



President's Transition Team Report

Final Draft

*There is nothing more difficult to take in hand,
nor more perilous to execute than to institute
a new order of things. Because you have as
enemies all those who have done well under
the old system and new friends who expect to
do well under the new.*

-Machiavelli The Prince

August 17, 2006

President's Transition Team

The purpose of the President's Transition Team is to foster improved communication, collaboration and cooperation among functional areas, department, and teams in order to eliminate duplication of effort, reduce overall institutional costs and increase measurable value-added outcomes which further the vision and mission of Morehouse School of Medicine.



Participants

The Transition Team was lead by Dean and Senior Vice President of Academic Affairs, Dr. Eve J. Higginbotham. Core members included the following: Ms. Marilyn Pruitt,

The key



Corporate Compliance

In the last ten years, the corporate and academic environment has been transformed by the infusion of unfunded federal mandates and state regulations. Legal liability exposure is consistent with the growth of the institution and must be reduced across all dimensions of the organization. Thus, it is imperative that policies and procedures are developed and updated and appropriate legal talent hired. Installation of appropriate governance and monitoring procedures to ensure ongoing compliance with policies is of utmost importance. It is also important to add internal auditing functions to the Institution's compliance matrix.

Capacity for Effective Decision-making

Efficient decision-making correlates highly with institutional effectiveness. The Transition Team considered this cross-cutting issue and recommended an educational initiative designed to remind key stakeholders regarding the fundamentals of decision-making,

Administration and Faculty Affairs

Redesign of the budget process, assessment of the skill set of the unit administrators, and improved faculty appointment, reappointment, and evaluation processes require immediate attention. Centralized faculty affairs functions, specifically faculty recruitment, development, and retention, will be developed.

Education

There are two overarching themes in the educational enterprise that require addressing: accreditation and administration. There is a need for realignment and streamlining of people and resources to provide greater oversight and operational efficiency.

MPH – New CEPH requirements will require reassignment of faculty and potential hiring of new faculty to maintain accreditation.

MSCR – Ongoing support of this program is contingent upon the competitive renewal of the current grant. It is also important to review new criteria for admission and support of degree candidates for MSCR. Plans for the Duke Fellowship in Cardiology also need to be reviewed by GMEC.

Ph.D. – Additional institutional support of the graduate program is needed to achieve a critical mass of the graduate students. There is also a need for enhancement of the facilities needed for the Ph.D. program, and consideration for a Master's degree program is underway.

M.D. – A follow-up report to the LCME is due September 1, 2006. There is a need to increase faculty in key areas as well as to increase exposure to the subspecialty rotations. Plans are underway to enhance the integration of the curriculum in the first two years.

GME – There is a need to improve adherence to established timelines and monitoring processes for internal reviews of residency programs. Succession planning in the administration of GME is also important.

CME – There is a need to assess the program needs of this area in the strategic planning process. A physician director for CME should also be identified.

Student Support – Funds should be identified to hire a full time academic support professional for students enrolled in all degree programs. Scholarship dollars should be identified early in the admissions cycle to facilitate the recruitment of students. External support is needed for pipeline as well as for scholarship programs.

Library – Space and staffing needs of the Library will be assessed in the strategic planning process.

Research

The critical operational

level. The relationship with GHS and CHOA must be monitored to assure interests of MSM are addressed on an ongoing basis.

South Fulton Medical Center – MSM Family Medicine Residency Program needs a permanent hospital base. Also, there are a limited number of funded resident

capital resources and public safety; international health; National Space Biomedical Research Institute Education and Public Outreach Program; and administrative services.

Issues related to compensation seem to be most critical in this area of the organization, particularly in the units of public safety and plants and operations. Furthermore, human capacity in these areas has not increased in the last 15 years despite significant growth in the physical plant. Other components of the infrastructure have failed to keep up with the growth of the campus, such as emergency power to support critical operations. Prolonged watering bans in recent years have made it difficult to maintain the quality of the grounds.

Current Title III funding will expire on 9/30/07. A critical component in the renewal process is the institutional strategic planning process which is currently underway.

Administrative Services requires additional equipment and in-service training for staff in order to continue to deliver the quality of service the Institution needs.

The disposition of key property holdings must be determined in the next fiscal year. Storage needs must be assessed and off-site storage should be considered as an option.

Public Safety requires an upgrade of surveillance systems to ensure a safe and viable campus by June 2007.

International Health will actively seek other sources of extramural funding this next fiscal year to ensure its sustainability. International Health also was asked to assist the MPH program with its accreditation needs.

The NSBRI has grant funding for three years and thus will continue with its summer research program for two medical students and seven undergraduates.

Planning and Institutional Research seeks to develop strategies to assess new programs, evaluate existing programs, and develop ways to adequately allocate resources for existing programs.

The proposed Satcher Health Leadership Institute will be part of the NCPC until funding levels have been sufficiently increased. Consolidation of other units into the NCPC will be considered to reduce redundancy of effort and cost.

Next Steps

The report summarizes a number of key issues; however, not every issue can be addressed at once. Thus, there is a need to prioritize the key operational initiatives that need immediate attention. The Institution already has begun addressing regulatory requirements, considered issues related to the faculty practice plan, and implemented fundraising initiatives.

On August 11, 2006, the Transition Team met one last time to prioritize areas it considered high priority. These areas can be summarized as follows:

1. Establishment of legislative goals for the year;
2. Reorganization and revitalization of the external and internal communication functions of the Institution;
3. Completion of the LCME progress report;
4. Enhancement of strategies to recruit and retain basic science and clinical faculty;
5. Connecting the budget process with fundraising and planning;
6. Enhancement of the business processes and compliance initiatives at ~~IVMA~~;
7. Launch information technology initiatives, specifically development of a disaster recovery plan, standardization of systems, and the upgrade of administrative software.

Other items which were considered in this prioritization process included:

- Development of a research advisory group which will consider, among other topics, establishment of research priorities, the determination of the life cycle of centers and institutes, and incentive strategies for the researchers;
- Full engagement of the Board of Trustees in **fundraising**;
- Continued development of the corporate compliance program;
- Refinement of the budget process;
- Renewal of the Title **3** grant and the completion of the long range strategic planning process;

- Enhancement of the capacity of the Institution to perform technology transfer;
- Full enhancement of the ability of the Human Resources Department to service the Institution; and
- Finally, the disposition of institutional property holdings needs to be determined.

On behalf of the members of the Transition Team, I appreciate the opportunity to have served in this capacity as we embark on a new chapter in the history of this unique and extraordinary Institution. This document will undoubtedly serve as a solid foundation for continued growth and prosperity of the Morehouse School of Medicine for the coming