A. UNMC will be learning centered in education

Goal 1 - Develop innovative health science educational models that take into account the new and evolving technologies and student interaction. CSFL – Dele Davies

Major milestones to be achieved during 2013-14

1. Enrich the learning environment for UNMC students across all colleges, while contributing innovative methods of education to the nation.

Major milestones to be achieved during 2013-14

1. UNMC create concept videos / modules for e-learning and other innovative teaching by June, 2014.
2. Create training sessions led by the Associate Deans of Education, leading education scholars and information technology experts to train faculty in the support and evaluation of courses, teaching platforms and concept modular video production for e learning – December, 2013.
3. Create a forum for a meeting of expert faculty and interested trainees, who have been specifically trained in educational delivery to exchange and promote scholarly work related to teaching including instructional video and online programs – December, 2013.
4. Create an external advisory board of national experts on e-learning that meets annually to guide UNMC goals – December, 2013.

Leaders: H. Dele Davies, Howard Liu, Gerald Moore, Tom Birk

Measurable Outcomes:
1. Each College at UNMC will produce at least one online concept videos / modules.
2. One College or two partnering together will develop at least one full course based on concept videos/ modules.
3. At least two concept videos / modules that are inter-professional in scope will be created.
4. At least one college will implement a concept video / module that is integrated with a flipped classroom in one course with student evaluations.
5. Develop at least one additional rural, primary care, online and medical care in the home IPE experience.

Goal 2 - UNMC will expand and sustain educational initiatives in China. CSFL – Dele Davies

Major milestones to be achieved during 2013-14

1. Establish a campus-wide Steering Committee for China Initiatives (SCCI) to develop, promote and integrate educational initiatives in China – September, 2013.
2. Determine if the current structure, funding mechanism, and personnel mix are appropriate to provide the requisite administrative support for the China Initiatives – December, 2013.
3. Inventory all educational initiatives (and accompanying MOUs) underway with partners in China to identify possible synergies across units and consolidate MOUs as possible – March, 2014.
4. Create a UNMC-wide umbrella vision and accompanying branding strategy for the China educational initiatives that expresses the value of the initiatives for UNMC, Nebraska, and China – March, 2014.
5. The Steering Committee will evaluate opportunities, identify funding mechanisms and communicate with executive-level personnel at partnering institutions in China as needed.


**Measurable outcomes:**
1. Partner with Tongji University to stand up the first rehabilitation education program in China offered at “985” classified academic institution.
2. Establish a cooperative steering committee with Tongji University to develop strategies to create a joint medical School.
3. Establish a Department of Family Medicine in China.

**B. Increase prominence as research health sciences center**

**Goal 1: Develop resources to expand community-based research to improve health outcomes and the social determinants of health. CSFL Jennifer Larsen**

**Major milestones to be achieved during 2013-14**
1. Strengthen the primary care practice research network to be capable of conducting comparative effectiveness and other practice research – December, 2014.
2. Identify a CER project and study design- December, 2013.
3. Identify the role of available students based on chosen sites and study topic - March, 2014.
4. Hold three regional forums/focus groups to identify topics and concerns for stakeholders across the state – June, 2014.
5. Develop a database of existing resources, create a web page and a toolbox for investigators on the social determinants of health – December, 2013.
6. Conduct research focused on the social determinants of health and other programs in Nebraska – June, 2014.

Leaders: Chris Kratochvil, Paul Paulman, Mary Cramer, Gary Cochran, Jane Meza

**Measurable outcomes:**
1. Initiate a research study in the primary care practice research network.
2. Initiate the first study on the social determinant of health and recommend future plans.

**Goal 2: Expand research collaborations between medicine and engineering to develop technologies that could lead to new funding, such as NSRI. CSFL Jennifer Larsen**

**Major milestones to be achieved during 2013-14**
1. Facilitate interactions between UNL and UNMC – December, 2013.
2. Track outcomes of existing bioengineering RFA grants and number of new DoD applications – December, 2013.
3. Develop a process, by which engineering students or faculty could "shadow" a clinician to identify new ideas for health technologies – April, 2014.
4. Apply for a bioengineering graduate training grant – April, 2014.

Leaders: Paula Turpen, Chris Kratochvil, Tim Wei
Measurable Outcomes:
  1. Increase number of collaborative bioengineering grants submissions.

