SETTING THE NATIONAL STANDARD FOR MEDICAL EDUCATION

- Small, diverse classes of 50-54 students
- Early and extensive patient interaction
- A national medical school with campuses in Arizona, Florida and Minnesota
- One of the most affordable private medical schools in the country
- Access to diverse patient populations in multiple care settings across our campuses
- A world-renowned academic medical center with vast clinical and research training opportunities
- Outstanding faculty – world leaders in their fields committed to your success
- Innovative training includes the Science of Health Care Delivery and Student/Physician Wellness
- One of the top 20 schools in the country for research training
- Opportunities for dual degrees

HEAR WHAT OUR STUDENTS HAVE TO SAY:

- twitter.com/MayoClinicSOM (@MayoClinicSOM)
- www.facebook.com/MayoClinicSOM
- instagram.com/mayoclinicsom/

www.mayo.edu/mayo-clinic-school-of-medicine
Vision Statement

The Mayo Clinic Alix School of Medicine will transform health care for both patients and society through excellence in education, discovery, innovation, and leadership.

Mission Statement

To educate and inspire a diverse workforce of physicians and scientists through excellence in medical education, research and clinical care; to alleviate human suffering by providing compassionate and culturally sensitive care; to enhance the biomedical sciences through discovery and innovation; and to advance the national health care system through population science and leadership.

- **Physician leaders.** Physicians who model servant leadership in a wide variety of professional settings.
- **Patient-centered.** Exemplifying humanism and Mayo Clinic's unique model of patient-centered health care.
- **Science-driven.** Supporting evidence based medicine and accelerating discovery and innovation using traditional and emerging sciences, and improving the health care system by applying tools from the science of health care delivery.
- **Team-based.** Working and studying in collaborative groups and facilitating interdisciplinary, collaborative team-based practice.
- **High-value health care.** Advancing the Science of Health Care Delivery by mastering the necessary knowledge to improve quality, safety and service within health care systems.
- **Resilient.** Adjusting and thriving in an evolving health care landscape, through deliberate training in wellness and resilience and ongoing reflection and effective change in self and in others.
- **Diverse and Culturally Competent.** Recognizing, valuing and respecting the richness of diversity and cultural differences.
Core Principles: Lead, Transform and Heal

*Mayo Clinic Alix School of Medicine will:*

- Enroll an outstanding and diverse student body that has a strong foundation in the sciences and a demonstrated commitment to service and continuous learning.
- Attract and sustain an outstanding and diverse faculty who contribute to education scholarship and utilize the best principles of education to optimize students’ professional development.
- Provide a learner-centered curriculum that aligns with evolving technological trends and integrates strong basic sciences, ethical principles, professional standards and outstanding clinical training.
- Provide an intellectually stimulating environment where small class size and a large faculty of physicians, scientists and other health professionals unite to promote the scientific and humanitarian practice of medicine.
- **In order to** graduate physicians who will:
  - Provide service and demonstrate leadership within health care systems and within the community.
  - Serve as leaders of change to improve our health care system and delivery.
  - Advance the scientific foundations of medicine through leadership in basic, clinical and translational research.
  - Promote the role of the physician as educator-mentor and the importance of lifelong learning.
  - Foster resilience and wellness in themselves and others, demonstrating work life integration and compassionate self-care and care of others.
  - Make altruistic career choices based on personal skills without the burden of excessive educational debt.
  - Have mastered the knowledge and skills required for diagnosis, patient management, health promotion, disease prevention and high-value healthcare.
  - Respect the importance of the patient as an individual as well as the needs of populations, and consistently practice evidence-based medicine and shared decision-making.
  - Work collaboratively within multidisciplinary healthcare teams.
  - Contribute to a diverse and culturally competent workforce.
  - Practice both the art and science of medicine, and incorporate the highest ethical principles into their life and practice.
Education Program Objectives

RESPECT & INTEGRITY
- Demonstrates professional and ethical behavior
- Displays leadership
- Fosters self-awareness
- Communicates effectively
- Demonstrates commitment to personal wellness
- Exhibits behaviors of lifelong learning
- Demonstrates patient-centered approach

COMPASSION & HEALING
- Gathers and records relevant patient history systematically
- Conducts physical examination in a systematic and directed fashion
- Performs routine clinical procedures and basic lab and diagnostic tests
- Interprets history and exam data and formulates a differential diagnosis
- Manages life threatening conditions
- Initiates investigations for health screening, diagnosis, prognosis, or intervention
- Implements plans for treatment of illness, prevention, and relief of symptoms and suffering

TEAMWORK & INNOVATION
- Demonstrates effective teamwork
- Contributes to discovery or translation of new medical knowledge
- Demonstrates knowledge of basic human structure
- Demonstrates knowledge of normal function
- Demonstrates knowledge of pathophysiology of disease
- Demonstrates knowledge of pharmaceuticals, therapeutics and interventions

EXCELLENCE & STEWARDSHIP
- Applies knowledge of basic sciences to patient care
- Participates in health promotion and prevention of disease and disability
- Understands healthcare processes and systems
- Demonstrates knowledge of healthcare finance, economics, and policy
- Promotes patient safety
- Advocates for patients and the community
Mayo Clinic Alix School of Medicine
Rochester, MN / Scottsdale, AZ / Jacksonville, FL

MINNESOTA CAMPUS
Mayo Clinic Alix School of Medicine- Minnesota Campus
200 First Street SW / Rochester, Minnesota 55905
T 507 266 5568 F 507 284 2634

AZARONA CAMPUS
Mayo Clinic Alix School of Medicine- Arizona Campus
13400 E. Shea Boulevard / Scottsdale, Arizona 85259
T 480 301 6251 F 480 301 9239

FLORIDA CAMPUS
Mayo Clinic Alix School of Medicine- Florida Campus
4500 San Pablo Road / Jacksonville, Florida 32224
T 904 953 0396 F 904 953 0430

MN Campus E-mail mmsadmissions@mayo.edu
AZ Campus E-mail mmsarzadmissions@mayo.edu
FL Campus E-mail mmsfladmissions@mayo.edu

Private Institution
Dr. Fredric B. Meyer, Dean
Dr. Michele Y. Halyard, Vice Dean
Dean, Arizona Campus
Dr. Gerardo Colon-Otero, Vice Dean
Dean, Florida Campus
Chair, Admissions Subcommittee – FL Campus
Dr. J. Michael Bostwick, Senior Associate Dean for Admissions
Dr. Philip R. Fischer, Associate Dean for Admissions – MN Campus
Dr. Pamela A. Mergens
Associate Dean for Admissions – AZ Campus
Sandy Robinson, Ph.D., Operations Manager – Admissions Pillar and FL Campus
Ryan E. Wuertz, M.A., Operations Specialist – Admissions
Anne M. Dahlen, Director of Financial Aid and Registrar, College of Medicine
Dr. Yonas E. Geda, Associate Dean for Diversity and Inclusion, College of Medicine and Science

General Information
Mayo Clinic Alix School of Medicine is a national medical school unified by a single, innovative curriculum and educational opportunities across three unique campuses in Arizona, Florida and Minnesota. As an integral part of Mayo Clinic, the world’s first and largest group practice ranked #1 hospital and #1 in specialties than any other hospital in the nation (US News & World Report), Mayo Clinic Alix School of Medicine students learn from renowned medical experts providing specialty care to nearly 1.3 million patients per year. By partnering on bold national initiatives such as the American Medical Association’s Accelerating Change in Medical Education, Mayo Clinic Alix School of Medicine has redefined medical education through a transformative educational model that includes innovative learning in the Science of Health Care Delivery (SHCD). Students enrolled in the Mayo Clinic Alix School of Medicine programs are some of the first in the nation to receive a certificate in the Science of Health Care Delivery with their medical degree, and have the personal option of pursuing a master’s degree in the SHCD through Arizona State University.

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Curricular Highlights
Community Service Requirement: Required. Community outreach free clinic.

Research/Thesis Requirement: Required. The innovative patient-based curriculum is characterized by extensive early patient interaction and creative integration of sciences in all segments of the curriculum. In Y1-Y2, courses contain a clinical component with themes of basic science, clinical experiences, and science of health care delivery woven throughout. Y1-Y2 Selectives engage students in career exploration, research and service learning. Y3 is devoted to developing skills in the basic clinical clerkships, and students complete a research project under the mentorship of a Mayo investigator. Y3 also includes a didactic courses to revisit basic science principles. Y4 includes a sub-internship, emergency medicine and electives in pediatrics, surgery and medicine. Integrated into the Y4 curriculum is a didactic experience in preventive medicine, biomedical ethics, palliative medicine, clinical pharmacology and a social medicine rotation as well as Transitions to Residency. The remainder of the Y4 is fully elective.

Instruction style
In Y1-Y2, block style is used (one topic for 3-7 weeks). Brief lectures are thematically reinforced during clinical integration sessions with patients, small groups or in sessions with faculty.

USMLE
Step 1: Required. Students must record a passing score for promotion.
Step 2: Clinical Skills (CS): Required. Students must record a passing score to graduate
Step 2: Clinical Knowledge (CK): Required. Students must record a passing total score to graduate.

