

UNMC 2023-2026 Strategic Goals and Strategies

1. **EDUCATIONAL LEARNER FOCUS:** Establish UNMC and its educational programs as the most learner-centered university in health professions and interprofessional education.
 - 1.1. **Provide an innovative, competency-based and individualized curriculum.** Globally lead healthcare education by providing innovative, competency-based and individualized curriculum of life-long learning to meet the educational needs of each UNMC learner as well as the current workforce – specifically includes leveraging the emerging learning technology to expand opportunities for education, research, and health care delivery.
 - 1.2. **Strengthen programs with K-12 schools, community and state colleges.** Work with K-12 schools, community, state and other Nebraska colleges, and University of Nebraska campuses to interest Nebraska students in healthcare careers and to establish strong pathway programs to build a truly diverse and inclusive health professions workforce.
 - 1.3. **Enhance the educational outcomes of all learners who experienced education during the pandemic.** Enhance the competency and confidence outcomes of UNMC learners who experienced greater use of virtual and remote education during the COVID pandemic and completed clinical learning during and immediately following the COVID pandemic.
 - 1.4. **Utilize the Office of Academic Success to enhance the educational journey.** Utilize the Office of Academic Success to coordinate resources and develop tools to enhance university-wide student learning objectives, retention and student academic performance.
 - 1.5. **Develop and recruit the faculty needed to expand UNMC current & future programs.** Actively recruit, educate and employ those faculty needed to expand UNMC professional education, biomedical and healthcare research, public health, and continuing education programs to meet current and future workforce needs for Nebraska and beyond.
 - 1.6. **Expand use of Interprofessional Experiential Center for Enduring Learning (iEXCEL).** Work with college curriculum committees to expand undergraduate and graduate academic program integration with the iEXCEL. Continually assess outcomes for the iEXCEL in applied student learning experiences to assure that graduates are increasingly competent and confident to enter the rapidly evolving healthcare workforce of the future. Work to commercialize iEXCEL intellectual property and enhanced business relationships.
 - 1.7. **Prepare UNMC health profession learners to assume leadership roles.** Prepare all UNMC health profession learners to assume leadership roles in patient safety, prevention of medical errors, healthcare redesign, and use of advanced technology including artificial intelligence that improve patient health outcomes locally and globally.
 - 1.8. **Assure UNMC Digital Campus is continually advanced for all academic units at UNMC.** Provide active and adaptive learning of trainees, to increase educational outreach to community and statewide Nebraska colleges. Provide automated and tech-enabled education of healthcare workers throughout Nebraska.
 - 1.9. **Eliminate curricular redundancy and optimize total time of education per degree.** Establish interprofessional workgroups and in every College to determine whether their health

profession degree programs that bridge with NU undergraduate and state college campuses can eliminate educational redundancy, reduce total time of education per degree granted and work toward reduction of overall tuition expenditure.

- 1.10. **Establish additional experiential training pathways for UNMC colleges and institutes.**
Develop and implement new degree and stackable certificate programs with a solid foundation of experiential learning, such as the clinical and research aspects of global health security, advanced cancer screening, novel drug discovery, etc.
 - 1.11. **Accelerate strategic & sustainable growth of graduate medical education programs.**
Work with all major clinical partners to develop strategic and sustainable growth of graduate medical education (GME) programs to assure the quality of future clinical programs and faculty and to meet regional healthcare needs.
 - 1.12. **Establish the Center for Community-based Education and Preceptor Excellence.**
Establish a new administrative structure to ensure excellence in preceptor and community-based learning experiences to ensure access to the current and future needs for high quality clinical learning experiences for students and community/clinical partners throughout the State of Nebraska and beyond.
2. **RESEARCH SCOPE & PROMINENCE:** Increase the research scope, prominence and impact of UNMC as a top tier academic health sciences center.
- 2.1. **Assure high impact research collaboration between UNMC and our clinical partners.**
Strengthen research collaboration between UNMC and our clinical partners in clinical trials, industry collaboration, population health, outcomes research and formation of clinical/translational science partnerships locally and globally.
 - 2.2. **Grow UNMC and university-wide biomedical and health system informatics.** Enhance UNMC and university-wide biomedical and health system informatics infrastructure to further develop biomedical, public health, clinical and translational research, to leverage deep-learning, machine-learning and augmented intelligence, and to grow strategic partnerships with academic centers and worldwide multinational corporations.
 - 2.3. **Increase extramurally funded, sustainable, high quality research programs in current and emerging areas of research excellence.** Build upon existing strengths and enhance existing collaboration through new partnerships.
 - 2.4. **Expand educational research in the science of teaching and learning.** Expand research in the science of teaching and learning, including educational pedagogy, curricular design and delivery, as well as interprofessional experiential learning to determine those factors that improve individual educational, intercultural, and well-being outcomes.
 - 2.5. **Strengthen and implement initiatives in cancer prevention and population health.**
Define and implement the community specific research, educational and outreach initiatives in cancer prevention and population health that will result in growth and excellence of the Fred and Pamela Buffett Cancer Center.
 - 2.6. **Lead the world in research of human-factors in AR/VR and simulation environments.**
Lead the world in innovative basic, clinical, and transformational science and informatics research

