1. EDUCATIONAL LEARNER FOCUS: Establish UNMC and its educational programs as the most learner-centered university in health professions education.
   1.1 Globally lead in the education of health care professionals, public health and biomedical researchers by developing and implementing innovative educational programs that embrace new concepts and technology for enhancing learner engagement. These include interactive learning, adaptive learning and mobile technology that will enhance educational content and advanced effective and efficient educational delivery.
   1.2 Integrate the academic programs of UNMC Colleges and Institutes with Nebraska Medicine and other clinical, federal, and industry partners to enhance health professions education, graduate studies, and improve the outcomes of clinical care.
   1.3 Establish and promote University-wide curricular innovation, delivery and assessment structures that facilitate each learner’s competencies in the knowledge, skills and professionalism critical to thrive in their future employment, including highly value-based, patient centered, interprofessional health delivery system environments.
   1.4 Optimize the preparation for future career opportunities for all learners through effective academic and career counseling. Provide access to acquire practical and transferable skills for all UNMC students, faculty, staff, alumni and others embracing our educational community.
   1.5 Develop new and expand the existing UNMC professional education, biomedical research, public health, and continuing education programs to meet current and future workforce needs by actively recruiting, enrolling and then employing the very best learners and faculty from across Nebraska and beyond.
   1.6 Fully implement the vision of the Interprofessional Experiential Center for Enduring Learning (iEXCEL) programs and the operations of the Global Center for Advanced Interprofessional Learning (GCAIL) through the engagement of all UNMC academic programs and our clinical partners across the state and globally.
   1.7 Assure that all UNMC health science learners are prepared to utilize new technologies of care delivery, team-based care, value-based care, and the evolving roles of individual and community wellness in the current and future healthcare systems environment.
   1.8 Utilize the UNMC Telehealth Innovation Hub to expand education and research in high-technology care delivery across all UNMC professional degree programs and in the communities that we serve.
   1.9 Broadly enhance mentoring, educational innovation and skill development that improves the quality of the student-learning environment and the educational experiences for learners and faculty at all UNMC instructional sites.

2. RESEARCH SCOPE & PROMINENCE: Increase the research scope & prominence of UNMC as a top tier academic health sciences center.
   2.1 Enhance research collaboration between UNMC and our clinical partners in clinical trials, industry collaboration, population health, and clinical/translational science partnerships locally and globally.
2.2 Enhance the campus-wide infrastructure and expertise for biomedical and health systems informatics to enhance biomedical, public health, and clinical and translational research and strategic partnerships with academic medical centers and prominent multinational corporations.

2.3 Increase extramurally funded research with support from all sources. This includes the NIH, VAMC, PCORI, DOD, NSRI/UARC, ASPR, AHRQ, HRSA, CHRI (Child Health Research Institute) as well as the philanthropists, foundations, state, international relationships and industry partners across all areas of research in which UNMC has strategic focus.

2.4 Lead the world through innovative research in basic, clinical, transformational science and informatics in the study of human-factor performance for health-care delivery.

2.5 Expand educational research in methods, educational delivery and interprofessional experiential learning that enhances and assesses the human factors that improve individual educational and resiliency outcomes as well as healthcare quality, safety and value.

2.6 Define and implement the research, educational and outreach initiatives to obtain NCI Comprehensive Cancer Center designation for the Fred and Pamela Buffett Cancer Center in 2021

2.7 Continue to enhance the support of UNMC research with philanthropic investments in research, facilities and infrastructure.

3. CLINICAL EXCELLENCE: Establish UNMC & Nebraska Medicine as a hub & spoke academic health system across Nebraska & beyond based upon quality care, patient experiences & clinical scope.

3.1 Develop and implement strategies to achieve clinical program expansion in scope and size through continued organic growth and strategic relationships that position our clinical partners for success.

