

**MUSC STRATGIC PLAN
RESOURCES AND ENVIRONMENT SUBCOMMITTEE**

SUMMARY OF ISSUES AND OBJECTIVES

Focus Area I: Develop New Vision, Values, and Objectives Statements for MUSC

Goal: MUSC will publish detailed and specific missions/vision, values, and objectives statements by 2003 that can be used to direct future planning and investment.

Rationale:

The Mission statement of MUSC provides an over-arching view of our goals for the university, but the current mission and objectives lack specificity about the vision, values, and precise objectives that underlie our goal of improving health for citizens of our state. As a result, colleges, department heads, faculty, and staff face difficulties in aligning their actions with the overall direction of the University. This goal challenges MUSC to clarify our vision for the next decade, articulate a set of well-defined values that will serve as the foundation to achieve this vision, delineate a set of specific objectives, and present these objectives to colleges as measures of performance.

Measurable objectives:

- Develop a set of MUSC visions, values, and objectives that will complement the current mission statement and can be used to align the missions of individual administrative units and colleges

Strategies:

1. Retain outside experts in strategic planning who can help devise a plan to develop a revised vision, values, and objectives statement for MUSC.
2. Charge the outside consultants with developing an updated vision, values, and objectives statement utilizing broad input from faculty and staff throughout the entire MUSC educational and clinical enterprise.
3. Develop a consensus statement of MUSC's vision, values, and objectives that serve our mission and can serve as a guide for future decision making within the institution.
4. Reconvene current strategic planning committees to examine how the recommendations from the current strategic planning process can be aligned with our values and objectives.

Focus Area II: Establish the infrastructure to assure the sound fiscal stewardship of MUSC.

Goals:

- **A comprehensive assessment of current resource use will be conducted in the next 12 months.**

A fresh look at all operations within the University must be undertaken from the ground up must be undertaken. This “zero-based” assessment must include an examination of budgeting priorities as well as the clarification of existing processes and development of new administrative processes that facilitate the business objectives of the institution and allow for strategic management. The institution must develop tools such as organizational charts, funds flow analyses, and benchmarking to help move the institution toward accountability and strategic decision-making.

- **Budgeting and new resource allocation will become linked to university objectives and performance measures central to the University mission.**

Accountability and responsibility must be established at all levels within the organization. Sound fiscal stewardship requires the ability and willingness of top leadership to do the following:

- Identify areas of inefficiency and obfuscation through the use of benchmarking and productivity reports and ultimately hold managers accountable for inefficiencies.
- Match the flow of funds to the organization’s Mission, Values, and Objectives. Including the reallocation of funds away from units that are not central to the Mission, Values, and Objectives of MUSC.
- In times of both economic expansion and retraction, make resource allocation decisions based on sound strategy that is consistent with the Mission, Values, and Objectives. These decisions should be informed by unit specific data on benchmarks, productivity and outcomes.

Rationale:

As an institution, MUSC has developed in a highly decentralized manner. While this has helped to foster an entrepreneurial spirit within units of the institution, it has also created duplicative services and an environment that makes strategic planning and budgeting for the university as a whole, difficult.

A thorough review of budgetary priorities needs to be undertaken. This review would work to link the university mission with the budget. Also, a thorough review of administrative processes (including the budget process) must be completed to identify opportunities to build accountability, standardization and strategic management into the daily operations of the institution. This review may need to be conducted by external consultants and should be based on relevant benchmarks and outcome assessment.

With a solid review of both priorities and current procedures it is hoped that changes can be made that will maintain the entrepreneurial spirit while generating efficiencies, increasing accountability and improving strategic decision-making.

Measurable objectives and strategies:

1. Establish fiscal and managerial accountability that links the budgeting process to the organizational mission and operational outcomes.
 - Form a broad-based fiscal oversight committee to oversee and evaluate unit specific benchmarks and outcome measures.
 - Identify unit specific benchmarks and peer institutions.
 - Report Benchmarking and Productivity.
 - Incorporate Benchmarking and Productivity into Strategic Budgeting Process (developed below).