of human-factor performance during high-quality, high reliability health-care delivery and advanced simulation and AR/VR learning environments.

- 2.7. **Utilize the UNMC Rural Health Center to continue to assess and enhance rural Nebraska healthcare.** Utilize the Rural Health Center at UNMC to continue to assess rural Nebraska healthcare and workforce needs, coordinate pathway student programs for new students and enhance the rural health workforce quality and stability through continuing education.
 - 2.8. **Leverage strengths in decision science, healthcare economics & health informatics.** Leverage strengths in decision science, healthcare economics, health informatics and machine-learning to promote comparative effectiveness research in evidence-based medicine.
 - 2.9. **Establish a state-wide clinical trial network with rural & urban health care facilities.** Establish a state-wide clinical trial network with local and regional health facilities to provide clinical trials of importance to Nebraskans state-wide.
 - 2.10. **Recruit research-focused faculty, students and staff with diverse backgrounds.** Continue to recruit new UNMC research-focused faculty, students and staff from diverse backgrounds and assure that faculty have protected time, adequate financial support and enduring mentorship.
3. **CLINICAL EXCELLENCE:** Establish UNMC and our clinical partners as an academic health system providing the highest-quality care that is recognized for outstanding patient outcomes and a compassionate and patient-centered care experience.
- 3.1. **Build relationships with our clinical partners to improve patient health outcomes.** Implement new care models and strategic relationships with our clinical partners to reduce healthcare disparities and improve patient health, healthcare access and delivery to all Nebraskans.
 - 3.2. **Utilize interprofessional practice to provide optimal patient care environments.** Utilize the interprofessional practice model across all UNMC Colleges, Institutes and programs in conjunction with our clinical partners to provide an optimal learning and patient care environment in all clinical care settings.
 - 3.3. **Achieve top decile performance in high reliability benchmarked clinical outcomes.** Achieve top decile performance in high reliability benchmarked outcomes for clinical quality and patient safety across the clinical enterprises of our clinical partners.
 - 3.4. **Achieve top decile performance in benchmarked outcomes for all clinical experiences.** Achieve top decile performance in benchmarked outcomes for patient-, person- and family-centered clinical experiences across the clinical enterprises of our clinical partners.
 - 3.5. **Assure timely access to UNMC clinical care services.** Assure patient- and person-centered, timely access to inpatient and outpatient clinical care services while simultaneously enhancing the experiential factors of advanced technology for patients, families and health care professionals.
 - 3.6. **Improve virtual telehealth patient outreach through use of AI & mobile devices** Expand UNMC virtual telehealth and telemonitoring programs including use of augmented intelligence systems and mobile/wearable devices to assist UNMC providers and other clinical partners improve patient outreach and clinical care.

