The strategic plan of the College of Medicine (COM) is to be viewed in concert with the strategic plans of the University of Nebraska Medical Center (UNMC), University Medical Associates (UMA), Omaha Veterans Administration Medical Center (OVAMC), the Graduate College, and School of Allied Health Professions (SAHP).

NOTE: The bulleted sections are ongoing 2007-08 targets.

A. Enhance and expand the educational environment.

1. Establish processes that adequately recognize outstanding teachers.
   - See Medical Center Strategic Plan A.3.
   - Form an Educational Council consisting of the Associate Deans for Curriculum from the UNMC Colleges and School of Allied Health to facilitate the educational mission of the Medical Center and its faculty. In addition, plans are being developed for an individual(s) to be responsible for the use of technology in education.
   - Develop a list of faculty awards for review. Develop three new clinical educators/scholars awards. Discuss the use of mission based budgeting to recognize teaching. Continue testing a mechanism to evaluate and reward teaching productivity in the department of internal medicine.

2. Develop new curricular and evaluation processes for medical students and residents in interpersonal and communication skills, professionalism, practice-based learning, patient safety, systems-based practice, as well as in acquisition of knowledge.
   - Evaluate the current Integrated Clinical Experience curriculum to determine coverage in current curriculum. Expansion of current programs as determined to be necessary. Report due April 1, 2007.

3. Increase the use of simulations in medical education.
   - Develop a plan for the use of simulations in the new Clinical Skills Center in the new Sorrell Center for Health Science Education. Dr. Paul Paulman has been named Assistant Dean for Clinical Skills and Quality.

4. Expand residency and fellowship training programs on the basis of quality as well as in areas of workforce needs.
   - Expand the total number of residencies and fellowships by 10 residents over the next three years.
5. Expand selected fellowships to increase the number of graduates trained in clinical research.
   - Increase fellowships with participation in clinical research by three over the next three years.

6. Maintain and improve the USMLE scores in both the knowledge and clinical skills' domains.
   - Evaluate and review USMLE Step 1 scores on a yearly basis with first year and second year core directors.

B. **Expand and improve the quality of research at the COM/UNMC.**

1. Plan and design expansion of the COM and OVAMC research programs in cancer, cardiovascular medicine, cellular injury and repair mechanisms, biosecurity, genetics, neurosciences, and transplantation biology.
   - The Dean and Associate Dean for Research will meet with individual basic science and clinical chairs to develop a working plan to recruit at least one new basic or clinical research faculty in at least two programs per year. The Associate Dean for Research will need to submit a progress report and submit explanations for failure to meet goals so that targets can be adjusted if need be and resources can be garnered to meet new and more reasonable targets.

2. Increase total research funding/publications of the COM.
   - Increase extramural funding and publications by 5-10% every two years in each department depending on the amount of federal funding. The Associate Dean for Research will need to submit a report on progress and submit explanations for failure to meet goals so that targets can be adjusted if need be and resources can be garnered to meet new and more reasonable targets.

3. Design a coordinated, comprehensive, interdisciplinary clinical research program.
   - Continue working on plans for a Clinical and Translational Science Program which is transforming clinical and translational research across many academic centers. UNMC submitted a planning grant and although it was not funded, the planning process to develop a new Center for Clinical and Translational Research is proceeding along with a new Master's degree program concentrated on Clinical Research. Meetings to prepare for an application for an NIH Clinical and Translational Research Award (CTSA) at the next RFA are in progress. The new Center for Clinical and Translational Research would prepare UNMC to submit for a CTSA, and will better coordinate interdisciplinary clinical and translational research efforts across departments and colleges through enhanced lines of communication, coordinated core facilities, and new interdisciplinary research education opportunities and programs.
4. Develop and improve translational research programs.

- Develop and improve translational research through the CTSA planning process. Additionally, improved and new core facilities for genetic epidemiology using fast throughput SNP screening, and GMP facility will also be useful toward this end. Finally, it is hoped there will be new incentives through seed grants as incentives to bring new teams together for translational research as a consequence of the development of a Center for Clinical and Translational Research.

C. Develop selected new technologies to advance health education, science, and clinical programs promoting the health and welfare of the citizens of Nebraska.

1. Develop advanced biomedical technology, including software development, robotics, and devices.

- Develop the recently formed Center for Advanced Surgical Technology. Intellectual property regarding the use of miniature robots in laproscopically assisted surgery has been licensed to a new company that has undertaken fund-raising activities. In addition a significant federal earmark grant has been secured to advance development of the technology.

2. Identify and advance the commercialization and licensing of UNMC/COM technologies and knowledge.

- Combine the Intellectual Property Office and UNeMed into a single administrative entity that reports to the Vice Chancellor for Research. UNeMed is the vehicle for all technology transfer activities at UNMC. Processes for handling new invention disclosures have been streamlined. Initial steps have been taken to raise the awareness of UNeMed among the faculty through upcoming articles in UNMC Discover and through departmental meetings.