Selection Factors
Mayo Clinic Alix School of Medicine is dedicated to enrolling students with superior academic credentials and leadership characteristics who have demonstrated a profound commitment to service. A preliminary assessment of the AMCAS application focuses on the academic record - MCAT score(s), GPA, GPA trends, etc. For candidates passing this initial screen, a comprehensive holistic review of completed applications is performed, with a broad focus on the entire AMCAS application including academic performance, research, healthcare exploration, and service experiences. A proportion of these applicants are offered onsite interviews. Appointment notifications will begin once the interview season has ended and all candidates have been reviewed and ranked by the full committee. As candidates make their decisions some may withdraw, and when these seats open, appointments will continue to be made from the waitlist until the first day of class in mid-July. All matriculants must have completed prerequisite courses and possess a baccalaureate degree granted from an accredited United States or Canadian college or university by June 1st of the year of matriculation. Mayo Clinic Alix School of Medicine actively seeks diversity for its student body. Mayo Clinic Alix School of Medicine does not accept transfer students. Mayo does not discriminate on the basis of race, sex, creed, national origin, age, or disability in its educational programs or activities. All applicants to Mayo Clinic Alix School of Medicine must have either citizenship or permanent residency status in the United States or Canada at the time of application.

Financial Aid
A generous scholarship program provides qualified students with financial support. Financial aid, in the form of loans, as well as need- and merit-based scholarships, are also available.

Campus Information
MINNESOTA: Mayo Clinic Alix School of Medicine originated in Rochester, Minnesota, a friendly city of over 100,000 that provides a vibrant and affordable environment for Mayo Clinic’s 32,000 Minnesota employees. As Minnesota’s third largest

MD Admissions
https://college.mayo.edu/academics/school-of-medicine/md-program/how-to-apply/
Financial
https://college.mayo.edu/academics/school-of-medicine-md-program/tuition-and-aid/

Required.
T 904 953 0396 F 904 953 0430
Main https://college.mayo.edu/academics/school-of-medicine/
https://college.mayo.edu/academics/school-of-medicine/md-program/tuition-and-aid/
city, Rochester has a vibrant economy (without traffic jams), affordable housing, excellent schools, miles of hiking/biking trails, cultural amenities and unparalleled opportunities for medical education. Livability.com again ranks Rochester as No. 1 on its 2017 ranking of Top 100 Best Places to Live. Need more choices? The Twin Cities of Minneapolis and St. Paul are just 75 miles away, increasing your access to the Mall of America, professional sport teams, museums, the arts and more.

ARIZONA: Mayo Clinic Alix School of Medicine-Arizona Campus is located in Scottsdale - a great place to live, learn, work and play. Phoenix and its surrounding communities make up one of the nation’s largest metropolitan areas with a diverse population. It offers residents a vibrant mix of culinary hot spots, arts and entertainment, professional and collegiate sport teams and community resources. The region’s desert climate promotes an outdoor lifestyle with a full complement of sports and recreations, including boating and world-class skiing, nearby.

FLORIDA: Mayo Clinic Alix School of Medicine-Florida Campus is located in Jacksonville - an expansive city with 90 miles of beaches along the Atlantic Ocean and St. John’s River and one of the largest urban park systems in the country. It’s Florida’s “youngest city” with an average age of 35. Amenities in this city of about 1 million people include a vibrant arts scene, fun family activities, water sports, professional sports, jazz festivals and year round weather averaging over 270 days of sunshine.

Enrollment
2019-2020 total enrollment: 405

Special Features
AFFORDABLE AND HIGHLY SUCCESSFUL: Mayo Clinic Alix School of Medicine is ranked by U.S. News and World Report as one of the 10 most affordable private medical schools in the country. Mayo Clinic Alix School of Medicine students carry a lower debt load compared to the national average, while routinely having some of the highest residency match rates in the country. Mayo Clinic Alix School of Medicine is also ranked No. 6 in the nation among best medical schools for research. Mayo Clinic Alix School of Medicine students publish in peer-reviewed journals at more than twice the national student average. During the first two years, students have 17 weeks of Selectives to explore medical experiences, specialties and research. The school’s high faculty-to-student ratio and small 50+ student class size creates a friendly, close-knit community.

Mayo Clinic, the first and largest integrated, not-for-profit group clinical practice in the world, subscribes to the primary value – The needs of the patient come first. Mayo Clinic Alix School of Medicine leverages traditional didactic and innovative online learning, along with the rich scientific and clinical resources of Mayo such as Centers for Innovation, Science of Health Care Delivery, Translational Science Activities, Regenerative and Individualized Medicine and state-of-the-art Multidisciplinary Simulation Centers to offer students an unmatched depth and breadth of educational opportunities.

Housing
On-campus housing is not available. There are a number of housing options available nearby our campuses in AZ, FL, and MN.

Satellite/Branch Campuses & Facilities
Mayo Clinic Alix School of Medicine is a national Medical School that offers the same curriculum goals, objectives, and evaluations in Arizona, Florida, and Minnesota and other comparable experiences. Mayo Clinic Alix School of Medicine opened its doors in 1972 in Rochester, Minnesota. In July 2017, the Arizona campus opened to a matriculating class of 50 students. The Florida 2+2 track offers the opportunity for 12 incoming students to complete Years 1-2 based in either AZ or MN and complete Years 3-4 in FL. Admitted students can take advantage of academic opportunities on any campus such as selective, research, and clinical rotations.

Affiliated Hospitals
Mayo Clinic Hospitals – AZ, FL, and MN
Mayo Clinic Health System regional hospitals
Arizona
Phoenix Children’s Hospital
Maricopa County Special Healthcare District
Maricopa Integrated Health System
Carl T. Hayden VA Medical Center
Dignity Health
Scottsdale Healthcare Hospitals
Florida
 Nemours Children’s Specialty Care
Wolfson Children’s Hospital
University of Florida Health - Jacksonville

Application Info 2019-2020
Primary Application Service: AMCAS
Earliest filing date: June 1, 2019
Latest filing date: October 1, 2019
Secondary Application Required?: Yes
Sent to: n/a
URL: n/a
Fee: Yes, $120
Waiver available: Yes
Earliest filing date: n/a
Latest filing date: n/a
MCAT® required?: Yes
Latest MCAT® considered: September 14, 2019
Oldest MCAT® considered: January 2017
Early Decision Program: School does not have EDP
Applicants notified: n/a
EDP available for: n/a
Regular Acceptance Notice
Earliest: Feb 1, 2020
Latest: Until class is full
Applicant’s Response to Acceptance
Offer-Maximum Time: Two weeks
Requests for Deferred Entrance Considered: Yes
Deposit to Hold Place in Class: Yes / $100
Deposit due: With response to acceptance offer
Applied to tuition: Yes
Refundable: Yes, until April 30, 2020 or credited to tuition upon matriculation
Estimated number of new MD entrants:
46 – MN Campus / 50 – AZ Campus
EDP: n/a, special program: n/a
Start Month/Year: July 20, 2020
Interview Format:
Two one-on-one interviews with Admissions Committee members from Sept to Dec/Jan. Regional interviews are not available.
Video interviews are not available.

Premedical Coursework
Required Courses:
• Biology (1 yr lecture and 1 yr lab)
• Inorganic Chemistry (1 yr lecture and 1 yr lab)
• Organic Chemistry (1 yr lecture and 1 yr lab)
• Physics (1 yr lecture and 1 yr lab)
• Biochemistry – 1 course
On-line courses accepted in fulfillment of prerequisites: No (except for Biochemistry).

Application Data 2019

<table>
<thead>
<tr>
<th>Total Applications</th>
<th>7265</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Interviewed</td>
<td>958</td>
</tr>
<tr>
<td>Total Matriculated</td>
<td>102</td>
</tr>
</tbody>
</table>

New Matriculate Demographics:
2019-2020 First-Year Class
Men: 50 Women: 52

Matriculates’ Self-Reported Race/Ethnicity
White 37
Asian 32
Hispanic 8
Black/African American 8
Asian/Other 2
Asian/White 5
Native American/Native Alaskan 1
Native Hawaiian/Pacific Islander 1
Other 4
Declined to Respond 4

Unduplicated Number of Matriculates: 102

Science and Math Majors: 92%
Matriculates with:
Baccalaureate degree/PharmD: 100%
Graduate degree(s): 5%
Cumulative Median Undergraduate GPA: 3.92
Median MCAT Score: 520 (98th percentile)

Financial Information 2019-2020*

<table>
<thead>
<tr>
<th>Total Cost of Attendance</th>
<th>Residents</th>
<th>Non-residents</th>
</tr>
</thead>
<tbody>
<tr>
<td>$88,438</td>
<td></td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Tuition &amp; fees</th>
<th>$57,170</th>
<th>$57,170</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other (incl living expenses)</td>
<td>$31,268</td>
<td>$31,268</td>
</tr>
</tbody>
</table>

*Estimated Financial Data shown for MN Campus. Total Cost of Attendance for Arizona students is $92,122. Estimated expenses are slightly higher for students attending the AZ campus at ~$34,952 due to slightly higher average housing costs.
Average 2019 Indebtedness: $82,262
% of Enrolled Students Receiving Aid: 91%

Criminal Background Check
This medical school requires a criminal background check prior to matriculation.

