underrepresented groups in leadership positions
Scholarship/Research Metrics

1. Track first/last publications of every faculty member in last 3 years in all AHC colleges, centers and institutes.
2. Given that faculty collaborations result in multi-author papers, track all publications of every faculty member in the last 3 years in all AHC colleges, centers and institutes
3. H and J index and total citations of faculty
4. Track first/last author department publications on a quarterly basis
5. Track current grant funding as PI and % salary support off grants/contracts
6. Track numbers and types of grant applications/contract applications on a quarterly basis by department/college
7. Track NIH and other grant funded expenditures by department/center/institute

These metrics will be adjusted for overall percent of effort dedicated to research within each department