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), UNMC Physicians (UNMCP), Omaha Veterans Administration Medical Center (OVAMC), Children’s Hospital & Medical Center (CHMC), the UNMC Graduate College, and UNMC School of Allied Health Professions (SAHP).

A. Enhance and expand the educational environment.

(Responsible persons: Drs. Gerald Moore and Dr. Robert Wigton.)

1. Evaluate processes for adequate recognition of outstanding teachers.

   • Utilize the 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.
   • Work with the Vice Chancellor’s Office to establish a centralized “Teaching Academy” to foster educational scholarship
   • Review and adjust the list of faculty awards annually.

2. Improve training for medical students and residents in interpersonal and communication skills, professionalism, practice based learning, patient safety, systems based practice and knowledge acquisition.

3. Evaluate and modify educational simulations through expansion of current skills training in the Clinical Skills Center in the Sorrell Center for Health Science Education and certification as a surgical skills center.
4. Increase the number of medical school and residency graduates entering primary care specialties.

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. Improve medical student and resident scores on national certifying examinations.
   - 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.
   (Responsible person: Dr. Steven Hinrichs)
   - The Dean and Senior 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 Senior Associate Dean for Research will meet with the VA Associate Chief of Staff for Research and report new joint opportunities as they arise.

2. Increase total research funding/publications of the COM.
   (Responsible person: Dr. Steven Hinrichs)
• Increase extramural funding and publications by 5-10% every two years in each department. Establish performance measures for improvement.

3. Design a coordinated, comprehensive, interdisciplinary clinical research program.
   (Responsible person: Dr. Jennifer Larsen)
   • Evaluate and modify a Clinical and Translational Science Program which will transform clinical and translational research across UNMC.
   • CTSA first submission score pending.

4. Develop and improve translational research programs.
   (Responsible person: Dr. Jennifer Larsen)
   • Evaluate, develop and improve translational research. Additionally, improved and new core facilities for genetic epidemiology using fast throughput SNP screening, and GMP facility. Research incentives through seed grants 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.
   (Responsible person: Dr. James Linder)

1. Develop advanced biomedical technology, including software development, robotics, and devices.
   • Continue to develop the Center for Advanced Surgical Technology.

2. Identify and advance the commercialization and licensing of UNMC/COM technologies and knowledge.
   • The Intellectual Property Office and UNeMed have been combined 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 continue to be streamlined. Raising the awareness of UNeMed among the faculty through articles in UNMC Discover and through departmental meetings will continue.

D. Expand and improve clinical services at the College of Medicine and affiliated hospitals.
   (Responsible person: Dr. Rodney Markin)

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

2. Enhance the partnerships between the COM and The Nebraska Medical Center as well as Children’s Hospital and Medical Center and COM to recruit high quality faculty, in order to develop new, and improve existing, programs.
   - Recruit high quality faculty with an emphasis in the areas aligned with each clinical enterprise’s goals.

3. Work collaboratively with The Nebraska Medical Center, the Omaha Veterans Administration Medical Center, and Children’s Hospital to establish mutually beneficial strategic plans.

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.
     o Investigate Nebraska Medical Center support for all areas where expanded faculty numbers has resulted in resident and fellowship training deficits.

E. Work to advance community/campus partnerships to improve health outcomes for citizens of the State.
1. Define and implement UNMC’s health care role as it relates to economic and community development in rural Nebraska.
   (Responsible person: TBA)
   - Continue to develop and support RHEN, RHOP, and AHEC programs.

2. Establish strategic partnerships to advance a community-based geriatrics program and facility. (Responsible person: Dr. Jane Potter)
   - Continue plans for building a freestanding geriatrics center, which will open in 2010.

3. Support community-based behavioral health care education and clinical service. (Responsible person: Dr. Steven Wengel)
   - Provide leadership with Creighton for Behavioral Health Education and Training in conjunction with the Lasting Hope Recovery Center.
   - Participate with UNO, Creighton, state leaders, and community leaders in the development of a community behavioral health education plan.

4. Establish partnerships with major employers and community-based providers. (Responsible person: Dr. Rodney Markin)
   - Continue to expand The Professional Services Medical Practice (PSMP).

F. Create a culturally competent organization. (Responsible person: Dr. Kristie Hayes)
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 2008 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, for which the College of Medicine provides partial funding. Student 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. Each year 3-4 new students will matriculate in the COM from UNL, UNO, and UNK. Expand the RHOP program to include UNK in addition to Chadron and Wayne.

   • Continue to develop a new program with Fort Lewis College in Colorado targeting premedical education for its large number of native American students.

   • Continue to develop the Virginia – Nebraska alliance program.

   • Multidepartmental recruitment efforts are in place for minority faculty.

2. Emphasize cultural competence in education.

   • Evaluate and modify cultural competency coverage in the ICE curriculum, and review new materials available from the AAMC.
3. Evaluate and modify the cultural relationship between UNMC/COM and its surrounding communities.

G. Create a culture that builds employee loyalty and satisfaction.
(Responsible person: Michael McGlade)

1. Improve selection processes to match employee/applicant talents to position requirements.
   - 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.
Approved by the Dean’s Executive Council, March 25, 2009
Approved by the Faculty Council, April 09, 2009
Approved by the General Faculty, April 28, 2009