MCASOM Specialty Choice 2019

<table>
<thead>
<tr>
<th>Specialty</th>
<th>Percent</th>
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</thead>
<tbody>
<tr>
<td>Anesthesiology</td>
<td>5%</td>
</tr>
<tr>
<td>Dermatology</td>
<td>7%</td>
</tr>
<tr>
<td>Emergency Medicine</td>
<td>11%</td>
</tr>
<tr>
<td>Family Medicine</td>
<td>5%</td>
</tr>
<tr>
<td>Internal Medicine</td>
<td>14%</td>
</tr>
<tr>
<td>Neurology</td>
<td>5%</td>
</tr>
<tr>
<td>Obstetrics &amp; Gynecology</td>
<td>5%</td>
</tr>
<tr>
<td>Pathology-Anatomic &amp; Clinical</td>
<td>2%</td>
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<tr>
<td>Pediatrics</td>
<td>19%</td>
</tr>
<tr>
<td>Psychiatry</td>
<td>2%</td>
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<tr>
<td>Radiation Oncology</td>
<td>2%</td>
</tr>
<tr>
<td>Surgery-Surgical Specialties</td>
<td></td>
</tr>
<tr>
<td>Surgery-General</td>
<td>5%</td>
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<tr>
<td>Neurological Surgery</td>
<td>5%</td>
</tr>
<tr>
<td>Ophthalmology</td>
<td>2%</td>
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<tr>
<td>Orthopedic Surgery</td>
<td>5%</td>
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</table>

Total Matriculates: 102
## 2019-2020 Academic Year

**Mayo Clinic Alix School of Medicine (MCASOM)**

### Rochester, Arizona, Florida

### Course Schedule

<table>
<thead>
<tr>
<th>Course</th>
<th>Orientation</th>
<th>Research</th>
<th>R esearch</th>
<th>Internation</th>
<th>Vacation</th>
<th>SHCD-1</th>
<th>SHCD-2</th>
<th>SHCD-3</th>
<th>SHCD-4</th>
<th>SHCD-5</th>
<th>SHCD-6</th>
<th>Preclinical Studies</th>
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<tr>
<td>Biochemistry &amp; Genetics</td>
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<tr>
<td>Anatomy</td>
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### Longitudinal Courses

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### Selective Courses

- Internal Medicine Specific Elective (3 consecutive weeks)
- Peds Specific Elective (3 consecutive weeks)
- Surg Specific Elective (3 consecutive weeks)

### Emergency Medicine (4 weeks)

- USMLE Prep **
- Interviews/Vacation (11 weeks)

**Transition to Internship**

- Match Day: 3/20/20
- Subinternship (4 weeks) - Internal Medicine, Family Medicine, Pediatrics, or Surgery
- IM-Spec Elective
- Peds-Specific Elective
- Surg-Specific Elective
- Emergency Medicine (4 weeks)

**USMLE Exam**: 3/20/20

**12 weeks of general electives**

**07/29/19,v4; rev. GPS spring break Mar/2020**
Mayo Clinic Alix School of Medicine
Science of Healthcare Delivery

- Mayo value equation: quality/cost
  - Systems engineering, process improvement
  - Evidence based medicine
  - Patient Safety

- Healthcare policy
  - Clinical informatics
  - Healthcare economics

- Shared decision making
  - Individualized care
  - Community resources
  - Patient advocacy

- Change management
  - Motivation
  - Strategic decision making

- Health disparities
  - Wellness/health promotion
  - Health determinants
  - Culturally sensitive care

- Collaboration with interprofessional teams
  - Care transitions
Attendance Philosophy of the Mayo Clinic Alix School of Medicine

- The foundation of the Mayo Clinic School of Medicine (MCASOM) experience is an environment where students and faculty have opportunities to engage with one another in a dynamic and personalized learning environment.
- Mentorship, collaboration and accessibility are ingrained in Mayo Clinic’s culture, and small class sizes encourage the formation of close working relationships with world-renowned experts and peers.
- The faculty of the MCASOM believe that learning the various aspects of the profession of medicine requires in-person interactions. This includes the development of interpersonal skills, patient-centered care skills and learning to work in teams.
- The MCASOM curriculum includes many small group and active learning components which require the attendance of students.
- The MSACOM curriculum includes many clinical experiences that contribute to the care of the patient and the professional development of the medical student.
- The admissions committee of the MCASOM makes great efforts to recruit a diverse student body so that students may learn from one another and the small class size optimizes meaningful relationships amongst students.
- It is expected that MCASOM students not only pursue academic excellence and take ownership of their educational experience, but also contribute to the education of their peers, becoming members of a lifelong learning community.
- For the above reasons, the attendance philosophy of the MCASOM is that of expected attendance and active participation in educational activities.
- There are occasions in which a student may need to be absent and the absence policy describes the types of absences which are considered excused and the policies for requesting such absences.
- MCASOM recognizes that during the careers of all physicians, scheduled professional obligations will sometimes conflict with life events. Learning to manage these conflicts in a responsible manner is an important component of students’ professional development. For this reason, the absence policy provides for some flexible days during the pre-clinical years which are self-regulated but require self-reporting to the Student Promotions and Assessment Review Committee (SPARC) on a periodic basis bound by the Mayo Clinic College of Medicine and Science (MCCMS) Learner Professional Conduct Policy.
Mayo Employee Resource Groups provide a way for Mayo Clinic employees to work together towards common diversity interests and goals. MERGs enhance cultural understanding and foster a more inclusive community at Mayo Clinic.

The common mission of MERGs is to provide opportunities for members to work together to achieve membership goals. These goals advance Mayo Clinic by supporting organizational strategy, diversity and inclusion goals, and lifting up our values.

**CURRENT MAYO EMPLOYEE RESOURCE GROUPS (MERGS) IN ROCHESTER, MN**

- African Descendants (AD)
- Arab
- Celebrate Dakota!
- Chinese
- disABILITY
- eMERGing
- Filipino
- Greater Leadership Opportunities for Women (GLOW)
- India
- Iranian Heritage
- Lesbian, Gay, Bisexual, Transgender, and Intersex (LGBTI)
- Multicultural Nurses
- Pan-African
- Somos Latinos
- Transcultural Patient Care
- Veterans
While a learner in any of the schools, the following services are available to you:

**CAREER/ACADEMIC**
- Learning strategy, intro/orientations
- Time management
- Accommodations
  - Learning Disability
  - Physical Disability
  - Mental/Emotional Disability
- Resume/CV writing assistance
- Communication skills
- Interview practice
- Writing skills
- Referral to outside resources as needed

**COGNITIVE**
- Learning strategy
- Mental/emotional disability
- Enrichment Series: Resiliency

**EMOTIONAL**
- Individual therapy
- Couples therapy
- Family therapy
- Psycho educational groups and workshops
- Enrichment Series: Stress management and burn out session
- Referral to outside resources as needed

**FINANCIAL**
- Student loan repayment process
- Financial planning and fiscal responsibility
- Referral to financial resources as needed

**SOCIAL**
- Communication skills
- Interview practice
- Couples counseling
- Program specific activities

**PHYSICAL**
- Primary care connection
- All students have access to disability and accommodations physician
- Enrichment Series:
  - Food and nutrition
  - Wellness

**ACADEMIC SUCCESS COUNSELORS** offer individual meetings, in person, via phone or Skype to assist learners with resources for tutoring, efficient study practices, time management or anything else dealing with the academic requirements of your program.

**MENTAL HEALTH CLINICIANS** offer complementary and confidential sessions to assist with any issues regarding your mental health and wellbeing. Staff are available to learners at all sites in person, by phone or Skype appointment.

**MISSION STATEMENT**
Learners will be empowered to maximize healthy behaviors by integrating in their life, resilience and wellness offerings that reach across varied domains of well-being including: Physical, Emotional, Cognitive, Social, Financial and Career/Academic, and will complete their education recognizing the benefit of integrating self-care and meaning into the lifelong pursuit of excellence in medicine and science.
TO LEARN MORE

VISIT

Internal site: http://intranet.mayo.edu/charlie/diversity/mayo-employee-resource-groups/


CONTACT

Office of Diversity and Inclusion - 507-284-0274

Email - officeofdiversyandinclusion@mayo.edu

OFFICE OF DIVERSITY AND INCLUSION

Vision—Mayo Clinic will be recognized by patients, employees, peer institutions, and the community as the leading model for diversity and inclusion.
EXPAND YOUR LEARNING
WITH THE FLORIDA 2+2 M.D. PROGRAM

2 YEARS
Minnesota Campus
or Arizona Campus

transition

2 YEARS
Jacksonville,
Florida Campus

The health care you deliver in the future will be shaped by changing patient demographics, evolving regulatory systems, medical advances and the rapidly shifting health care landscape.

Mayo Clinic Alix School of Medicine’s dynamic learning environment, world-class faculty, transformative curriculum and national footprint offer you truly unique educational opportunities to meet these challenges. With our 2+2 program, you can choose to study medicine in geographically distinct areas across a broad array of health care settings, allowing you to learn and interact with diverse patient populations.

WHAT IS FLORIDA 2+2?
A select number of students will be admitted to the Mayo Clinic Alix School of Medicine Florida 2+2 program, completing their first two years of core medical education on our Minnesota campus or Arizona campus. Then, at the end of the second year, students will transition to our Florida campus for their third and fourth year clinical rotations. Students enrolled in the M.D.-Ph.D. program can also complete their research training on the Florida campus, along with their third and fourth years of medical school.

www.mayo.edu/mayo-clinic-school-of-medicine
FLORIDA 2+2 M.D. PROGRAM

WHY CHOOSE FLORIDA 2+2?
Interested in broadening your learning experiences at the top hospital in Florida? Our campus in Jacksonville, Florida offers rich experiential and clinical training with Mayo Clinic’s leading experts. With over 500 full-time physicians and scientists, the campus offers care in more than 35 adult medical and surgical specialties and is renowned for its care and research in neuroscience, cancer, transplant, and cardiovascular disease. In addition to these areas, the Florida 2+2 program seeks to admit students with interest in global medicine and health disparities.

Our strong collaborations with Nemours Children’s Specialty Care, Wolfson Children’s Hospital, and University of Florida Health – Jacksonville will enhance your clinical learning with experiences in pediatrics, obstetrics, and psychiatry.