2. Develop and implement a strategy based budgeting process.
 - Review the allocation of funds within the university. This review should look at the funds flow within the organization by source and unit.
 - Based on report from above, identify process to move current incremental budgeting system to an appropriate strategy-based process that links funding to outcomes. (Incorporates Benchmarking and Productivity Report from above.)
 - Implement a strategy-based budgeting process. This process may be similar to a zero-based budgeting system.

3. Improve access and communication of administrative procedures
 - Develop a centralized Administrative Policies and Procedures Manual.
 - Develop a Web-based mechanism to make the Policies and Procedures Manual
 - available to the MUSC community.

Focus Area III: Establish key linkages with industry to enhance the research enterprise at MUSC.

Goal: MUSC will develop a mechanism to identify potential business-industry relationships that will further the mission of the institution and allow timely application of emerging scientific discoveries in the marketplace.

Rationale

Academic institutions have traditionally been institutions that provided the basic scientific knowledge, but were not engaged in the process of developing these new discoveries for application in the marketplace. In the last two decades, this has changed. Instead of the “arms-length” relationship between academic institutions and industry that were commonplace at health science academic centers, a new era of collaboration and partnership has helped accelerate the

application of new discoveries and enhance the financial stature of academic institutions. MUSC has developed several successful relationships with industries, but lacks a coordinated and focused approach to assure that these relationships prosper and to develop new relationships. With the opportunities to forge these relationships growing, MUSC cannot continue with an uncoordinated strategy towards industry. Furthermore, the University needs to reduce existing impediments and develop institutional incentives to foster these relationships.

Measurable objectives and strategies:

Within 12 months a Business-Industry Advisory Council will be created by the Provost that will identify current industry-academic relationships, foster new relationships, and help change the culture of MUSC to becoming more friendly to industrial collaborations.

- Representation includes Development Office, Foundation for Research and Development, Provost's Office, Research Administration, and key researchers who have established successful links with industry.
- Create a database of faculty experts and other individuals at MUSC with academic-industrial collaborative relationships in the first year of the council's existence.
- Develop tools for establishing a pro-industry culture at MUSC including streamlining industrial-academic collaborative approval, examining indirect cost structure effects on industrial partnerships, and implementing incentives and rewards for developing successful relationships within 2 years of the council's existence.

Focus area IV: Preparing MUSC for future changes in education, health care, research, and administration.

Goal: To develop the infrastructure that allows MUSC to adopt new paradigms in education, patient care, research, and education to be leaders in medical education and clinical services.

Rationale

Changes in the environment are causing clinical practice and faculty priorities to change. A new report from the Commonwealth Fund Task Force on Academic Health Centers concludes that education is no longer the top priority for academic health centers. Included are the following trends:

- A greater focus on specialty care results in clinical practice trends being less congruent with our educational need to prepare practicing primary health care professionals for SC
- Less exposure to primary care at the center, the desire to expose students to community systems of care, and shorter hospital stays focuses more teaching in ambulatory or community based settings.
- Decreasing revenues for indigent care may lessen access to these populations for teaching and potentially reduces student and residents exposure to the important health care issues related to health care disparities.

- Needed emphasis on generating clinical and research revenue leaves less time to teach. Faculty incentives are more closely tied to research and clinical practice.
- Traditionally, the academic and clinical links that exist focus primarily on the college of medicine.

Furthermore, MUSC must recognize that our target population is now the world. The virtual classroom is a reality and our competitors are taking advantage of it. The sage-on-the-stage is rapidly becoming extinct and replaced by educators who embrace the opportunities of the information age, both in the traditional setting and in a distributive learning environment. Educators and students are being forced to adapt to this rapidly changing environment and to become innovative in their approaches to teaching and learning. The choices for students who want to pursue a higher level of education are increasing geometrically. Universities, including academic health centers, must remain competitive in this environment in order to attract the best and brightest students. Universities must provide unfettered access to their academic programs as well as easy access to support services to students, faculty, and the community.

