

UNMC

Strategic Plan

2026 – 2029



University of Nebraska
Medical Center™



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for 2026 - 2029

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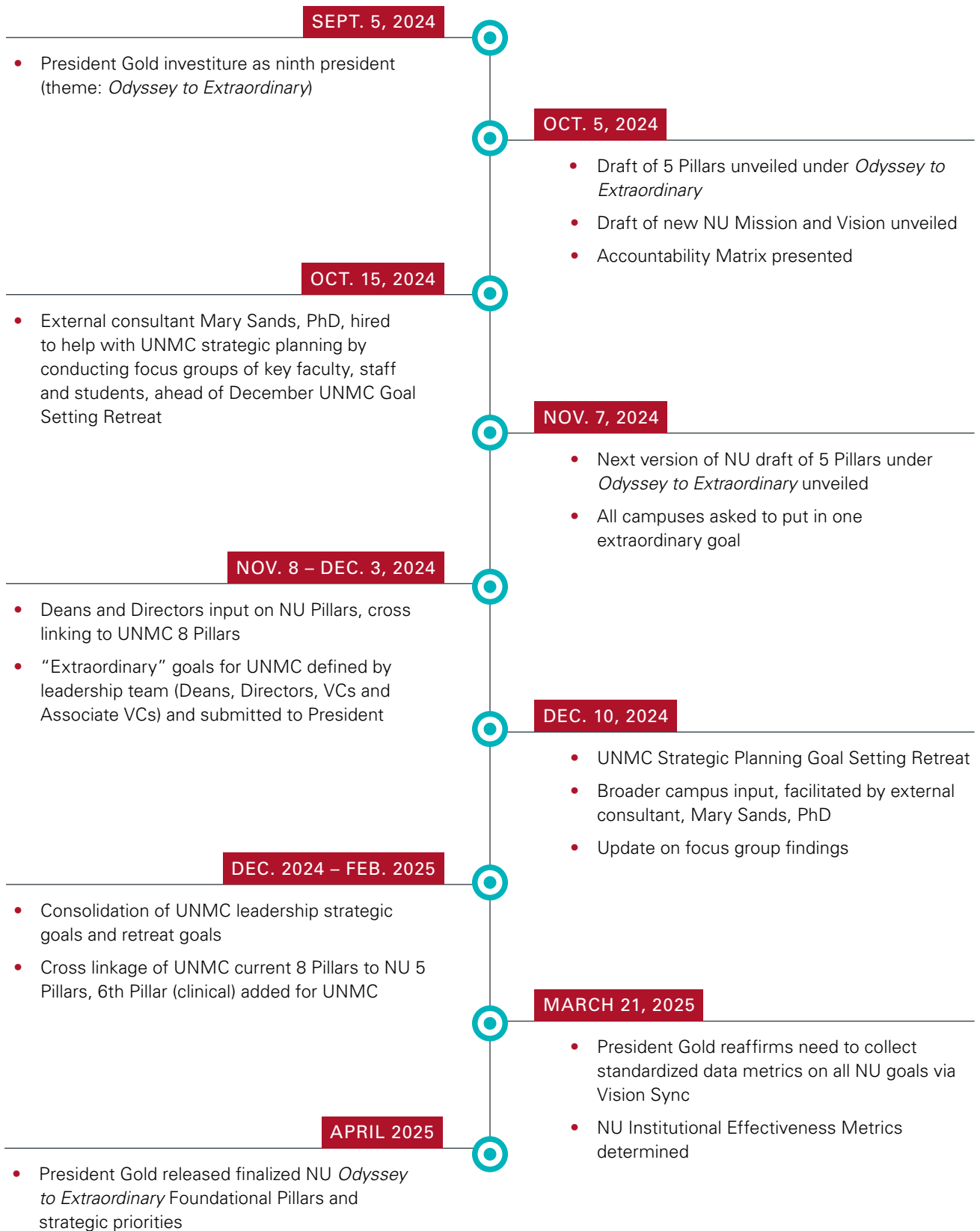
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HISTORY OF UNMC Strategic Planning

FOR 2026-2029



5 Foundational Pillars





UNIVERSITY OF NEBRASKA SYSTEM:

ODYSSEY TO *Extraordinary*

Foundational Pillars and Strategic Priorities



EXTRAORDINARY

Teaching and Learning:

Establish the University of Nebraska System with all of its educational programs as the most extraordinary learner-centered university with nationally recognized programs and top-tier faculty and staff.