- 3.7. **Accelerate planning of the UNMC/Nebraska Medicine Project NExT.** Enhance the regional and national reputation, brand recognition and key program planning of the UNMC/Nebraska Medicine Project NExT with our clinical partners regarding the featured clinical, research and educational programs. Mature the planning and support structure for Project NExT. Establish and empower the Project NExT Development Corporation (PNDC).
- 3.8. **Utilize the Rural Health Center to align UNMC with state-wide partners.** Utilize the Rural Health Center to align the clinical strategies and planning of UNMC and its colleges with state-wide educational and clinical partners to identify new models of health care delivery through assessment of population health, health access disparities, social determinants of health and health literacy including needed changes to state-wide health policy that will improve the health of all Nebraskans and reduce healthcare costs.
- 3.9. **Utilize evidence-based, personalized precision medicine to enhance clinical outcomes.** Develop and utilize evidence-based, personalized precision medicine to assure the patients of UNMC and our clinical partners have greater direct patient contact time with healthcare providers.
- 3.10. **Strengthen incentives to recruit and retain clinical faculty of diverse backgrounds.** Strengthen incentives to recruit and retain outstanding faculty of diverse backgrounds at UNMC and its clinical partners and assure they have enduring mentorship and support for career development. Use the “Career Currency” like structure to provide focused career development and retention programs for our community partners.
4. **COMMUNITY ENGAGEMENT:** Provide a healthier future for urban and rural Nebraska communities through increased community engagement.
 - 4.1. **Develop & expand public-private partnerships with state departments and agencies.** Create public-private partnerships with state departments and agencies to promote statewide population health assessments and to increase Nebraskan’s engagement in healthy activities that improve health equity, reduce disparities of access to care and make Nebraska the healthiest state in the Union.
 - 4.2. **Work with public & private partners to diversify & strengthen the Nebraska economy.** Work with public and private partners to diversify and strengthen the Nebraska economy. Provide incentives, including tuition debt reimbursement of healthcare professionals who seek employment in underserved urban and rural Nebraska communities and who serve as preceptors of health profession students and residents.
 - 4.3. **Strengthen UNMC’s federal and state involvement in support of academic health care.** Strengthen UNMC’s federal and state legislative involvement in funding healthcare, health professions education, biomedical research and population-based care delivery, facilities, policy and planning.
 - 4.4. **Align UNMC’s educational, clinical, and research advocacy efforts with our partners.** Align UNMC’s educational, clinical, and research advocacy efforts with its clinical, educational and research partners to meet the needs of urban and rural Nebraska populations.
 - 4.5. **Strengthen the Global Center for Health Security community impact of research and education.** Strengthen UNMC’s national and global leadership in High Reliability Health Security

and Biocontainment research and education of the Global Center for Health Security. Continue to build and strengthen federal, state and local collaborations.

- 4.6. **Ensure that UNMC & our partners are trusted sources for healthcare information.** Ensure that UNMC, Nebraska Medicine and Children's Hospital and Medical Center are the reliable and trusted sources for accurate healthcare information in Nebraska, nationally and globally.
- 4.7. **Develop UNMC as the multimedia information resource for rural, national and global health.** Continue to build upon the expertise of UNMC as the data rich digital health multimedia resource for rural, national and global health issues. Strengthen UNMC's communication and engagement with urban and rural Nebraska K-12 learners to make them aware of health and wellness resources and educational opportunities.
- 4.8. **Strengthen state-wide programs to reduce rural and urban healthcare disparities.** Strengthen state-wide planning and programs that integrates urban and rural communities, community and state colleges, UNO, UNK and UNL and UNMC and its clinical partners to continually improve healthcare access and quality across Nebraska.
- 4.9. **Improve health literacy education of Kindergarten through college age students.** Work with rural and urban communities to determine social determinants that affect the health of Nebraskans to improve health literacy and health education of Kindergarten through college age students and introduce them to future health profession career opportunities.
5. **DIVERSITY, EQUITY & INCLUSIVITY:** Ensure UNMC is an exemplary culturally sensitive, diverse & inclusive organization in its mission of transforming lives through preeminent education, innovative research, and extraordinary care.
 - 5.1. **Enhance the recruitment, engagement, and mentorship of faculty, students and staff.** Increase retention, recruitment, engagement and mentorship of all faculty, students and staff to enhance diversity, equity and inclusion across all UNMC and Nebraska Medicine programs and sites.
 - 5.2. **Develop and promote programs to enhance cross-cultural understanding with the communities we serve.** Enrich the environment of inclusion, diversity and collaboration in the communities we serve through programs that promote the diversity of age, race, ethnicity, gender, religion, socioeconomic and sexual identity of trainees, staff and faculty.
 - 5.3. **Strengthen, coordinate, and implement Inclusion, Diversity, and Equity (IDE) efforts within UNMC.** Advance and strengthen exemplary IDE infrastructure. Review health professions curricula to assure IDE efforts are appropriately addressed.
 - 5.4. **Maintain a welcoming and safe environment for all learners, faculty, staff & patients.** Maintain a welcoming and safe environment for all learners, faculty, staff, alumni, retirees, patients and those visiting our campus sites.
 - 5.5. **Assure that all students, faculty, and staff own and are welcomed to model their individual identity.** Assure that all students, faculty, and staff may own and model their individual identity in a welcoming, collaborative, and inclusive culture at UNMC. Exemplify the recruitment and retention of a diverse university community and healthcare workforce.