3.2 Insure integration of the academic programs, faculty and facilities of UNMC Colleges and Institutes with our clinical partners utilizing the interprofessional practice model to provide an optimal learning and patient care environment in all clinical care settings.

3.3 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 patient and family-centered clinical experiences across the clinical enterprises of our clinical partners.

3.5 Provide technology-enabled patient centered and timely access to inpatient and outpatient clinical care services to enhance patient, family and provider access and clinical care.

3.6 Expand the virtual/telehealth and telemonitoring programs including the use of high-technology platforms and mobile/wearable devices to provide outreach and improved clinical care to assist referring physicians, other clinical partners, alumni, patients and learners.

3.7 Enhance the reputation and brand recognition of UNMC with our clinical partners including the “Serious Medicine – Extraordinary Care” reputations of their featured clinical, research and educational programs across the region and beyond.

3.8 Align UNMC and Nebraska Medicine clinical strategies including the Rural Health 2030 planning with our statewide educational and clinical partners.
3.9 Lead the World with the development and utilization of evidence-based, personalized medicine for the patients of UNMC and our clinical partners.

4. INSTITUTIONAL OUTREACH: Advance community outreach of UNMC to provide a healthier future for urban and rural Nebraska communities as well as national & global partners.
   4.1 Create and expand statewide rural and urban population health educational, research and engagement programs that will result in health equity across all communities and makes Nebraska the healthiest state in the Union.
   4.2 Utilize expanded faculty and student exchanges and collaborative relationships with key institutions to strengthen the breadth and depth of education, research and clinical care at UNMC.
   4.3 Strengthen UNMC’s federal and state legislative involvement in health professions education, biomedical research and population-based care delivery, policy and planning.
   4.4 Align UNMC’s educational, clinical, and research advocacy efforts with alumni, urban and rural Nebraska communities, clinical, educational and research partners, corporate and local industries, state and federal government leaders, and other stakeholder organizations.
   4.5 Strengthen UNMC’s national and global educational, research and clinical leadership in High Reliability Health Security and Biocontainment in conjunction with the UNMC Global Center for Health Security and Biopreparedness.
   4.6 Ensure that UNMC and Nebraska Medicine are the reliable source of clinical healthcare information in Nebraska, nationally and globally.
   4.7 Strengthen UNMC’s community outreach to provide programs in community engagement and enhancement of healthcare literacy to assure that urban and rural students are aware of health and wellness resources and educational opportunities.
   4.8 Continue to build new and strengthen existing educational, research, engagement and infrastructure collaboration opportunities with the University of Nebraska at Omaha and the other sister University of Nebraska campuses.

5. DIVERSITY, EQUITY & INCLUSIVITY: Advance the programs and culture of UNMC as an exemplary culturally sensitive, diverse & inclusive organization.
   5.1 Increase retention, recruitment, engagement and mentorship of all faculty, students and staff to enhance the diversity and inclusivity across all UNMC programs and sites.
   5.2 Enrich the environment of inclusivity for all faculty, staff, and students in the communities we serve through coordination of programs that promote and sustain exemplary inclusivity in the learning and working environment.
   5.3 Develop and coordinate Inclusivity, Diversity, and Equity (IDE) efforts within UNMC and the University of Nebraska programs to develop an exemplary and inclusive IDE infrastructure.
   5.4 Maintain a welcoming and safe environment for all learners, faculty, staff, patients and those visiting our campus sites.

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 biomedical diagnostics, biomarkers, personalized therapeutics, biotechnology, drug development and GMP expansion that will lead to new intellectual property transfer and/or commercialization.

6.2 Use telehealth and other innovative mobile technologies to improve the access and quality of patient care, provide education, and to conduct research on the clinical and economic outcomes of telehealth programs.

6.3 Expand mutually beneficial and sustainable technology development programs that attain the strategies of the UNeTech Institute through public-private partnerships in collaboration with faculty, UNeMed, iEXCEL, and other University of Nebraska campuses, the business community, the military and others.