NU Mission

We lead the world in transforming lives and communities to an extraordinary future through our enduring commitment to creating and sharing knowledge, inspiring and nurturing discovery and through forging and sustaining relationships built upon trust.

We do this as a University community by building upon our legacy of excellence and our commitment to a future of the extraordinary.

- **Inspiring All Future Learners:** Themes for this topic include inspiring all learners with multidisciplinary experiential learning/ internships, clear paths to graduation, and rethinking ways to create unique and personalized opportunities that create distinctive learning environments that create true student success.
- **Supporting Faculty Success:** Themes for this strategy include stimulating innovation by supporting educators, creating a culture of extraordinary scholarship based upon teaching excellence, and implementing new and transformative teaching strategies.
- **Curriculum Innovation and Alignment:** Themes for this strategy include reimagining traditional curriculum, pedagogy and assessment strategies (e.g. competency-based curriculum), non-curricular opportunities, high-technology skills and incorporating unique workforce readiness into all academic programs.
- **Transforming the Learning Environment:** Themes for this strategy include optimizing the most advanced technology to support the learning environment and experiences, enhancing customized student support services, and supporting facility innovation to enhance outcomes across the academic spectrum with focus on key high enrollment and “bottleneck” pipeline courses and programs.



EXTRAORDINARY

Research and Creative Activity:

Establish the University of Nebraska System's research and creative activity scope and prominence as widely recognized for extraordinary societal impact as a top-tier institution.

- Building a Common NU Research Identity:** Themes for this topic include the identification and growth of specific top-tier, highly impactful federally funded research programs. Example NU strategies might be to focus on identifying and configuring such programs into optimal structural units (such as a "Human Performance," "National Security," "Digital Agriculture," "Economic Development," "Environmental Health," etc.) and ramping up these programs so as to improve metrics for federal, state and private research expenditures yielding continuous growth and productivity in each designated area of excellence.
- Internal Programmatic Growth and Alignment:** Themes for this strategy include providing an integrated infrastructure that supports research and innovation (including personnel, facilities and advanced technology), setting measurable goals, creating cross-campus/integrated research collaborations, and creating avenues to foster talent and attract top-tier researchers.
- External Collaborative Growth and Alignment:** Themes for this strategy include building sustainable programs between private sectors and NU, supporting pathways for accelerating innovation, technology transfer and commercialization, building frameworks across campuses, disciplines and external organizations by setting measurable goals for national rankings.



EXTRAORDINARY

Partnerships and Engagement:

Establish the University of Nebraska System and our engagement partners as having the highest-quality and impact that are recognized for extraordinary rural and urban outcomes.

- Partnerships and Alignment Across NU:** Themes for this strategy include supporting sustainable collaborations and partnerships across all campuses and disciplines within the educational, research and service missions, using policy, technology, finances and incentives to eliminate silos and bridge existing and future gaps.
- Partnerships Across Nebraska:** Themes for this strategy include partnerships that create new and stronger opportunities for students, faculty and staff that provide community impact, expand P-12, agricultural, health care, military and industry collaborations that lead to overall betterment and growth of all populations within the state.
- Partnerships Beyond Nebraska:** Themes for this strategy include fostering partnerships such as with alumni, businesses, agriculture, health care, military and public sector networks, including with private with national/global leaders to forge new and stronger relationships that support quality of life, economic development and allow NU to create future mission driven opportunities.