- 5.6. **Provide implicit bias training for those serving on selection and search committees.**
Develop a quality implicit bias training program that is widely available. Provide training for all faculty, students, staff and community members of UNMC serving on admissions, selection and search committees.
 - 5.7. **Strengthen collaborative programs with the UNMC Inclusion and Equity Council.**
Strengthen and enhance collaborative programs, councils, and other linkages of each UNMC College and Institute with the UNMC Inclusion and Equity Council and the AVC of Inclusion.
 - 5.8. **Share best practices that improve the culture of equity, inclusion, and diversity.** Identify and share institutional best practices that improve the current UNMC culture of equity, inclusivity, and diversity across the educational, research and clinical care mission sets.
 - 5.9. **Mentor local champions to lead programs that promote inclusion, diversity and equity.**
Develop additional programs in an effort to eliminate unconscious/implicit bias and distinguish UNMC as an inclusive and diverse organization. Develop and mentor local champions to help lead programs that sustain exemplary inclusion in the learning and working environment.
6. **ECONOMIC DEVELOPMENT:** Diversify and strengthen the regional and global economic impact of UNMC's educational, research and clinical programs.
- 6.1. **Increase development efforts in diagnostics, biomarkers, personalized therapeutics.**
Increase entrepreneurship and development efforts in biomedical diagnostics, biomarkers, personalized therapeutics, biotechnology and patient assessment tools, drug development and GMP expansion.
 - 6.2. **Develop new and renovated space to provide optimal administrative support.** Develop and fund new and renovation of existing space to provide office and administrative support to meet the needs of new and existing faculty and future program growth. This will include the development of public-private partnerships such as Project NExT and others.
 - 6.3. **Utilize UNeTech Institute/public-private partnerships to enhance faculty collaboration.**
Expand mutually beneficial and sustainable technology development programs that utilize the UNeTech Institute and public-private partnerships in collaboration with faculty, UNeMed, iEXCEL, and other University of Nebraska campuses, the business community, the military, students and others.
 - 6.4. **Identify venture capital to support our mission to increase regional economic vitality.**
Work with our community partners to identify sustainable venture capital opportunities to support our mission, enhance the quality of life for students, faculty, staff, patients and visitors, and increase the economic vitality of Nebraska.
 - 6.5. **Develop partnerships with advanced technology and multi-media organizations.**
Develop partnerships with advanced technology and multi-media public and private organizations to develop new products that eliminate clinical "busywork" and return healthcare providers to enhanced direct patient contact and care.
 - 6.6. **Develop and fund new and existing core research facilities and services.** Develop and fund new and existing core research facilities and services for University-wide and external business

collaborations in biomedical science education and research that leverage machine learning in research and clinical care.

