The University of Massachusetts Life Sciences Task Force

Working Group Position Paper Template

1. Executive Summary

2. Introduction
   - Charge of the work group
   - Composition of the work group
   - Overview of work plan

3. Situational Analysis
   - Current assessment of campus efforts within the pillar
   - Broader trends within the pillar (i.e. state, national environment)
   - Nature and extent of inter-campus engagement and collaboration in the areas within the pillar

4. Findings
   - University strengths and/or areas for improvement
   - Opportunities to strengthen areas within pillar
   - Models for inter-campus collaboration

5. Recommendations
   - Areas of foci within the pillar over the next three to five years
   - Strategies for promoting inter-campus collaboration
   - Metrics to measure outcomes

6. Resources
   - Estimates of funding needs to achieve plan (3 to 5 years)
   - Possible funding mechanisms

7. Conclusion