STATE-OF-THE-ART TRAINING
Your training on the Florida campus will include access to the latest advances in medical technology and simulation in state-of-the-art research and patient care facilities.

A CLOSE-KNIT COMMUNITY
Florida 2+2 students will enjoy a small class size where they can develop relationships with Florida school leaders, faculty, staff, research advisors, and classmates. Each year, students from Minnesota and Arizona travel to Florida for selectives and clinical rotations, allowing you to maintain relationships established in your first two years of school. The Florida campus also provides training for over 200 residents and fellows from top graduate medical education training programs that will serve as mentors, advisors, colleagues, and friends.

Take advantage of funded selectives to keep connected to the Florida campus during your first two years of school. In addition, funding is available for all students of Mayo Clinic Alix School of Medicine to complete clinical rotations on any Mayo Clinic campus.

SEE WHAT OUR STUDENTS HAVE TO SAY:

www.mayo.edu/mayo-clinic-school-of-medicine
Welcome to Mayo Clinic

Thank you for choosing Mayo Clinic for your health care. For more than a century, our practice has been guided by the principle that “The Needs of the Patient Come First.” Our patients are at the center of everything we do. Please feel free to speak with any of our staff or volunteers if you have questions or need assistance.

General Information, Mayo Clinic
507-284-2511

Clinic hours
Monday – Friday, 6:30 a.m. to 6:30 p.m.
Saturday Closed
Sunday Closed
Holidays Closed

Clinic holidays include New Year’s Day, Memorial Day, Independence Day, Labor Day, Thanksgiving and Christmas. The hospitals are always open.

Note: If you find yourself in the clinic after hours and need help exiting, please call 507-284-2511 and ask for security.

Mayo Clinic Hospital
Methodist Campus
507-266-7890
Visiting hours, 8 a.m. to 8:30 p.m., or as stated on the unit.

Mayo Clinic Hospital
Saint Marys Campus
507-255-5123
Visiting hours, 8 a.m. to 8:30 p.m., or as stated on the unit.

Getting Around Campus

Parking is indicated with a 🚗. Information desks are indicated with a 📁.

 Escorts and Wheelchairs
Ask any staff member in a patient care area or at an Information Desk to arrange for an escort if you need help getting to an appointment. Wheelchairs also are available for use within Mayo Clinic at no charge.

Patient shuttle
A free, wheelchair-accessible, patient/visitor shuttle runs continuously between the Gonda Building and Mayo Clinic Hospital, Saint Marys Campus.

Hours
• 6:45 a.m. to 5:30 p.m.,
  Monday through Friday

Departure and arrival locations
• Gonda Building, main entrance
• Saint Marys Campus, Mary Brigh Building, main entrance

Some hotels and motels have shuttle service to and from the Gonda Building, Saint Marys Campus and Methodist Campus.

Subways and skyways
Climate-controlled pedestrian walkways allow easy access to Methodist Campus and the clinic’s downtown campus as well as hotels and shopping areas.

Smoking
Smoking is not permitted in any Mayo Clinic facility or on medical center grounds. Patients and visitors are asked to cooperate by not smoking or littering.
From the North
U.S. 52 south, exit 56A, east on Civic Center Drive, south on 4th Avenue NW.

From the West
Interstate 90 to U.S. 63 north, exit 209B, west on 2nd Street SW.

From the East
Interstate 90 to U.S. 52 north, exit 218 to U.S. 63 north, exit 209B, west on 2nd Street SW.

From the Airport (South)
U.S. 63 north, continue north on Broadway, west on 2nd Street SW.

The distance between the downtown clinic buildings and Saint Marys Campus is approximately 1 mile.

For more driving instructions visit us online at: www.mayoclinic.org/travel-rst/directions.html
Connect with the Mayo Clinic Alix School of Medicine

@MayoClinicSOM
Facebook.com/MayoClinicSOM

Instagram.com/MayoClinicSOM

Twitter.com/MayoClinicSOM
Or @ApplyMayoMed

mayomedicalschooledge.mayo.edu

bit.ly/2fY6GeZ
Correspondence Information

By USPS:

Mayo Clinic Alix School of Medicine
Attn: Admissions (and name if known)
MI-1-25
200 1st St. SW
Rochester, MN 55905

By Email:

mmsadmissions@mayo.edu - Admissions Office
meyer.fredric@mayo.edu – Dean of the Mayo Clinic Alix School of Medicine
bostwick.john@mayo.edu – Senior Associate Dean for Admissions
fischer.phil@mayo.edu – Chair of Admissions, Minnesota Campus

Letters and notes will be forwarded to the appropriate person.
Disability Accommodations Registration and Services

Welcome to the Mayo Clinic College of Medicine and Science (MCCMS)! Learners who have been admitted to one of the programs in the MCCMS with disabilities or health conditions may need accommodations to participate in orientation and/or educational program activities. Learners seeking accommodations or support services are required to register with the Office of Wellness and Academic Success. Please follow the steps below shortly after confirming you will attend the MCCMS in order to register and discuss access and accommodations you need in your program.

1. **Contact us**
   Email MCCMS.DS@mayo.edu to schedule an intake appointment. Appointments can take place via phone or in person. An Academic Success Advisor will contact you to confirm your appointment.

2. **Provide documentation of your disability**
   You are encouraged to send your disability documentation to MCCMS.DS@mayo.edu in advance of your intake appointment, though you may also bring documentation with you to the appointment.

   You are encouraged to provide whatever documentation you have for evaluation. Guidance will be provided regarding the extent and type of documentation needed after your intake appointment. We also can provide a verification form to assist you in requesting the necessary documentation from your treatment providers.

   If you do not have documentation of your condition, and/or believe you have an undiagnosed condition, please contact our office to discuss your circumstances further.

3. **Make a formal request for accommodations**
   Complete a Request for Accommodation, in which you will be asked to provide information about your disability, history of accommodations, and make requests for specific accommodations. You are encouraged to complete the forms in advance of your intake appointment, though you may complete it during or after the meeting.

4. **Determine eligibility and accommodations**
   Your request for accommodations will be reviewed, taking into consideration the information provided prior to or during the intake meeting, your disability documentation, and the requirements of your academic program to determine your eligibility for services and, if appropriate, recommend specific accommodations.

5. **Attend orientation session**
   If you are found eligible for accommodations, you are required to meet with an Academic Success Advisor for an orientation session to review the policies and procedures regarding the provision of accommodations at MCCMS, and in your school or program.

6. **Access recommended accommodations**
   Information on the process for your school/program will be provided during the orientation session.

   If you have questions about the accommodations process, please contact MCCMS.DS@mayo.edu.
As outlined in the Mayo Clinic Model of Care, Mayo Clinic prides itself on its “Unique Professional Dress, Decorum and Facilities”. Mayo Clinic defines the range of business attire from a more formal style of dress, usually consisting of suits, to a more relaxed and casual approach consisting of separates and accessories that still project a professional image.

The Mayo Clinic Dress and Decorum Policy is a minimum standard and is applicable to all individuals with an appointment at Mayo Clinic, including a physician, scientist, emeritus staff member, research temporary professional, employee (regular, temporary and contract), volunteer, student of Mayo Clinic School of Medicine, Mayo Clinic School of Graduate School of Biomedical Sciences, Mayo Clinic School of Graduate Education, Mayo Clinic School of Health Sciences or an applicant for such appointments.

The purpose of the policy is to provide Mayo Clinic employees and students guidance for appropriate appearance and demeanor to maintain the quality and excellence associated with the Mayo Clinic tradition, to maintain Mayo Clinic's professional image and to be fair and reasonable. The appearance and demeanor of employees and students greatly impact patients' and customers' perceptions and, consequently, their impression of Mayo Clinic.

While in the official capacity of representing Mayo Clinic, whether on a Mayo Clinic campus or elsewhere (for example, a professional conference, business travel, etc.), all employees/students are expected to dress and conduct themselves in a professional manner. Professional behavior includes being respectful, polite, and courteous of others, addressing patients by their surname unless otherwise directed by the patient, refraining from chewing gum while on the phone or talking face-to-face with patients or visitors and limiting use of personal electronic devices while in meetings.
Mayo Clinic Dress and Decorum Policy

**Business Professional**
- Men - Suit or sport coat with dress pants, buttoned-down collared dress shirt and tie.
- Women - Dress, suit, blazer/jacket, dress pants/skirt, blouse/shirt, sweater.

**Business Casual**
- Men - Dress pants, shirt (dress or polo/turtle neck), sweater, sport coat (optional)
- Women - Blazer/jacket, casual dress pants/skirt, dresses, jumpers, blouse/shirt/vest, sweater
- Not acceptable: Jeans, sweatpants, sweat shirts, workout type clothing, and t-shirts (except as undershirts)

**Modified Business Casual**
Make choices on clothing, grooming and accessories that adhere to general standards.
- Clothing of denim material (jeans) is permitted if in good condition, without fraying, holes, soiling or designs that create the appearance of these features.

**Prohibited Dress and Decorum Practices**
- Wearing excessively baggy, tight, body conforming, revealing, faded, or frayed clothing.
- Wearing shorts, mini-skirts, or short tunic-style tops over leggings, dresses or tops with spaghetti/similar straps, and beachwear.
- Wearing sandals without a strap around both front and back of the foot (such as flip-flops)
- Wearing hats, hoods, or other head coverings, except for work responsibilities or religious reasons.
- Having unnatural hair colors (such as blue, green, or pink) or extreme hair styles.
- Having visible body piercings other than of the ears or a single small stud of the nose; clear retainers/earrings are permitted.
- Chewing gum [or food] during encounters with patients, in person or by phone.
The Dan Abraham Healthy Living Center (DAHLC) provides an environment to help you achieve and maintain wellness. A team of qualified health and wellness professionals will meet you wherever you are in your wellness journey, then motivate and inspire you to continue. By participating in programs emphasizing mind, body and spirit, you will be making positive steps toward the habits of healthy living.