6.4 Work with our community partners to implement the regional development plan that supports our mission, enhances the quality of life for students, faculty, staff, patients and visitors, and increases the economic vitality of Omaha.

6.5 Develop and fund new and existing core facilities and services for University wide and external business collaborations in biomedical science education and research.

6.6 Develop and expand public-private partnerships and other business relationships that diversify UNMC revenues by commercializing marketable technology, services and resources. Create new formal partnerships with well-established advanced technology and multimedia public organizations and private companies.

6.7 Implement an innovative and entrepreneurial model for educational technologies that optimizes cost and facilitates collaboration between programs, colleges, campuses, statewide facilities, and other clinical and global partners.

6.8 Partner with community, educational, and other statewide technology partners to create a highly functional, high-speed, well-managed University of Nebraska Statewide broadband network with the capacity to support advanced educational, research and clinical technologies.

6.9 Develop strategically located facilities and new properties that support the UNMC mission, enhances the quality of life for students, faculty, staff, patients and visitors, increases economic vitality for the community and provides new sustainable revenue sources.

7. ORGANIZATIONAL CULTURE: Strengthen faculty, student and employee loyalty, satisfaction & wellness by enhancing the organizational programs and culture.

7.1 Make UNMC “THE” preferred working and learning environment by strengthening employee loyalty, diversity, engagement and satisfaction.

7.2 Enhance and coordinate customer friendly services delivered in partnership by UNMC and our clinical partners for our faculty, staff, students, alumni, patients and community partners.

7.3 Embed the transformative principles and vocabulary from the Breakthrough Thinking Initiative program into the UNMC culture through implementation of professional development programs for faculty and staff focusing on nontraditional “Extraordinary Thinking.”

7.4 Enhance our communication strategy throughout all UNMC campuses and across the enterprise to continually inform and engage faculty, staff, students, and our partners in
the community through traditional and innovative communication including social media to promote and project the brand of UNMC.

7.5 Reduce individual and organizational risks by enhancing the knowledge and accountability of policies, procedures and systems among all UNMC Colleges, Centers and Institutes, academic and business units, and research and clinical partners.

7.6 Strengthen the UNMC focus on student, faculty and staff emotional well-being and resiliency by the development and implementation of best practices in the prevention, early identification and treatment of stress-related emotional disorders and other conditions that impact personal resiliency and well-being.

8. ORGANIZATIONAL LEADERSHIP: Ensure exemplary campus-wide organizational leadership and management for planning, program development and implementation of all the strategic goals and initiatives.

8.1 Enhance UNMC leadership development programs to increase the effectiveness and diversity of our leadership teams and provide systems for strengthening the performance of new faculty and staff leaders in educational, administrative, mentoring, fiscal, operational and management practices.

8.2 Strengthen the strategic planning and operations of all UNMC academic and business units utilizing well-defined institutional goals, strategies, metrics and a timely dashboard report of unit plans to enhance their operations.

8.3 Implement, continually enhance and widely communicate the UNMC Facilities Master Plan to all stakeholders. Enhance campus access, parking and way finding using strategic and sustainable means.

8.4 Implement and widely communicate the campus-wide Environment Stewardship Plan, strategic initiatives, and outcome metrics including the role of students, faculty, staff and community stakeholders.

8.5 Enhance the coordination and partnership of UNMC with the NU Foundation to identify philanthropic support for the planning and development of new programs, facilities, processes, and outcomes. Continue to steward the philanthropy of all who invest in the future of UNMC.

8.6 Develop, strengthen and effectively communicate broad-based systems of sustainable strategies to enhance the stewardship of public and private resources across all of the educational, research and clinical missions of UNMC. Continually anticipate the impact of extramural resource reductions and embrace the opportunities for continued growth.

8.7 Extend UNMC innovative leadership development programs to the health care leaders of our clinical and community partners across Nebraska and globally.