Measurable objectives and strategies

1. MUSC will align its academic and clinical directions, include all colleges and engage its faculty in ways that meet the goals of each mission area and install supports and systems that allow us to extend and coordinate our educational efforts into the community.

- Establish a governance structure that encourages and requires communication and decision-making between the clinical and academic enterprise, inclusive of all MUSC colleges.
- Create an organizational structure that provides access to educational opportunities to all students, while providing quality health care to the citizens of South Carolina.
- Incentivize and reward faculty for demonstrated excellence in teaching, similar to the bonuses, promotion and other incentives in place for research and practice.
- Establish and empower a coordinating body with staff support and resources to develop programs and incentives for community based preceptors; design a strategy for coordinating educational, clinical and research outreach activities to include the approval of all community based grants and the establishment of common affiliation agreements. Group should make recommendation on the evolving nature of community based education and initiatives, including the incorporation of information technology to meet its goals.

2. The University must identify resources to support the faculty and students as they struggle to develop, and implement, the knowledge and skills needed to successfully compete in the changing academic and clinical environment.

- A strong commitment by the university administration to include distributive learning systems such as off-site or distance education as an integral component of the university mission.
- Charge the University Education Infrastructure Committee (or establish a working group) with developing a plan for establishing a distributive learning support system. The duties of the Committee could include coordinating and acting as a central clearinghouse for all distributive learning activities; administering educational technology, distance education, and IT student and faculty support; etc.

3. Develop faculty and incentives to create innovative educational programs.
 - Create a centrally-funded center for educational excellence and professional development that promotes faculty development in creative learning paradigms and educational technologies.
 - Establish focused institutional goals for education, research, patient care and business.
 - Take advantage of our strongest teachers, patient care professionals, researchers and business leaders by forming small groups of 3-5 of these individuals and ask them to answer the following question: Given any desired resources, what paradigm would I develop that will further enhance my productivity and the productivity of those around me?
 - Identify processes for bringing life to each paradigm and develop a strategic plan for implementing the reengineering of critical educational, research, patient care and business processes.
 - Develop an IT strategy for identifying the value-added and infrastructure components needed to enable these reengineered processes.

Focus Area V: Align our physical plant need with our mission and objectives

Goal: To clarify facilities related organization structure and processes necessary to deliver support services to the education, research and service components of MUSC in a manner consistent with the Strategic Plan Vision, Values and Objectives Statement, and to identify opportunities for improvement therein.

Rationale

Reliable, functional and economically efficient facilities and infrastructure are essential to the success of MUSC. We must ensure that we are managing our facilities and limited resources wisely. For the past several years our focus has been on growth, and our organization has been fairly decentralized and entrepreneurial in nature. That strategy has resulted in our facilities related deferred maintenance backlog becoming too large to ensure the level of systems reliability and working environment we need to enjoy. We need to reconsider the way we are organized, the processes we have in place that determine how we use space, how we set priorities, how we get things done, and the level of funding support we need and provide for over-arching support functions. This working group has focused on facilities related functions and processes.

Measurable objectives and strategies

1. Determine what programs we value most so we can determine facilities maintenance and construction priorities.
 - This will be determined using the redefined MUSC vision, values & objectives statement (VV&OS).

2. Determine the level of facilities maintenance & repair funding needed to keep our deferred maintenance backlog from growing, and identify funding sources to meet the need.
 - Develop a Major Systems Planned Renewal (MSPR) Program for the University, MUHA, and UMA owned facilities.
 - Develop a revalidated and revitalized Preventive Maintenance (PM) Program for University, MUHA, and UMA owned facilities
 - Using the MSPR and PM Programs to document current and project future resource requirements.
 - Identify operating resource requirements for new facilities in the planning stage of those projects.
 - Identify the necessary funding sources and how determine how that funding will be managed.
 - Determine if Project Management staff will continue to be funded out of maintenance and repair funds or some other source.

3. Determine what functions should be centrally managed (and which should not be).
 - Identify existing centralized and decentralized functions (two examples being facilities management and planning).
 - Identify the advantages and disadvantages of centralized and decentralized management of those functions and redefine the management structure if appropriate.