D. Expand and improve clinical services at the College of Medicine and affiliated hospitals.

1. Facilitate collaboration between the COM and The Nebraska Medical Center, OVAMC and Children’s Hospital.

- Continue to work towards an academic affiliation agreement between UNMC COM, UNMC Physicians and Children’s Hospital. The target for completion is March 31, 2007 with an implementation date of July 1, 2007.

2. Enhance the partnership between the COM and The Nebraska Medical Center to recruit high quality faculty, in order to develop new, and improve existing, programs.

- Recruit high quality faculty with an emphasis on Neurosurgery and Neurology. Two neurosurgeons and three neurologists have been recruited to date.
3. Work collaboratively with The Nebraska Medical Center and University Medical Associates to establish mutually beneficial strategic plans.

- Continue to enhance specific programs:
  - Implement a one-year arrangement for Trauma services.
  - Finalize a multi-year arrangement for Transplant services, including Gastroenterology, Hepatology, Pediatric, and other associated services.
  - Establish a GI Malignancy program.
  - Improve the Cardiovascular service line.

4. Increase commitment from The Nebraska Medical Center for the support of existing and new residency and fellowship programs.

- Reassignment/development of house officer lines will continue.
  - Investigate Nebraska Medical Center support for solid organ transplantation and sleep medicine (4 positions)
  - Distribute CMS (Center for Medicare Services) funding for 25 positions to include emergency medicine, geriatrics, med-peds, ENT, neurology, rheumatology fellowship, neurosurgery, urology, plastic surgery, orthopedics, and anesthesiology.

E. Work to advance community/campus partnerships to improve health outcomes for citizens of the State.

1. Strategically address health disparities and access for the underserved and minority citizens of the State.

- See UNMC Strategic Plan C.2.

2. Define and implement UNMC’s health care role as it relates to economic and community development in rural Nebraska.

- Continue to develop and support RHEN, RHOP, and AHEC programs.

3. Establish strategic partnerships to advance a community-based geriatrics program and facility.

- Continue fund-raising for a freestanding geriatrics center.


- Provide leadership with Creighton for a Behavioral Health Education and Training campus connected to the developing Region 6 Recovery Center.

- Participate with UNO, Creighton, state leaders, and community leaders in the development of a community behavioral health education plan.
5. Establish partnerships with major employers and community-based providers.
   - Continue to expand The Professional Services Medical Plan (PSMP) which has approximately 30 patients signed up to date (1/4 of expected enrollees).

6. Establish methods to improve the general health care of the State with particular emphasis on public health and environmental health.
   - Continue development and expansion of the College of Public Health, MPH and similar programs.
   - MD/MPH combined program has been approved by the Graduate Council and COM Curriculum Committee, December 2006.

F. Create a culturally competent organization.

1. Improve the recruitment, retention, and satisfaction of underrepresented minority students, faculty and staff.
   - Continue to support the RWJF SMDEP grant which in the summer of 2006 brought a diverse group of underrepresented college students on campus for 6 weeks. Eighty students will be on campus each summer as part of this grant. Recruitment efforts will be targeted to this group of undergraduate students.
   - Continue to develop the NUPaths program as a pipeline program for URM students at UNL, UNO, and UNK. Students in this program first enrolled in the COM beginning in 2004. Each year 3-4 new students will matriculate in the COM from UNL, UNO, and UNK. The current freshman class has 5 NUPaths students enrolled.
   - Develop a new program with Fort Lewis College in Colorado targeting premedical education for its large number of native American students.
   - Multidepartmental recruitment efforts are in place for minority faculty. Faculty retention is stable, but new recruitment is ongoing. An individual responsible for multicultural affairs will be hired in the Community Partnership Office. This individual will lead the College of Medicine in this important area.

2. Emphasize cultural competence in education.
   - Complete the review of current cultural competency coverage in the ICE curriculum, and review new materials available from the AAMC. Implement a health disparities curriculum in the upcoming academic year.

3. Improve the cultural relationship between UNMC/COM and its surrounding communities.
   - See UNMC Strategic Plan D.3.
G. Create a culture that builds employee loyalty and satisfaction.

1. Improve selection processes to match employee/applicant talents to position requirements.
   - Training managers in employee selection started. Enhance the availability of tools to facilitate selection for those involved in the hiring process.

2. Improve managerial, supervisory and employee skills.
   - Increase by 5% the number of individuals taking advantage of developmental programs/classes offered by UNMC and expand opportunities for people to access training.

3. Enhance the reward and recognition program to complement existing programs.
   - Coordinate with UNMC human resources staff to modify current reward programs to enhance and build on successes. Actively roll out NU values to ensure appropriate compensation levels.

NOTE: This document will be reviewed and evaluated semi-annually by the Dean’s Executive Council and annually by the Faculty Council and the General Faculty. Review and evaluation will indicate progress attained and problems identified.

Metrics updated by Dean’s Executive Council, January 17, 2007
Approved by the Faculty Council, April 27, 2007
Approved by the General Faculty, May 2, 2007