- 6.7. **Diversify UNMC revenues by commercializing marketable technology and services.** Expand public-private partnerships, UNMC commercialization structures and other business relationships to diversify UNMC revenues by commercializing marketable technology, services and resources.
 - 6.8. **Expand and implement novel public-private partnerships for new capital construction.** Explore and implement novel public-private partnerships for new capital construction of academic and clinical programs and projects.
 - 6.9. **Enhance, update and implement the UNMC facilities Master Plan.** Continuously to enhance, update and implement the organizational facilities Master Plan of strategically located facilities and properties to support the UNMC mission, enhance the quality of life for students, faculty, staff, patients and visitors, increase economic vitality for communities and provide new sustainable revenue sources.
 - 6.10. **Establish a community technology incubator for UNMC and its clinical partners.** Establish a community technology incubator utilizing UNMC and its clinical partners to evaluate healthcare redesign focused on diversity, entrepreneurship, clinical requirements, and the needs of public and private partners.
7. **ORGANIZATIONAL CULTURE:** Strengthen faculty, student and employee loyalty, satisfaction & wellness by enhancing organizational programs and culture.
- 7.1. **Make UNMC “THE” preferred working and learning environment.** Make UNMC “THE” preferred working and learning environment by implementing programs of personal growth, inclusion, diversity, career enhancement and leadership development to strengthen employee loyalty, engagement and satisfaction.
 - 7.2. **Enhance and coordinate customer friendly services delivered by UNMC.** Enhance and coordinate customer friendly services delivered by UNMC, our sister campuses and our clinical partners for our faculty, staff, students, alumni, patients and community partners.
 - 7.3. **Implement forward thinking professional development programs for faculty and staff.** Implement professional development programs for faculty and staff focusing on nontraditional “Design Thinking” and “Extraordinary Thinking.” Utilize Design Thinking to evaluate and transform education, research, campus operations, and clinical programs processes and outcomes of all UNMC colleges and institutes.
 - 7.4. **Utilize broad, global, and innovative communication strategies, including social media.** Utilize traditional and innovative communication strategies, including social media, to continually inform and engage faculty, students, staff and alumni across UNMC campuses and promote the brand of UNMC to all Nebraskans.
 - 7.5. **Reduce individual and organizational risks of UNMC and our business partners.** Reduce individual and organizational risks of UNMC and our clinical and business partners by enhancing employee knowledge and accountability of high-reliability processes, procedures and systems and

through establishing a culture of accountability and excellence. Do by building upon the annual UNMC Risk Assessment process.

- 7.6. **Make UNMC the healthiest campus in the US to be a student, staff or faculty member.** Enhance personal and professional wellness through reduction of issues that create burnout in our faculty, trainees and staff. Work to improve work-life balance by allowing flexibility in remote working and education. In so doing, make UNMC the healthiest campus in the United States to be a student, trainee, staff or faculty member.
- 7.7. **Establish the “Culture of One” for UNMC and our clinical partners.** Establish the “Culture of One” – one culture, one message – for UNMC and our key clinical partners as an accountable high-reliability organization that eliminates all preventable harm.
- 7.8. **Celebrate & reward staff, students and faculty who exemplify the iTEACH values.** Acknowledge, celebrate and reward staff and faculty who exemplify the iTEACH values in the delivery of education, research and clinical care. Build the iTEACH values into our educational, career development and assessment structures.
8. **ORGANIZATIONAL LEADERSHIP:** Ensure exemplary campus-wide organizational leadership and management for planning, program development and implementation of all the UNMC mission-driven strategic goals and initiatives.
 - 8.1. **Enhance UNMC development programs to strengthen leadership performance.** Enhance UNMC leadership development programs that increase the effectiveness and diversity of current and future leadership teams and strengthen the performance of new faculty and staff leaders in educational, administrative, mentoring, fiscal, operational and management practices.
 - 8.2. **Strengthen strategic planning & operations of all UNMC academic & business units.** Strengthen the strategic planning and operations of all UNMC academic and business units by utilizing well-defined institutional goals, strategies, metrics and a timely dashboard report of all academic and business unit plans and outcomes.
 - 8.3. **Implement and widely communicate the updated Strategic Plan and Facilities Plan.** Implement, continually enhance and widely communicate broad stakeholder accountability for the updated UNMC Strategic Plan and Facilities Master Plan updates to UNMC and to all of the community stakeholders we serve. Based on rapidly evolving work models and workforce needs, continually assess and evaluate changes in UNMC space requirements and configurations for education, research, clinical and work environments.
 - 8.4. **Enhance the partnership of UNMC and NU Foundation planning and development.** Enhance the coordination and partnership of UNMC with the NU Foundation to identify philanthropic support for the planning and development of “Big Ideas” and other new programs, facilities, processes, and outcomes strengthening the planning and outcomes of the capital campaign.
 - 8.5. **Strengthen stewardship of public and private resources across all missions of UNMC.** Develop, strengthen and communicate broad-based sustainable strategies that enhance the stewardship of public and private resources across the educational, research and clinical missions of UNMC.

- 8.6. **Engage in succession planning for key leadership roles across UNMC and our clinical partners.** Anticipate the need for UNMC succession planning of key leadership roles across the UNMC academic and clinical enterprises. Extend UNMC innovative leadership development, mentorship, coaching and other programs for our faculty, staff, students and other learners and to our clinical and community partners across Nebraska and globally.

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