EXTRAORDINARY

Culture and Environment:

Establish the University of Nebraska System campuses, across all their missions, as having an extraordinarily vibrant and engaging culture in environments that are safe, welcoming.

- **Defining a Distinctive Culture:** Themes for this strategy include creating a unified, defined and distinctive culture across our 500-mile-wide NU campuses and our myriad of statewide partnership sites. The themes focused on arts and culture, supportive workspaces, engagement, belonging, communication, technology and thriving campus student and employee communities.
- **Campus Safety and Security:** Themes for this strategy include creating, rehearsing and continuously strengthening of integrated system wide safety plans with focus on advanced technology applied to incident prevention, early awareness, communications, management and recovery.
- **Workplace Quality and Experience:** Themes for this strategy include creating an attractive workplace experience that provides exceptional benefits, health and wellness, professional development, and personal support.



EXTRAORDINARY

Stewardship and Effectiveness:

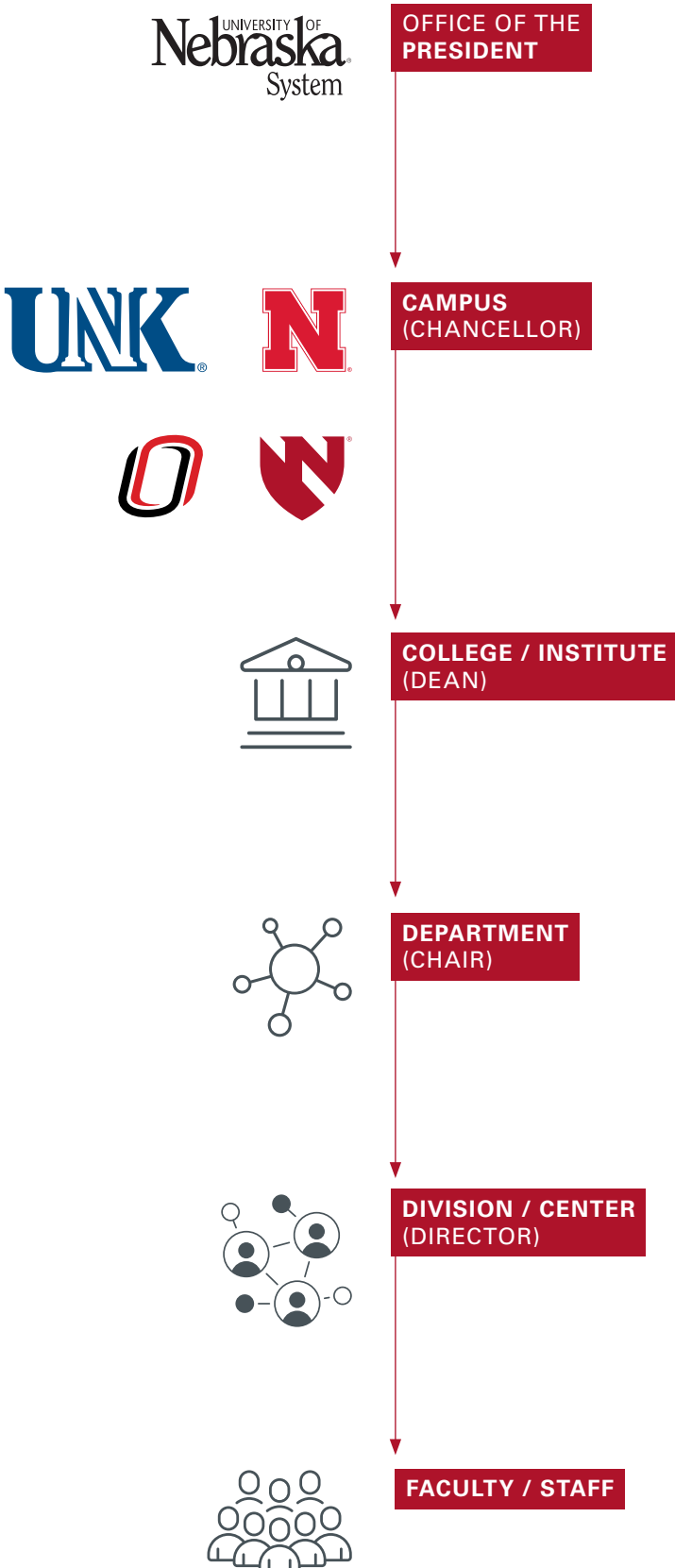
Establish the University of Nebraska System as an extraordinarily effective, efficient and sustainable organization for planning and implementation of all mission-driven goals.