Mayo Clinic employees, program students, volunteers, retirees, and spouses are eligible for membership at the DAHLC (eligibility criteria applies). Membership rates are incentive-based depending on your utilization of the center. The more you use the center, the less you pay.

We will help you achieve success through a variety of quality options.
- Classes including cardiovascular, strength, relaxation, balance and flexibility
- Programming for all levels of fitness and ability
- Educational offerings including nutrition, resiliency, stress and weight management
- Worksite wellness support through the Wellness Champion program
- Relaxation therapies
- Fitness evaluations and recommendations

Joining is Easy
Call 507-266-4688 for an orientation time that works for you or visit dahlc.mayoclinic.org for an on-line orientation video. Then stop by to activate your membership. Initial membership rate is $93.00 for a 3-month membership or $15.50 per payroll deduction.
Facility Hours & Parking

Downtown, DA
565 1st Street SW
4:30 a.m. – 11 p.m., Monday – Friday
5 a.m. – 9 p.m., Saturday – Sunday
Class schedule: bit.ly/4dahlc

The facility provides dedicated parking sites (time limits apply): Lots 26 and 30, as well as the street level of the West Employee Ramp which includes bike racks.

Mayo Clinic Hospital, Saint Marys Campus,
Generose building, GE M-100
24 hours per day, 7 days per week

Parking is available Monday – Friday from 3:30 p.m. to 4:30 a.m. and all day on weekends and holidays in the East Employee Ramp.

Contact Us
Phone: 507-266-4688
Email: dahlc@mayo.edu
Website: dahlc.mayoclinic.org

Facility Overview

A clean, welcoming environment with best in class equipment and a comprehensive approach to wellness is available to meet your needs. Our full-service downtown location offers

- Locker rooms, steam rooms and spas
- Towels, hair dryers, soaps/sanitizer and lotions
- Indoor track with running and walking lanes
- Aquatic facilities including a four-lane lap pool and fitness pool
- Five fitness studios with numerous instructor-led class options
- Women’s only workout area
- On-site café, farmer’s market, childcare center and credit union
- Creditied staff to support you

A second, member-only self-service site is also available at the Saint Marys campus location, which is available 24 hours a day, 7 days a week.

"The choice is yours." ~ Dan Abraham
A DOZEN GREAT REASONS TO CHOOSE
MAYO CLINIC ALIX SCHOOL OF MEDICINE

1. A bold new direction in medical education
   Mayo Clinic Alix School of Medicine was one of 11 schools across the nation chosen by the American Medical Association’s Accelerating Change in Medical Education initiative to set a new direction for transforming medical education. Our bold new advances in curricula and our dynamic, personalized learning environment will set you and your education apart from other medical students across the country.

2. Unparalleled learning opportunities
   As a national medical school, we are able to offer you an unmatched depth and breadth of training experiences across our campuses in Arizona, Florida and Minnesota. With the option to study on one or more of the three campuses, students can work with diverse patient populations across multiple care settings in three unique regions of the country. No matter which campus door you open, you step into a world-class educational setting and the amazing world of patient care and research that is uniquely Mayo Clinic.

3. Renowned faculty and personalized learning
   We have one of the highest faculty/student ratios in the country. We purposefully keep our class sizes to approximately 50 students to provide you with the exclusive learning experience and mentorship that make medical education at Mayo so coveted. Our faculty members are renowned experts committed to your success and our grading system promotes learning, not stressful competition.

4. A reputation of excellence
   Mayo Clinic is known world-wide as a leader in health care, research and academic excellence. We are ranked #1 in more specialties than any other hospital in the nation by U.S. News & World Report. Mayo Clinic is also highly ranked for quality more often than any other academic medical center in the nation.

5. A medical degree and more
   Mayo Clinic Alix School of Medicine is the first medical school in the nation to incorporate the Science of Health Care Delivery (SHCD) into its curriculum. Along with a world-class medical education, you will receive a Science of Health Care Delivery (SHCD) certificate, jointly conferred by our school and Arizona State University (ASU). You have the personal option of pursuing a master’s degree in the SHCD from ASU for 12 additional credits. Students generally will be able to complete this requirement within their four years of medical school.

6. Less student debt
   We’re ranked by U.S. News & World Report as one of the 10 most affordable private medical schools in the country. Our students carry a lower debt load compared to the national average.
7. Learning from bench-to-bedside
Understanding research is an important part of medicine. You will learn the principles and practice of biomedical research and explore areas of scientific interest working alongside an experienced investigator. 80% of Mayo medical students – more than twice the national average – successfully publish research manuscripts in prestigious peer-reviewed journals. Students can also pursue an MD-PhD in conjunction with Mayo Graduate School.

8. Proven student success
Your time spent in medical school is an investment in your future – and you want to be sure your hard work pays off. Our students consistently have extremely high residency match rates. In the last three years, 100% of our 4th years matched to residency positions, with nearly 75% of them receiving their #1 choice for their categorical or advanced positions (compared to about 49% of 4th year allopathic students matching their #1 choice nationwide).

9. Diversity
At Mayo Clinic Alix School of Medicine, we aspire to create a welcoming and inclusive learning environment that forges a new standard for medical training, preparing you to be a physician leader of tomorrow with deep and abiding commitment to diversity and cultural competency. Our school, as a richly diverse microcosm of cultures, beliefs, and backgrounds embraces and supports all of our students and all patient populations.

10. The Mayo Model of Care
From the very start of your medical education, you will be immersed in patient care. You’re not a bystander or passive observer. You are a valued member of the patient care team. You will learn the science of medicine, as well as the art of healing surrounded by good people who collectively and whole-heartedly believe in our primary value, “The needs of the patient come first.”

11. Student Wellness and Resiliency
Stress and burn-out are some of the largest issues facing our nation’s current physician population. Our unique and innovative curriculum incorporates wellness and resiliency skills into your physician training to help you mitigate these challenges – both as a student and long-term as a physician. We guide your success with learning advisors and mentors to support you all along your educational pathway.

12. Selectives
Through Selectives, you can probe self-directed learning experiences beyond your curriculum. Whether it’s shadowing a physician in your dream specialty, doing cutting-edge research or having a one-of-a-kind experience caring for underserved patients here or in another country, we help you embark upon a world of exploration that broadens your medical horizons.

Learn more about our school: [http://www.mayo.edu/mayo-clinic-school-of-medicine/](http://www.mayo.edu/mayo-clinic-school-of-medicine/)
Check out what our students have to say:
Twitter - [https://twitter.com/mayoclinicsom](https://twitter.com/mayoclinicsom)
Facebook - [https://www.facebook.com/mayoclinicsom](https://www.facebook.com/mayoclinicsom)
Instagram - [https://www.instagram.com/mayoclinicsom](https://www.instagram.com/mayoclinicsom)
Youtube - [https://www.youtube.com/playlist?list=PLSWSR1y1G_6JZq__TlRAhzZvsCbAAly3Yn](https://www.youtube.com/playlist?list=PLSWSR1y1G_6JZq__TlRAhzZvsCbAAly3Yn)
2020 U.S. NEWS & WORLD REPORT BEST MEDICAL SCHOOL RANKINGS

A message from Fredric Meyer, M.D., Dean; Michele Halyard, M.D., and Gerardo Colon-Otero, M.D., Vice Deans, and Marcia Andresen Reid, Administrator, Mayo Clinic Alix School of Medicine

Dear Education Colleagues,

We are elated to share with you that U.S. News & World Report announced its 2020 Best Graduate School rankings, and once again Mayo’s national medical school is listed as a Top 10 Best Medical Schools in the country. Mayo Clinic Alix School of Medicine (MCASOM) tied for No. 9 in overall and research rankings.

Last year, MCASOM jumped from No. 20 to No. 6 in overall and research rankings. This was due to advances we made within the school, as well as methodology changes by the U.S. News ranking organization.

U.S. News & World Report once again changed its methodology for this year’s rankings, so a minor dip from No. 6 to No. 9 was not unusual or unexpected. In fact, our score is only four points away from the No. 4 listed top medical school in the nation, which speaks to the highly complex and competitive nature of these rankings. We’ll continue to use these U.S. News rankings as one of several indicators we use when gauging the competitive nature of MCASOM.

To be included as one of the Top 10 Best Medical Schools in the country is a testament to our stellar students and the outstanding educational efforts undertaken by everyone within the school and across all our campuses. This also speaks highly to the tremendous teamwork and support provided across all our schools and the college. Together, your hard work and unrelenting quest for educational excellence are exemplary.

