

**University of Nebraska Medical Center**  
**2009-12 UNMC Strategic Plan**  
**Adopted by Chancellor's Council**  
**May 12, 2009**

**A. UNMC will be learning-centered in education.**

**Rubens Pamies, M.D.**

**Goal 1:**

Establish a Technology in Educational Scholarship Program by June 30, 2010.

Major milestones to be achieved during 2009-10

1. Review and update most recent needs assessment and program inventory.
2. Create one or more teaching excellence and educational scholarship awards.
3. Enhance faculty development.
4. Form Inter-professional faculty groups on common content to develop simulation modules/scenarios.
5. Expect scholarly products from faculty that include curricular innovation, publication in educational journals and presentations.

***2009-10 Measurable Outcomes:***

1. Submit at least 5 educational manuscripts by current scholars' participants.
2. Collaborate with other existing educational scholars award programs around campus to create one UNMC-wide master scholars awards.
3. Create one interprofessional simulation module.
4. Initiate UNMC Scholars' Day – scholars will present new innovations; invite national education leaders for a half day symposium on education.

**Leaders:** Myrna Newland, James Turpen, Tom Birk

**Goal 2:**

Develop a work plan for creating an accredited Master in Health Services Administration program.

Major milestones to be achieved during 2009-10

1. Create two certificate programs from existing courses by January 2010.
2. Complete essential elements by January 2010.
  - Market assessment
  - Resource needs for initial products
  - Identify target audience
  - Incorporate distance education accomplishments and international exchanges

3. Complete the full plan for degree development by June 2010.

***2009-10 Measurable Outcomes:***

1. Review current courses already being offered that can be part of the overall curriculum for a Masters in Health Services Administration program.
2. Develop certificate programs then a degree program by 2011.

**Leaders:** Keith Mueller, Ayman El-Monhandes

**B. Increase prominence as a research health sciences center.  
Tom Rosenquist, Ph.D.**

**Goal 1:**

Establish UNMC Personalized Medicine Program.

Major milestones to be achieved during 2009-10

1. Complete a SWOT analysis and identify target areas by August 15, 2009; SWOT analysis to include identification of UNMC, NMC, UNMC Physicians leadership; and evaluation of bioinformatics, bio-specimen banks, regulatory affairs, and key target areas.
2. Establish a working group, including UNMC, NMC and UNMC Physicians leadership and develop a business plan by October 1, 2009.

***2009-10 Measurable Outcomes:***

Complete all milestones by target dates.

**Leaders:** Ken Cowan, Tom Rosenquist

**Goal 2:**

Continue development of the Center for Regenerative Medicine.

Major milestones to be achieved during 2009-10

1. Identify and interview highly qualified potential leaders of the UNMC regenerative medicine effort, in conjunction with Korn Ferry, by December 31, 2009.

***2009-10 Measurable Outcomes:***

1. Select three top national candidates and complete visit plans by December 31, 2009.

**Leaders:** Jim Turpen, John Gollan, Tom Rosenquist

**Goal 3:**

Expand UNMC clinical and translational research.

Major milestones to be achieved during 2009-10

1. Submit revised CTSA proposal in response to NIH NCRR reviewers' comments by October 1, 2009.

**2009-10 Measurable Outcomes:**

1. Submit proposal.

**Leaders:** Jennifer Larsen, Tom Rosenquist, Paula Turpen

**Goal 4:**

Expand research in health care disparities.

Major milestones to be achieved during 2009-10

1. The College of Public Health will submit a research proposal on health disparities to the appropriate funding agency by June 30, 2010.

**2009-10 Measurable Outcomes:**

1. Submit proposal.

**Leaders:** Ayman El-Mohandes

**C. Advance community/campus partnerships for health.****Bob Bartee****Goal 1:**

Establish a collaborative network to collect, analyze, and disseminate health workforce data and advocate for health workforce pipeline initiatives and programs.

