

August 4, 2004

Chancellor Martha Gilliland
301 Administrative Center
5100 Rockhill Road
Kansas City, MO 64110

Dear Martha:

As you know very well, the UMKC School of Medicine serves a special and unique role in higher education through its innovative six-year clinical experience. It is a program that brings considerable pride to the University of Missouri and clearly serves to augment the number of physicians practicing within our state.

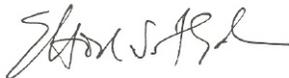
In view of the growing complexity of health care in the United States and globally, it is imperative that we remain at the cutting-edge of both patient care and scholarly medical research. The State of Missouri, Kansas City, St. Louis, Columbia, Rolla, and our consolidated University have all stated a strong commitment in support of the life sciences. The University of Missouri must be a significant leader in this regard if our state is to be successful and remain competitive. Unfortunately, we are behind many other states in our level of engagement, and this circumstance must be corrected. The time is now and the urgency is immediate for us to improve our position.

Thus, I respectfully request that you and your leadership team initiate a comprehensive review of the UMKC School of Medicine's curriculum, mission, and focus given our priority in the life sciences. Put another way, can we augment the scientific body of knowledge, in the environment of an academic medical center, with its strategic alignments to the hospitals of Kansas City and the research emphasis of the Stowers Institute, at UMKC? Does this expertise currently exist? If not, what human, physical and financial capital will be required to better position the School of Medicine? How long will it take UMKC to develop this expertise and competence? What leadership profile and characteristics will be required? How will the organizational structure look? What are the infrastructure needs? These are some of the strategic questions I ask that you address.

I look forward to the opportunity to discuss this request further, but for now, I merely want to set the stage for the review, and I look forward to your engagement.

Continued best wishes and warmest regards.

Sincerely,



Elson S. Floyd

gs

c: Members, Board of Curators