

Meeting Minutes June 14, 2007

In Attendance:

Craig Rubens
Janet Englund
Kevin Urdahl
Michael Cunningham
Rachel Katzenellenbogen

Sunny Juul
Tina Guina
Donna Russell
Chris Gleason
Lakshmi Rajagopal
Delila Katzka

Introduction:

Craig opened the meeting by inviting committee members to freely generate ideas. The purpose of these meetings is to involve everyone in a dialog that will accurately state the center's strategic direction. He discussed the goals for the next two sessions. Today the committee needs to finish the vision statement and then to start work on strategic priorities. At the third meeting we will further refine the proposed organizational and functional priorities and then move on to discuss programmatic areas.

Vision refinement:

The team reviewed the draft vision developed at the kick-off meeting and discussed some of the thought process behind it. Vision statements need to be clearly written to reach a broad audience; are used to inform and educate the general public about the center and also as a fundraising tool. The team strived for easy understanding and also to make sure that it accurately captured the center's purpose. In doing so, it should provide information for scientists as well.

After considering a handout containing the e-mail discussion points related specifically to the vision statement, a brief discussion ensued. Some comments from the floor included (various speakers): It is too specific and in doing so excludes too many groups. Maybe the second sentence is too over-reaching. There needs to be a connection between prematurity and infection. Prefer "children" over "kids". Maybe we could have a sentence that ties infection and inflammation to prematurity like "Inflammation and infections are frequently a cause of prematurity and we will seek to understand and develop solutions."

The team continued to have difficulty with the linkage between prematurity and infectious disease. Craig recognized that this is a challenge and that at some point they may evolve separately. However, now the team needs to relate them in a meaningful way. He explained that the relationship was an outgrowth of things that are going on in existing programs, as well as a focus area that the hospital would like to develop. It was pointed out by team members that if they were having difficulty with the linkage, it quite possibly would confuse others. Members, including those involved in neonatology, expressed a strong desire to rename the center to something that did not include the word prematurity.

They returned to refining the vision keeping in mind the children's mission and remembering too that when they go on to develop the priorities and programmatic ideas they will be able to be more specific. This will supplement the vision so it is fine to keep it rather broad.

Revised VISION:

Through scientific discovery we will understand, prevent and treat pediatric infections, including infections during pregnancy that cause preterm birth. Our research teams will develop effective solutions so [these] children can grow up to be healthy adults.

With possibly a few minor revisions, the team accepted this as their vision statement.

Priorities discussion:

The team then turned to discussing strategic priorities. They referred to the resource binder to review examples from other institutions and looked over the priorities listed during an earlier phase of strategic planning (see handout). They selected some priorities and combined others from that list in developing the following draft.

Organizational and functional priorities:* (listed in random order – not ranked)

1. We will develop and maintain a critical mass of the nation's best physician-scientists and PhD researchers located together within a single campus. We will utilize composite strategies and resources to recruit and retain these key research leaders.
2. We will foster and facilitate local, national, and international collaborative programs leading to new discoveries.
3. Our center will provide a collaborative state-of-the-art research environment to include core facilities and shared equipment.
4. We will have an exceptional administrative support structure that facilitates research activity. "Makes it easy to do our work."
5. We will map our programs to relevant national and international problems.
6. We will promote bench to bedside programs as our standard for all research. Translation from basic biology to diagnosis, therapy and prevention strategies will parallel the national Institutes of Health (NIH) agenda.
7. We will promote and maintain training programs to develop the next generation of researchers.

**This list is to be distributed to the entire committee, along with the ideas handout that was used as a starting point.*

Program priorities:

Additionally, the team will develop program priorities. Craig was asked to put together some target ideas (general headings) for the team to consider at the outset. Team members will be asked to use these general headings to build upon and to add new ones that they would like to see developed.

Further discussion:

A committee member noted that the Children's external web site still listed Microbial Pathogenesis as the center name. Delila took the action to request a correction.

The attendees decided to conduct a poll of committee members regarding renaming the center. Members will receive a request to weigh in on the current name vs. an alternate and/or add other suggestions. One possible option well received at the meeting: Research Center for Maternal and Childhood Infections.

Action: Provide general headings to the team to begin the programmatic priorities discussion. **(Craig Rubens)**

Action: In response to an e-mail request to be sent separately, weigh in on a new center name. **(Committee members)**

Action: Review the list of functional and organizational priorities that were developed in the meeting and give your feedback. **(Committee members)**

Action: Respond to an e-mail request for programmatic priorities after Craig provides the general headings as a framework. **(Committee members)**

Action: Request that the name on the Children's external site is corrected. Update: Center names will be changed after the final decision is made and this phase of strategic planning is complete. **(Delila Katzka)**

Action: Send requests to committee members and compile the priorities and name change responses. **(Delila Katzka)**

Submitted by:

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