Thank you for all you do to make our college great!
Putting the Needs of the Patient First: Mayo Clinic’s Core Value, Institutional Culture, and Professionalism Covenant

Thomas R. Viggiano, MD, MEd, Wojciech Pawlina, MD, Keith D. Lindor, MD, Kerry D. Olsen, MD, and Denis A. Cortese, MD

Abstract

From its inception more than a century ago, Mayo Clinic’s founders instilled the core value, the needs of the patient come first, into the institution’s culture. Today, this core value of professionalism continues to guide the clinic’s leadership practices, management strategies, and daily activities. Members of the Mayo Clinic staff embrace and reinforce this core value and regard it as a professionalism covenant: a collective, tacit agreement that everyone will earnestly collaborate to put the needs and welfare of patients first. This covenant is articulated for patients and learners in two key documents, both crafted in 2001—the Mayo Clinic Model of Care, and the Mayo Clinic Model of Education—and is reaffirmed through Mayo Clinic’s mission to provide the best outcomes, service, and value in health care to every patient, every day. Mayo’s value-based culture serves as a powerful, positive hidden curriculum that facilitates the accomplishment of desired practice and educational outcomes and fosters the development of health care professionals with the highest standards of professionalism. The profound allegiance of Mayo Clinic staff and students to its patient-centered culture connects all to the purpose and meaning of their work, elicits collaboration and voluntary efforts, and fosters an environment that is committed to excellence and continuous improvement. In the context of contemporary challenges and competing commitments facing academic health centers, the authors discuss key initiatives that Mayo Clinic has implemented to preserve the institution’s culture, honor the professionalism covenant, and enable faculty, staff, and learners to align their behaviors, work activities, and resources to accomplish the institution’s mission.

Acad Med. 2007; 82:1089–1093.

Mayo Clinic is a not-for-profit academic health center with integrated, comprehensive medical campuses in Rochester, Minnesota; Jacksonville, Florida; and Scottsdale, Arizona. The institution is distinctive in that it is a major academic medical center with a medical school that is not university based. Mayo Clinic evolved from a family practice of medicine established in the late 1800s by Dr. William W. Mayo and his two sons, Drs. Charles H. Mayo and William J. Mayo. This family practice grew into our nation’s first integrated, multispecialty group practice and was renowned for quality medical care.

Mayo Clinic’s Core Value and Institutional Culture

In 1910, Dr. William J. Mayo publicly articulated the guiding principle of the practice: “the needs of the patient come first.”1 This principle, the primacy of each patient’s welfare, endures as the primary core value of the institution’s culture and as the core element of a professionalism covenant between Mayo’s personnel and patients.

Mayo Clinic leaders employ a systematic, “top-down” approach to emphasize that the institution accomplishes its mission by what Dr. William J. Mayo referred to as the union of forces. The institution’s current mission statement, “Mayo Clinic will provide the best care to every patient, every day through integrated practice, education, and research,” summarizes our operational strategy to serve our core value. Union of forces acknowledges that advances in medical knowledge through scientific discovery must be translated with timeliness to improve clinical care and to enhance the continuous professional development and training of health care professionals. Union of forces also means teamwork, and Mayo Clinic personnel work collaboratively in teams within and across all departments to meet the physical, emotional, psychological, and spiritual needs of patients.2 All Mayo personnel are expected to contribute to a learning organization environment that is committed to providing the best outcomes, service, and value in the delivery of health care.3,4 This article briefly describes how Mayo’s value-based culture of service inspires and enables Mayo personnel to demonstrate a profound commitment to professionalism in medical practice, education, and research.

Mayo Clinic Model of Care

Mayo Clinic leadership has responded to external changes in the health care...
environment by preserving its core-value-based model of patient service. In recent years, all academic health centers have been challenged by economic pressures, increased concerns about the safety and quality of clinical care, and the competition and professionalism of health care providers. Ten years ago, Mayo Clinic’s Clinical Practice Committee became concerned that external policy changes aimed at short-term financial gains would be accompanied by long-term detrimental effects on the provider–patient relationship. To respond to the increasing time constraints placed on the provider–patient relationship, Mayo appointed a multidisciplinary, interprofessional workgroup to analyze and define the elements of an ideal patient care experience. The workgroup reviewed patient feedback and historical information, administered an electronic survey of staff, and conducted interviews with patients, physicians, allied health staff, administrators, residents, and students. The workgroup identified 20 core elements of an ideal patient visit and then conducted a survey of staff to rank-order the elements. All 20 elements were organized, and the workgroup produced a written document, the Mayo Clinic Model of Care, which publicly articulates Mayo Clinic’s professionalism as a culture of caring for patients and explicitly describes the care experience patients should expect. The Mayo Clinic Model of Care reiterates the primacy of the patient’s needs and welfare and defines elements of the provider–patient relationship and the institution’s culture (List 1). The Model of Care publication is both a product of the institution’s heritage and an attempt to preserve its culture by making explicit the key elements of a unique model of care. Mayo Clinic leadership and staff are committed to preserving the elements of this unique model of care when responding to external forces that affect health care policy.

### Addressing External Challenges: Preserving Mayo’s Culture

As Mayo’s culture is integral to our effectiveness in serving our practice, education, and research missions, a consistent leadership strategy has been to preserve and enhance our core-value-based culture and model of care. We will discuss some of the actions that Mayo Clinic has initiated to preserve our culture and honor our professionalism covenant, while at the same time adapting our operational strategies to confront the challenging realities that all academic health centers face. This strategy is grounded in our belief that the greatness of a health center is measured by preserving core values, adapting operational strategies, and remaining optimistic for a successful outcome. There are four key recent operational initiatives developed to preserve and support the Mayo model of care: the service essentials program, quality innovations programs, aligning individual and institutional values, and professional development.

### Service essentials program

In 2001, leading academic service researchers conducted a study of patient care at Mayo Clinic. During a five-month period, more than 1,000 patients, physicians, nurses, allied health professionals, and administrators were interviewed at campuses in Rochester, Minnesota, and Scottsdale, Arizona. The investigators also collected data as participant observers by observing more than 250 physician–patient interactions, observing surgical operations, checking into the hospital as patients, making hospital rounds, and even flying on the emergency rescue helicopter. The results of the study were discussed with all employees to identify opportunities to improve service. This study identified attributes that patients desire in the ideal physician, and the results of this study informed the development of the service essentials program, PLEASE CARE.

List 1

<table>
<thead>
<tr>
<th>Mayo Clinic Model of Care</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mayo Clinic will provide high-quality, compassionate care in an integrated, multispecialty environment with the primary focus of meeting the needs of the patient.</td>
</tr>
</tbody>
</table>

**Patient care**

- Teamwork with multispecialty integration
- An unhurried examination
- Primary physician directs care
- Respect for patient, family, and referring physician
- Comprehensive, timely, efficient assessment and treatment
- Availability of most advanced technology

**Environment**

- Highest-quality staff mentored in Mayo culture
- Expert, professional allied health staff
- Scholarly environment of research and education
- Integrated medical record
- Professional dress, decorum, and facilities

To address patient concerns about the quality and value of care, and to support the Mayo Clinic Model of Care, institutional leaders established the PLEASE CARE service essentials program in 2006. This program is based on the belief that a patient’s service experience significantly influences their determination of quality and value in their health care. The acronym PLEASE CARE describes the attitudes and behaviors that Mayo staff should exhibit to help patients have the ideal patient care experience (List 2). The standards and behaviors of service excellence are communicated to all work areas by supervisors, and ongoing improvement programs and training.

List 2

<table>
<thead>
<tr>
<th>PLEASE CARE Standards and Behaviors</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Present:</strong> acknowledge the person, smile, make eye contact</td>
</tr>
<tr>
<td><strong>Listen:</strong> give each person undivided attention</td>
</tr>
<tr>
<td><strong>Empathize:</strong> express compassion, calm voice, personal connection</td>
</tr>
<tr>
<td><strong>Action:</strong> find the answer, follow through, offer assistance</td>
</tr>
<tr>
<td><strong>Summarize:</strong> restate key information, follow up with questions</td>
</tr>
<tr>
<td><strong>Excite:</strong> exceed each person’s expectation, “go the extra mile”</td>
</tr>
<tr>
<td><strong>Confidentiality:</strong> protect patient privacy</td>
</tr>
<tr>
<td><strong>Attitude:</strong> make a positive impression, demonstrate caring</td>
</tr>
<tr>
<td><strong>Respect:</strong> adapt to diverse cultures, languages, disabilities, value others time</td>
</tr>
<tr>
<td><strong>Emotional intelligence:</strong> be sensitive, understand another’s emotional state of mind</td>
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resources are provided. These include Web-based modules, multimedia presentations, and classes to educate employees about listening, empathy, emotional intelligence, and caring. Employees are encouraged to share stories and effective practices, and to create posters for display in work areas. There are tool kits for supervisors to reinforce these behaviors and to recognize and reward employees. This program is designed to sustain employee awareness that each interaction with a patient is an opportunity to meet their needs. The aim of this initiative is to inculcate mindfulness that when you are interacting with a patient, you are the Mayo Clinic. Mayo’s service essentials program is a patient-centered, employee-driven strategy to preserve Mayo Clinic’s culture and to help all personnel anticipate and meet the patient’s needs. One of those needs is the expectation of quality care.

Quality innovations programs

Mayo Clinic has strategically responded to the public’s concern about quality, safety, and value in health care, all important elements of contemporary professionalism. The Clinical Practice Quality Oversight Committee was created in 2002 to provide direction and oversight to all patient care improvement activities. The committee created the Quality Innovation Program, which funds time for staff to develop, implement, and evaluate practice improvement projects aligned with institutional quality efforts. For example, one project created a Web-based tool to collect care process metrics across 17 Mayo-affiliated hospitals for patients with acute myocardial infarction. This tool analyzes and correlates process metrics with clinical outcomes and provides site-specific data to improve care processes and disseminate practice innovations. The following year, a Quality Management Services Department was created by consolidating several existing groups that were engaged in safety, quality, and accreditation readiness initiatives. Quality Management Services is a multidisciplinary department of professionals that provides training and consultation services and maintains a Web site with tools and resources for improvement projects. Within the past two years, this department implemented the Quality Academy, which trains individuals, teams, and future leaders to employ the principles and methods of quality improvement in their daily work. Mayo Clinic’s residency programs have also implemented core training in systems-based practice and practice-based learning and improvement, and all of Mayo’s quality resources are available to residents, medical students, and other health professions students in all educational programs.