Major milestones to be achieved during 2009-10

1. Publish the final report, *Critical Match* by August 2009.
2. Present findings and recommendations related to an interim study resolution to the Legislature's Health and Human Services Committee by September 2009.
3. Form a state-wide consortium/commission charged with developing a long-range plan for workforce development and placement in Nebraska by October 2009.

**2009-10 Measurable outcomes**

1. Launch State-wide commission.

**Leader:** Keith Mueller

**Goal 2:**

Promote health science literacy through expanded cooperation with community partners and sponsors.

Major milestones to be achieved during 2009-10

1. Launch “training opportunities” website to assist high school science teachers in improving their effectiveness, and develop a plan for ongoing updates by October 2009.
2. Expand Science Cafes to rural areas by March 2010.
3. Seek and secure outside funding for mobile lab for state-wide elementary schools by November 2010.

***2009-10 Measurable outcomes***

1. Hold six Science Cafes in Omaha and one in Lincoln, Nebraska.

**Leader:** Jim Turpen

**Goal 3:**

Promote the establishment of a Health Sciences High School (HSHS) in the Omaha metropolitan area in cooperation with K-12 school districts and community partners

Major milestones to be achieved during 2009-10

1. By December 15, 2009 develop a proposal for a HSHS and complete a feasibility study.
2. By May 1, 2010 obtain funding from appropriate partners/stakeholders.

***2009-10 Measurable outcomes***

1. Interested districts agree to participate.

**Leaders:** Bob Bartee, Jim Turpen, Bill Lydiatt, Renee Fry and Mark Bowen

**Goal 4:**

By 2010 develop an interdisciplinary Mind Brain Consortium at UNMC that facilitates translational research, and enhances clinical care, education and outreach activities related to mind-brain health.

Major milestones to be achieved during 2009-10

1. By June 2010 develop clinical research in Parkinson’s Disease and Alzheimer’s Disease by:
  - Reviewing existing protocols
  - Identifying priority areas
  - Assembling a clinical consortium to conduct research

***2009-10 Measurable outcomes***

1. Implement patient enrollment.

**Leaders:** Howard Gendelman (Team Leader), Michele Aizenberg, John Bertoni, Steve Bonasera, Michael Boska, Ken Follett, Howard Fox, Tsuneya Ikezu, Dan Murman, Jane Potter

**D. Create a culturally competent organization.**

**Shireen Rajaram, Ph.D.**

**Goal 1:**

Create student and faculty cultural competency projects to reduce health disparities.

Major milestones to be achieved during 2009-10

1. Develop cultural competency assessment tools, including an online cultural competency module for faculty/staff and students by October 2009.
2. Develop a health disparities course that accommodates busy health care students and practitioners by April 2010.
3. Create a website with links to all college/unit diversity activities and programs and to an expanded UNMC community-cultural-competency-outreach database by May 2010.

***2009-10 Measurable outcomes***

1. Complete all milestones by target dates.

**Leaders:** Shireen Rajaram, Andy Jameton, Sheila Wrobel, Ruth Margalit, Linda Cunningham, Anne Faylor and Sonya Smith

**Goal 2:**

Improve recruitment and retention of under-represented faculty, staff and students.

Major milestones to be achieved during 2009-10

1. Develop a Search Committee Guidebook which assists committees in understanding federal affirmative action requirements, campus policy requirements, and provides diversity-related search tools in order to broaden the range of applicants for faculty positions by February 2010.
2. Create a structured mentoring program for junior underrepresented faculty and residents and students from educationally and socio-economically disadvantaged backgrounds in order to improve promotion and tenure of underrepresented faculty and the retention of underrepresented students by April 2010.
3. Revise the Environmental Assessment Survey into a Web-based format to assess inclusiveness, UNMC as a collaborative culture, diversity in the workplace, equal employment opportunity, teambuilding, and cross-cultural communication and dynamics by December 2010.