- **Creating Sustainable Value, Effectiveness and Efficiency:** Themes for this strategy include creating value by identification and evaluation of structures, systems, processes, and areas that are redundant or inefficient, raising an awareness of these issues, then eliminating redundancy and inefficiency where possible across the system.
- **Data Driven Decisions and Related Communication:** Themes for this strategy include using data and proactive communication to support decision-making to align financial, facility and human resources with strategic academic priorities and by eliminating unnecessary campus and program separations to streamline and improve efficiency.
- **Driving Value from Fiscal Responsibility and Stewardship:** Themes for this strategy include the efficient use of resources and committing to sustainability, including performance-based quality and productivity outcomes driven budget models that create incentives for extraordinary performance of individuals and programs across the system that focus on access, affordability and academic excellence.



NU transforms lives and communities to an extraordinary future.

ACCOUNTABILITY MATRIX



NU Initiatives Matrix

Goals

Strategies

Initiatives

- Description
- Alignment
- Metrics
- Timeline
- Resources
- Responsibility
- Accountability
- Status

INSTITUTIONAL

EFFECTIVENESS

METRICS



NU SYSTEM: APRIL 2025

All metrics will be collected, reviewed and transparently distributed quarterly for the University of Nebraska System, each administrative unit, college, institute, center and department.

METRICS: Extraordinary Teaching and Learning

- Enrollment (students)
- Enrollment (student credit hours)
- Fall-Fall Retention (overall)
- Fall-Spring Retention (overall)
- Freshman-Sophomore Retention (Full Time First Time/Transfer)
- D, F, Withdraw Percentage Rate
- 4-Year Graduate Percentage Rate
- 4-Year Pell Graduate Percentage Rate
- 6-Year Graduate Percentage Rate
- 6-Year Pell Graduate Percentage Rate
- Undergraduate to Graduate/Professional
- High School Visits
- Community College Visits
- Dual Enrollments
- AI Related Courses
- AI Component in Courses



METRICS:

Extraordinary Research and Creative Activity

- Grant Applications per Faculty (Federal/Other)
- Grant Awards/Submissions (Federal/Other)
- Grant Applications Greater than \$X million
- Grant Expenditures
- Grant Expenditures per Faculty
- Realized/Earned Indirect Costs
- Indirect Costs per Faculty
- Publications per Faculty
- Books per Faculty
- Citations per Faculty
- Impact Factor
- Faculty Awards/Faculty Prioritized Research (Grants/Expenditures)

METRICS:

Extraordinary Partnerships and Engagement

- Government Internships per Student Credit Hour (Undergraduate/Graduate)
- Private Internships per Student Credit Hour (Undergraduate/Graduate)
- DOA Contracts
- DOD Contracts
- DHHS Contracts
- DOE Contracts
- Patents, Licenses, Royalties
- Print Media Impact
- Social Media Impact
- Earned Media Impact

METRICS:

Extraordinary Culture and Environment

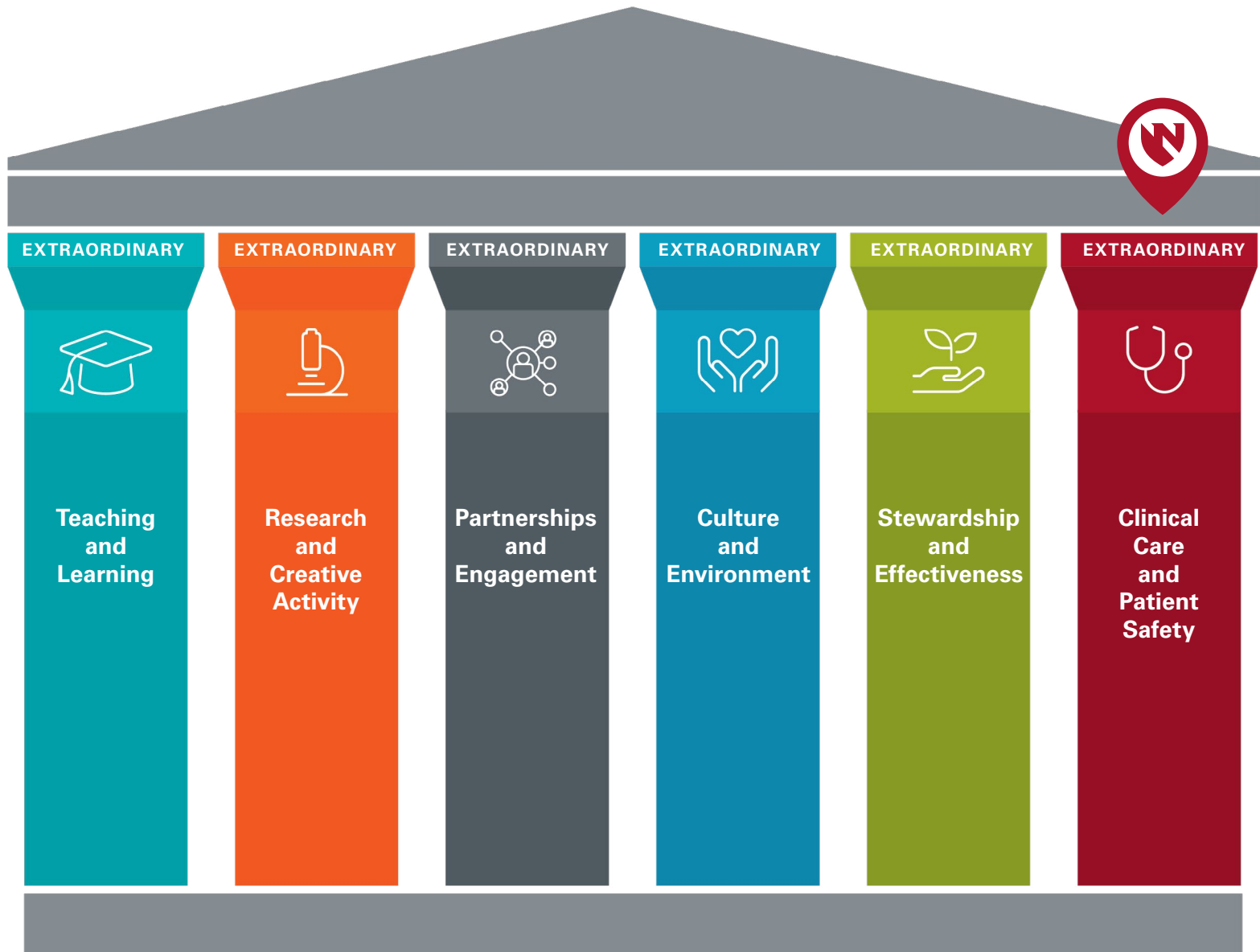
- Faculty Turnover
- Staff Turnover
- Student Stop Out
- Clery Act Reports
- Faculty Academic Promotion per Year
- ITS Help Desk Time
- ITS Refresh Cycle
- Utility Cost per Square Foot
- Carbon Footprint per Square Foot
- Waste per Square Foot

METRICS:

Extraordinary Stewardship and Effectiveness

- Faculty Salary Percentile
- Staff Salary Percentile
- Structural Deficit
- Faculty to Staff Ratio
- Faculty to Student Credit Hour per Year
- Faculty Apportionment
- Faculty Paid Apportionment
- Tuition per Student Credit Hour
- Tuition per Faculty Full-Time Employee
- Net Income per Student Credit Hour
- Net Income per Student
- NU Foundation Endowment Income Percent
- NU Foundation Endowment Total
- NU Foundation Expenditure Total
- Procurement Accounts Receivable

UNMC's pillars **align seamlessly** with NU's five — plus a sixth highlights our **clinical strength.**



Strategic Goals

2026 - 2029

UNMC's strategic goals will be updated annually on a three-year rolling basis. Goals were derived through the UNMC leadership team and a goal setting retreat with representatives from across professions.



EXTRAORDINARY

Teaching and Learning

1. UNMC will develop a pilot **faculty training program** to understand students' learning styles and progression at student's own pace with use of AI and other technologies to access and retain information.
2. Every student enrolled in a UNMC program of study will:
 - Have the opportunity to be a member of a **learning community**.
 - Be provided a **mentor** upon request at any time during their course of study.
3. UNMC will create a network to **link various pathway programs** to ensure all participants are supported from the time of their identification as a student interested in a health science or health profession career through the duration of that career.
4. UNMC will pilot:
 - A **proficiency-based curriculum** and **flexible education pathway** for students in all programs of study that recognizes each students' prior training and experiences to enable them to learn and receive their degrees at a shorter time limit.
 - An **integrated longitudinal, experiential, IPE curriculum** with assessment that prepares students to effectively participate in the delivery of team-based care.
5. Every student at UNMC will have the opportunity to:
 - Receive an additional **leadership certificate** upon graduation in a specialized area to ensure UNMC graduates are equipped to serve as exemplary leaders in their professions and in the communities in which they work and live.
 - Earn **credentials or microcredentials** in academic, public health, service-learning, community leadership, interprofessional competence, AI, innovation entrepreneurship or professional development programs.

UNMC Mission

Our mission is to lead the world in transforming lives to create a healthy future for all individuals and communities through premier educational programs, innovative research and extraordinary patient care.

(EXTRAORDINARY TEACHING & LEARNING CONTINUED)

6. UNMC will lead the nation in the development and **scholarly assessment of curricula** using experiential and immersive learning environments that adopt simulation, telehealth, and virtual and augmented reality to improve methods of knowledge transfer, develop competence in procedural skills, and reduce reliance on clinical education as the sole means to acquire clinical competencies.
7. UNMC will be the leading institution for the development and success of rural health education, workforce, outreach and strategic advancement and lead the creation of a **Midwest Rural Health Excellence Coalition**.



EXTRAORDINARY

Research and Creative Activity

1. UNMC will promote the development of a **robust IT infrastructure**, cross-campus faculty research collaboration and processes to ensure accessibility to state-of-the-art technologies through the timely acquisition of equipment, software platforms, personnel, and subcontracts to ensure the successful submission of grants and conduct of research, as well as training.
2. UNMC will **grow its research at 10%** (compounded per year) over the next 10 years through monitoring of funding sources, multi-PI grant submissions, and the promotion of and investment in interdisciplinary program project grants.
3. UNMC will develop **interdisciplinary programs across our colleges and other NU campuses** in these areas:
 - Cancer Prevention, Treatment, and Control Research (including ICare)
 - Population Health
 - Neuroscience
 - Health Security and Defense
 - Cardiovascular
 - Drug Discovery
 - Child Health
 - Human Performance and Effectiveness
 - Rural Health
 - Chronic Disease
4. UNMC will develop interdisciplinary programs that will support NSRI as the **leading biomedical University-Affiliated Research Center (UARC)** by developing partnerships with federal government laboratories in research that enhances our national security posture, especially related to countermeasures to weapons of mass destruction and pandemic response.
5. The Fred and Pamela Buffett Cancer Center will pursue its vision of **comprehensive cancer center status** by developing a national reputation for scientific impact through transdisciplinary collaboration; delivering high-quality care and innovative clinical trials with a compassionate, patient focus; serving as the trusted partner of Nebraskans to understand and reduce the cancer burden in their community and beyond; and creating a rich environment for inspiring, training and developing an undaunted cancer research workforce.