This year, Mayo Clinic leaders launched a Creating the Future strategic plan to enhance the institution’s capability to meet the needs of each patient. This initiative will connect people, ideas, and processes so that knowledge, resources, and best practices will be shared across departments. The goal of this strategy is to find and disseminate innovative ways to meet the needs of each patient and, by doing so, improve the outcomes, service, and value of health care. This strategic plan is based on the construct of civic professionalism. In communications that provide information on this initiative, it is stated that “every Mayo Clinic employee has a role to play in improving the service, quality and value of our care.” Thus, the values of each individual and the institution must be aligned.

Aligning individual and institutional values

Mayo Clinic systematically engages in personnel management practices to support the model of care. Recruitment and hiring practices assess the alignment of an individual’s values with the institution’s values. Mayo has programs for orientation, training, and development that acculturate and assimilate new employees. There are policies, advisory committees, ongoing programs, and regular assessments of all personnel, including patient surveys, 360-degree evaluations in work units, and performance reviews to provide feedback to staff on integrity, communication skills, patient service orientation, teamwork, and commitment to learning and improvement. There are ongoing celebrations of Mayo Clinic’s heritage and culture with newsletters including appreciative comments from patients, historical presentations and displays, social events, an annual quality conference, and an annual heritage week. There are numerous awards for employees that recognize achievement in caring, teamwork, service, excellence, and leadership. The consistent focus of these administrative practices and traditions is professionalism: all employees are confidently expected to subordinate self-interests and to work together to place the needs of the patient first. Accordingly, the institution has implemented programs to meet its responsibilities for the professional and leadership development of staff.

Professional development

In 2001, Mayo Clinic implemented a comprehensive, multilevel career and leadership development program for physicians and scientists. The aims of this program are to meet the evolving needs of the institution in the ever changing health care environment, and to meet the changing developmental needs of individuals throughout their careers. The curriculum is designed to enhance skills that serve patients and develop future leaders. Early career development efforts include orientation and acculturation to the institution, and enhancement of personal and team effectiveness. Early leadership development programs enhance skills in developing people, leading organizational change, and managing finances to achieve the mission. Experienced leaders learn methods to achieve the best outcomes for patients, and strategies to enhance quality, safety, service, and value, in the institution’s health care delivery processes. Senior leadership development offerings enhance skills in aligning and motivating people, decision making, strategic planning, and execution of strategy. These programs are available to administrators and other health professionals, and there are numerous other career and leadership development offerings for all health professionals.

Mayo Clinic Model of Education

Mayo Clinic is an independent, degree-granting institution that administers educational programs through five Mayo Clinic College of Medicine schools: Mayo Medical School (undergraduate), Mayo School of Graduate Medical Education (residencies and fellowships), Mayo Graduate School (PhD and master of science), Mayo School of Health Sciences (32 programs including physical therapy, nurse anesthesia, and others), and Mayo School of Continuing Medical Education. Mayo Clinic’s educational
mission is “to provide the best biomedical education to enhance patient care and advance medical science.”

During the past two decades, there has been much concern about professionalism in medical practice and education. There has been a significant increase in the number of publications on the topic of professionalism in medicine, and numerous professional societies have conducted discussions about professionalism that have often focused on the struggle of health care professionals to stay centered on their values.

Stimulated by the national dialogue on professionalism, Mayo Clinic convened a retreat in 2001, where all Mayo education programs examined the national concerns about professionalism, reviewed the Mayo Clinic Model of Care document, and created the Mayo Clinic Model of Education. This education document articulates our professionalism covenant with patients and with learners in all our educational programs. The initial draft was reviewed with leaders, staff, and learners to ensure that input from key stakeholders was included. This document describes the commitment that learners should expect from all educators, with acknowledgement that Mayo Clinic’s commitment to learners is second only to its commitment to patients. The essence of the covenant with learners is that Mayo Clinic educators will exhibit the highest standard of personal and professional conduct and confidently expect the same from their learners. Specifically, the learner covenant stipulates that educators will

- convey the primacy of patient welfare in the practice of medicine and research,
- provide an environment enriched by scholarship,
- manifest concern for every learner’s success,
- respect learners as colleagues,
- set high standards for personal and professional conduct, and
- expect the same high standards of personal and professional conduct from learners.

Mayo Clinic expects learners and teachers to demonstrate all of the attributes and behaviors of professionalism. Students and faculty use anonymous online surveys to assess each other for integrity, effective communication, team effectiveness, commitment to service, commitment to learning and improvement, humanism, and leadership, and there are programs for peer- and self-assessment for learners. Educators mentor new teachers and learners to preserve and enhance a culture that values patient welfare foremost in an environment enriched by research and teaching. It is understood that the institution expects the highest standard of professional conduct from all personnel. However, it is also understood that the primary attribute of professionalism is placing the needs and welfare of the patient above all other considerations. At Mayo Clinic, professionalism means living this core value. The institution’s value-based culture of service facilitates the coherent integration of professionalism into the daily activities of all employees and learners. Mayo’s culture has always had a powerful influence on the formation of future health care professionals and scientists, and it is a most positive hidden curriculum to facilitate the accomplishment of the desired outcomes of our educational programs.

Discussion

Mayo Clinic’s culture of caring, service, teamwork, and excellence empowers all staff to voluntarily do what is necessary to help patients and colleagues. The profound allegiance of Mayo Clinic personnel to its patient-centered core value connects all to the purpose and meaning of their work, elicits collaboration and extra discretionary efforts, and fosters an environment that is committed to excellence and continuous improvement. Mayo Clinic personnel appreciate being allowed to practice medicine as they believe it should be practiced. In a staff satisfaction survey conducted by an external consulting firm in 2006, 96% of physicians and 94% of nurses responded that they were “proud to work at Mayo Clinic,” and 97% of physicians and 94% of nurses “would refer relatives and friends for medical care.” Mayo Clinic does not have written employment contracts, yet Mayo’s attrition rate for physicians is 2.4%, which is below the national average of 6.7% for academic physicians. Mayo Clinic’s attrition rate for nurses is 4.0% compared with a national average of approximately 20%. The loyalty of Mayo Clinic personnel is reflected in high staff satisfaction measures and low attrition rates.

There is evidence that Mayo Clinic’s value-based culture is enduring. The culture which originated more than 100 years ago in Rochester, Minnesota, has been successfully replicated in Mayo Clinic’s academic health centers in Florida and Arizona. The strategy for replicating the culture at both of these newer campuses was to build the core values into every aspect of the institutions’ development. There are also more than 18,000 physicians and scientists who have trained at Mayo Clinic and who remain connected to the institution as members of the Mayo Alumni Association. These alumni have incorporated Mayo Clinic’s core value into their professional activities, and many serve leadership responsibilities in universities and communities throughout the world.

According to Schein, the essence of culture consists of basic assumptions or unconscious, taken-for-granted beliefs that guide thought and behavior and that serve as the ultimate source of group values. Argyris and Schön refer to these implicit basic assumptions as theories in use that define perceptions and reality and determine the actions that individuals take in various situations. Christensen and Overdorff’s research maintains that an organization’s capability to respond to change is determined by it ability to align three factors: resources, activities, and values. The diligent emphasis on a primary, patient-centered core value establishes a focal point that enables Mayo Clinic personnel to collaboratively align their behaviors, work activities, and resources to accomplish the institution’s mission despite continuous change in the health care environment. The constant focus of Mayo Clinic’s culture on patient welfare provides all personnel with both a moral compass to guide thought, actions, and reflective practice, and a yardstick to measure their success.

A covenant is a formal agreement between two or more parties to do or not do something specified. In Mayo Clinic’s culture, professionalism is regarded as a
covenant with patients that every employee is expected to honor day in and day out—every patient, every day. Perhaps this covenant was best explained to people who were not familiar with Mayo Clinic at the opening convocation of Mayo Medical School in 1972. The school’s founding dean, Dr. Raymond Pruitt, summarized Mayo Clinic’s professionalism covenant for the incoming students. He used these words to describe the agreement between provider and patient that the students were entering: “Together, they cherished an imperative for the humane in an age made rich by technology and science. And this was the covenant of their ordination; that with the eyes of compassion they assessed the brilliance of their technologies, and with the yardstick of the humane they measured the benefactions of their science.”

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References
The Mayo Culture: A Lasting Legacy

Posted by Amanda Porter (MCASOM Class of 2019)

Mayo is one of the most exciting places I have ever been. The novelty of walking through the Peace Plaza staring into the eyes of the Gonda Building still, months later, hasn’t gotten old. Every day I’m inspired. But aside from the beautiful architecture, art, and design that surrounds us here in Rochester, the best part is certainly the people. The consultants (i.e., attending physicians) here are accessible, incredibly accomplished, and passionate about their work and their patients. But what I’ve found, thus far, is that this is true for consultants who have done any piece of their training at Mayo.

Selectives are a beautiful part of the Mayo Clinic Alix School of Medicine curriculum. They are especially great because you can tailor each selective to wherever in the world you want to be. For my first selective, I wanted to go home to Michigan, where all of my family lives, but I still wanted the Mayo experience. So I took advantage of the Mayo Medical School Alumni Association Directory, which includes individuals who have done any training at Mayo or who have worked at Mayo for at least one year. I discovered there were 218 individuals in Michigan. There were consultants that specialized in Transplant Surgery, Abdominal Imaging, Infectious Disease; the options were endless. I settled on neurosurgery in Traverse City, Michigan and decided to just throw an email out into the interwebs just to see what would happen. My first choice consultant responded.