***2009-10 Measurable Outcomes***

1. Complete all milestones by target dates.

**Leaders:** Linda Cunningham, Sonya Smith, Glen Houpt, Linda Merriman, Rubens Pamies, Lois Colburn and Mary McNamee

**E. Advance biomedical technologies to improve health, diversify UNMC revenues and create economic growth in Nebraska. Don Leuenberger**

**Goal 1:**

Improve the attractiveness of UNMC as a contracting partner with the government, and the Department of Defense (DOD) in particular.

Major milestones to be achieved during 2009-10

1. Operationally enable the Biomedical Technology Transfer Corporation (BioTT) by funding and staffing the company by December 2009.
2. Define and strengthen the core areas of research that would be attractive to DOD (e.g. telehealth, care in the air, health surveillance, directed-energy weapons). Develop other strengths as appropriate by December 2009.
3. Execute an indefinite delivery/indefinite quantity (IDIQ) contract between UNMC and a branch of the DOD to enable a University Affiliated Research Center (UARC) or a Research Center by March 2010.

***2009-10 Measurable Outcomes:***

Complete all milestones by target dates.

**Leaders:** Mark Bowen, Steve Hinrichs, Michael Dixon, Paula Turpen, Ben Boedeker, Bob Bell

**Goal 2:**

Develop a comprehensive business plan for the creation of a clinical research organization, including sources of revenue and rate of return.

Major milestones to be achieved during 2009-10

1. Complete and follow-up on initial discussions with Quintiles by September 2009.
2. Reorganize the clinical research center and the clinical trials office to provide more efficient, robust and compliant support systems by December 2009.
3. Implement Huron Report infrastructure recommendations among UNMC, UNMC-P and the Hospital by March 2010.

***2009-10 Measurable Outcomes:***

Complete all milestones by target dates.

**Leaders:** Bill Dinsmoor, Cory Shaw, Don Leuenberger, Jim Linder

**F. Strengthen employee loyalty, satisfaction and wellness.**

**John Russell**

**Goal 1:**

Improve UNMC faculty, staff and students access to beneficial health activities.

Major milestones to be achieved during 2009-10

1. Implement a Tobacco Free Campus policy by September 1, 2009.
2. Investigate the feasibility and best approaches toward establishing a “clearinghouse” for faculty and staff wellness affinity groups. Develop and implement as appropriate by February 28, 2010.
3. Increase numbers of employees and dependents using the “Healthy U” physical (target of 15% increase) by December 31, 2010.
4. Increase utilization of other options under the preventive care benefit through improved/increased communication (target of 15% increase) by December 31, 2010.
5. Increase the knowledge of risk factors, among the UNMC population through successful rollout of the Health Risk Appraisal (target 50% participation) by December 31, 2010.

***2009-10 Measurable Outcomes:***

Complete all milestones by target dates.

**Leaders:** Kyle Meyer and the UNMC Wellness Council

**Goal 2:**

Improve the “financial wellness” of faculty, staff and students.

Major milestones to be achieved during 2009-10

1. Improve the value of compensation through the expansion of employee discounts made available through UNMC by December 31, 2009.
2. Provide financial education and counseling to faculty, staff and students (target of five sessions) by March 31, 2010.
3. Implement a UNMC loan program for financially distressed employees who are unable to obtain financial assistance through other sources by March 31, 2010.
4. Explore possibility of salary-in-lieu-of-benefits for dual-employment couples; implement if possible by July 1, 2010.

***2009-10 Measurable Outcomes:***

Complete all milestones by target dates.

**Leaders:** Carmen Sirizzotti, Glen Houpt, Jayme Nekuda, plus Deb Thomas to provide guidance with discount programs.

**Goal 3:**

Develop a campus-wide staff council or other type of staff organization.

Major milestones to be achieved during 2009-10

1. Hold focus groups with staff to determine interests and potential leaders and models by October 31, 2009.
2. Develop guidelines and launch council(s) by February 28, 2010.

***2009-10 Measurable Outcomes:***

Complete all milestones by target dates.

**Leaders:** Linda Cunningham, team members TBD