EXTRAORDINARY

Partnerships and Engagement

1. UNMC will become the leader in research and educational partnerships through the **development of training programs and data analysis** to continually inform our health care decisions that improve and transform lives with our national and state partners.
2. UNMC will implement and nationally disseminate a model for **clinical preceptorship network development and training** of preceptors to oversee interprofessional teams of students.
3. **Project Health** will serve as a national exemplar integrating a new hospital design model with an interprofessional education and research curriculum to educate health profession students with an emphasis on preparedness. Prioritize the establishment of centers of excellence, seamlessly integrating clinical care, research and innovation.
4. The **EDGE District** will become a national model for public-private partnerships to produce health care related companies and afford health care students and professionals a live-work-play model for urban renewal.

EXTRAORDINARY

Culture and Environment



1. UNMC will advance the **highest standard of safety** for all students, faculty, staff, patients and partners across each University of Nebraska campus by ensuring consistent public safety practices, critical incident technologies, and policies practices, to build a proactive public safety model across the University of Nebraska system.
2. All faculty, staff, students, patients and visitors to UNMC campuses will **experience a culture of exemplary proficiency, support, value and team-building**, reflected behaviors that align with the iTEACH values.
3. UNMC will broaden efforts to reach out to all communities to allow opportunities for the student body and workforce to reflect the populations in Nebraska and that they are prepared to optimally **serve all populations in the state of Nebraska to improve health care access, outcomes and reduce health care disparities**.
4. UNMC will support **interdisciplinary collaboration** and shared decision-making across colleges and organizations and broadly communicate these decisions.
5. UNMC will **strengthen faculty and staff hiring, mentoring, and retention** to foster team-building and long-term growth.



Project Health and the EDGE District will redefine how we prepare, inspire and empower the next generation of health care leaders.

EXTRAORDINARY

Stewardship and Effectiveness

1. UNMC will enhance policies and procedures that increase the efficient and effective use of all resources while **modeling financial sustainability** across all operations. This includes further consolidating and eliminating redundancies by forming focused teams and new processes.
2. UNMC, in partnership with Nebraska Medicine, will adopt policies and procedures that position them as **leaders in energy conservation and materials reuse and recovery** while sharing best practices and findings with other academic medical centers to drive broader industry impact.
3. UNMC will **enhance processes and personnel** within IT, HR, Business and Finance, and Grants Administration to ensure end-user focus, agility in decision making, removal of barriers, and metrics-driven insights to positively impact the educational research and clinical enterprises. UNMC will implement and evaluate metrics and work with our partners at Nebraska Medicine and the President's Office.
4. UNMC will transform the organization and health care education, research and practice through the use of **artificial intelligence**.



EXTRAORDINARY

Clinical Care and Patient Safety

1. UNMC, in partnership with Nebraska Medicine, will build the **healthiest Nebraska** by revolutionizing the state of access and quality of health education, training, research and care through **Project NExT, Project Health, other UNMC clinical units and clinical partners** across the state.

How do our new foundational pillars cross-reference with our previous goals?

NEW:

Extraordinary Teaching and Learning

OLD:

Educational Learner Focus

NEW:

Extraordinary Research and Creative Activity

OLD:

Research Scope and Prominence

NEW:

Extraordinary Partnerships and Engagement

OLD:

Community Engagement
Economic Development

NEW:

Extraordinary Culture and Environment

OLD:

Organizational Culture
Campus Engagement

NEW:

Extraordinary Stewardship and Effectiveness

OLD:

Organizational Leadership

NEW:

Extraordinary Clinical Care and Patient Safety

OLD:

Clinical Excellence



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