Now, remember: the culture of Mayo Clinic is (in my opinion) unlike a lot of other hospitals and clinics, and I have really gotten used to this happy, everyone-is-treated-wonderfully, patient-centered utopia that I have been dropped in to. I was pretty nervous about going to an outside organization and being disappointed that this Mayo culture is not universal, as I know it is not. But I wasn’t let down.

Dr. Tom Schermerhorn agreed to have me shadow him at my home hospital and my week with him was incredible! I learned more about spine surgery, surgical patient selection, reading spine films, and had great, intellectual conversations about medicine and its future directions. The best part of my experience was that Dr. Schermerhorn got it. He understands what it is like to be part of the Mayo environment and he carries the principles of the Mayo brothers into his daily practice. He loves his patients and he is passionate about helping them. He understands the background and foundations of my training here that so strongly emphasizes patient-centered care. But better yet, he has the experience at other institutions that allowed me to grill him about how my education at Mayo would be perceived in the medical community.

Moving forward, I look forward to interacting with other Mayo Clinic Alix School of Medicine grads and those who have trained at Mayo. Learning more from these alumni about their specialties and connecting with consultants who understand the Mayo culture is incredibly invaluable, but seeing that the Mayo culture lives on in these physicians outside the walls of this esteemed institution and into organizations around the world is what really, truly inspires me.

Amanda, a second year medical student, is a member of the MCASOM Social Media Committee. She is currently interested in some sort of surgical specialty and is originally from Sault Sainte Marie, Michigan. Her hobbies include furniture restoration, playing with her cat Purkinje, and cross country skiing.

4-15-2016
ART & HEALING

The Mayo Clinic Art Collection
“The best interest of the patient is the only interest to be considered.” —William J. Mayo, M.D.

The primary mission of Mayo Clinic is excellence in patient care—yet its founders recognized that caring for the whole patient extends beyond treating physical ailments. Since its inception, Mayo has used art, architecture and beauty in surroundings to address the “spiritual aspects” of medical care.

From the ornate interior of the original Mayo Clinic building to the use of modern art today, Mayo Clinic has always believed that restoring the mind and spirit is an important part of making the body well—and that art and science together play a role in the healing process.

*Opposite page: Waterfall Blue Persian Set, handblown glass, Dale Chihuly
Above: Grand staircase, 1914 Building*
Art as Ornamentation

In 1914, Dr. William J. Mayo and his brother Dr. Charles H. Mayo opened the Mayo Clinic practice in a Georgian-style, red brick building different from other medical facilities of its day. The 1914 Building, the clinic’s first official building, demonstrated a new ideal: medical buildings should not only be clean and efficient but also inviting and interesting to the patients, staff and visitors.

A decorative fountain and skylit ceiling dominated the lobby on the main floor of the building. The grand staircase and other architectural features were finished in attractive, handcrafted tiles made by the Rookwood Company of Cincinnati, Ohio.

Functional as it was beautiful, the building supported the activities of the growing practice until 1926, when plans were made to construct a new Mayo Clinic building. Today the Siebens Building stands on the site of the 1914 Building.
Adjacent to the Siebens Building is the Plummer Building. Dedicated in 1928, it is the oldest Mayo Clinic building still in use today. Designed by Ellerbe and Company architects, along with Dr. Henry Plummer and the Mayo brothers, the Romanesque-style building is a work of art in itself, both inside and out.

Massive bronze doors with ornamental relief introduce the artistic tone at the main entrance. Decorative stone carvings with themes relating to medicine, America, Minnesota and Rochester are scattered along the building’s lower two floors. At the top of the building, stone carved griffins, gargoyles, dragons and owls surround a terra-cotta tower housing 56 carillon bells.

The Plummer Building’s interior public spaces are rich in ornamental detail and iconography. Colorful terrazzo floors, figured marble walls and beautiful hand-painted plaster and polychrome wood ceilings reflect the artistry of an earlier age. Now a national historic landmark, the building’s intricate details, superior materials and fine craftsmanship create a sense of dignity and serenity that has endured for generations.
The Start of the Mayo Clinic Art Collection

With the completion of the original 10-story Mayo Building in 1955 came the official beginning of an art program. The building’s clean, modern architectural design created a “blank canvas” for the display of artwork. Instead of the building being art, art was applied to the building.

The original theme for the Mayo Building art program was titled *Mirror to Man*. The commissioned murals and sculptures encompassed the activities, achievements and philosophies of humankind. Subject matter included literary heritage, home, freedom, observation of nature, need for companionship and desire for knowledge.

*Below:* Painter John Piper working in his studio on the mural *Man’s Relation With Nature*, 1955

*Opposite page:* Bronze sculpture *Man and Freedom* by Ivan Mestrovic on the north face of the Mayo Building
Development of the Mayo Clinic Art Collection

Generous benefactor gifts help Mayo Clinic commission and acquire works of art that now comprise a museum-quality art collection. These benefactors, whether patients, friends, employees or alumni, recognize that without attention to the mind and spirit, medicine’s effects can only go so far.

Mayo Clinic’s art collection humanizes the medical environment. The works displayed across the Mayo campus capture the essence of the human experience, representing appreciation of beauty, respect for diversity, preservation of heritage and hope in uncertainty.

Above: *Four Houses*, oil on canvas, Jennifer Bartlett
The Gonda Building

Built in 2001, the Gonda Building’s design reflects Mayo Clinic’s primary interest in its patients’ total well-being. The building’s design and artwork bring together architecture, technology, multicultural art and landscape design to create a healing environment. A dramatic feature of the Gonda Building is the glass “wave” wall that extends the height of the building’s east side. The curved structure bathes the three-story Nathan Landow Atrium in natural light. The marble, wood and steel in the building impart a feeling of stability. *Man and Freedom*, one of the original *Mirror to Man* sculptures commissioned for the Mayo Building, now anchors the expansive atrium on its south side.

*Below: Untitled, B6995, blown glass, Sonja Blomdahl*
Glass

The architect’s dramatic use of glass in the design of the Gonda Building inspired a collection of contemporary art glass. Located along the wave wall on each floor of the Gonda Building, the collection demonstrates the use of a highly scientific process to create beautiful pieces of art. Many of the world’s foremost glass artists are featured.

When glass became the prominent architectural feature for the Gonda Building, acclaimed glass artist Dale Chihuly came to mind. With help from a generous benefactor, Mayo commissioned 13 chandeliers. The complex and colorful coordination of the 1,375 individual pieces dazzles as a floating sculpture across the ceiling of the Nurses’ Atrium. Chihuly’s method is unique. He provides artistic direction while a team of artisans create and assemble the pieces. Chihuly says that his team is similar to a surgical team—working together toward a common goal.

Left: *The Good Grandees* (detail), blown glass, bronze, Dan Dailey

Opposite page: *Untitled* (detail), blown glass, Dale Chihuly
Ethnographic Art

The Gonda Building’s elevator lobbies house decorative arts and functional objects from cultures in Asia, Africa, Europe, Australia and the Americas. The collection reflects Mayo Clinic’s service to patients from around the world and communicates respect for diversity. The handmade works are between 50 and 2,000 years old and suggest a common human desire to incorporate beauty in everyday objects.

Above: Roman mosaic, Syria
Left: Pre-Columbian vessel, Costa Rica
Opposite: Door (detail), Central Saudi Arabia (Najd)
Paintings and Prints

Modern prints and paintings in various media are showcased in our art collection. While the works are diverse in material and style, most reflect the beauty of nature and our physical landscape. Both modern masters and important new artistic talent are featured in this collection.

Opposite page: *Carpenters*, offset lithograph, Jacob Lawrence

Top left: *Westbourne Gardens*, lithograph, aquatint and woodcut, Ed Baynard

Top right: *Five Reds*, screen print with flocking, Donald Sultan

Bottom left: *Deep Pines*, silkscreen, Wolf Kahn

Bottom right: *Afterglow II*, lithograph, woodcut with gold leaf, Robert Kushner
Sculpture

A diverse sculpture collection is positioned throughout the Mayo campus in various forms. Outdoors, the sculptures, landscaped gardens, courtyards, plazas and fountains incorporate the beauty of nature and play with the ever-changing qualities of natural light. Some sculptures celebrate life in a joyful way, while others are more reflective and powerful, such as the Auguste Rodin piece, which communicates strength in the face of suffering.

Opposite page: Welcome (detail), painted metal, Yaacov Agam

Right: Jean d’Aire (detail), cast bronze, Auguste Rodin
Photography

“Hope” is the theme of Mayo Clinic’s photography collection. The uplifting images, many by the world’s most distinguished photographers, are displayed in areas that serve patients who have cancer. The images of human kindness, nature, connection and perseverance instill a sense of optimism and beauty to the viewer.

Top: New York, gelatin silver print, 1967, Elliott Erwitt
Bottom left: The XYZ Takes Off, gelatin silver print, 1910, Jacques-Henri Lartigue
Bottom right: Walking on the Greenway, gelatin silver print, 1990, Keri Pickett
Opposite page: Flamingo Flower, chromogenic print, 2000, Harold Feinstein
“We know all too well the necessity for efficient management, but there is a spiritual as well as material aspect in the care of sick people.”

—William J. Mayo, M.D.

Above: The Gift, gelatin silver print, Dani Werner