C. Advance community/global partnerships for health

Goal 1: Implement telehealth and other medical-technology applications. CSFL Bob Bartee

Major milestones to be achieved during 2013-14
  1. Identify the services and sites for telehealth – September, 2013.
  2. Resolve the reimbursement issues and other administrative needs – June, 2014.

Leaders: Rod Markin

Measurable Outcomes:
  1. Providing patient care through a telehealth network in six additional sites by June, 2014.
  3. Obtain reimbursement for telehealth services.

Goal 2: Develop a Regional Based Medical School at the University of Nebraska Kearney with a focus on Interprofessional Education. CSFL Bob Bartee

Major milestones to be achieved during 2013-14
  1. Feasibility study to determine resources available to the community.
  2. Identify and recruit the pertinent stakeholders, including providers, community leaders and others needed.

Leaders: Bob Bartee, Jay Moore

Measurable Outcomes
  1. An assessment, including operational issues to meet the requirements of the LCME.

D. Create a culturally competent organization

Goal 1 – Promote retention, engagement and mentorship of diverse faculty, staff and students. CSFL – Dele Davies

Major milestones to be achieved during 2013-14
  1. Identify and train mentors and form community connections for minority faculty to improve engagement, retention and career redevelopment.
  2. An annual calendar of multi-cultural and welcoming events.
  3. Develop a UNMC Diversity Plan and report on use of Diversity Allocation Fund.

Leaders: Dele Davies, Rowen Zetterman

Measurable outcomes
  1. Increase the retention of existing faculty and the number of new minority faculty by five.
E. Advance biomedical technologies to improve health, diversify UNMC revenues and create economic growth in Nebraska.

Goal 1: Develop the Biomedical Innovation Accelerator program linked to new funding streams to enhance commercialization of faculty research. CSFL Jennifer Larsen

Major milestones to be achieved during 2013-14
1. Establish a UNMC Biomedical Innovation Accelerator (BIA) by establishing a structure with internal and external advisory members, a roster of “ad hoc” members with special expertise- September, 2013.
2. Establish a committee to determine the feasibility of creating a micro or venture investment fund to support the advanced development of new technology that comes through the BIA, leveraging state venture funds – September, 2013.
3. Develop online, programmatic materials to help educate faculty, students and staff on technology commercialization – March, 2014.

Leaders: Mike Dixon, Ken Bayles

Measurable Outcomes:

F. Strengthen employee loyalty, satisfaction and wellness

Goal 1 - Improve the identification of issues impacting employees, and create training and development programs and management tools designed to address those issues. CSFL John Russell

Major milestones to be achieved during 2013-14
3. Leverage technology to deliver management training to identified audience – May, 2014.

Leaders: Carmen Sirizzotti, Linda Cunningham

Measurable outcomes:
2. Revised training and development programs to address survey findings.
4. Maintain employee turnover at current low levels.

Goal 2 - Increase faculty and staff awareness of, engagement with, and access to health and wellness activities. CSFL John Russell

Major milestones to be achieved during 2013-14
1. Develop and implement three health promotion initiatives centered on increasing health activity levels and improving nutrition – one by December, 2013 and the other two by June, 2014.
2. Re-establish and activate the UNMC Campus Wellness Council – September, 2013.
3. Implement a five year health promotion plan and timelines based on HRA results – March, 2014.
5. Develop and implement a University-Wide level vehicle for providing evidence based guidelines and standards, for review for proposed modifications to the University Health Insurance Program – March, 2014.
Leaders: Jayme Nekuda

*Measurable outcomes:*
1. Future modification of employee insurance coverage based on employee input and evidence based health care protocols.
2. Continue three health promotion initiatives centered on increasing health activity levels and or improving nutrition.
3. Improve attendance at wellness promotion activities.
4. Increased participation in Health Risk Assessment.

**Goal 3 - Advance engagement of the branding initiative and sustainability initiatives by Human Resources and Public Relations. CSFL John Russell**

**Major milestones to be achieved during 2013-14**
1. Implement and evaluate the Step campaign initiative – September, 2013.
2. Continue to advance the concept of vitality through promotional events – through June, 2014 ongoing.
3. Continue to promote sustainability through regular communications in UNMC Today and campus events.

Leaders: John Russell, Bill O'Neill, Campus Sustainability Committee, Melanie Stewart, Chair

*Measurable outcomes:*
1. Improved scores on the relevant questions in the biennial employee survey.
2. Continued reduction in energy consumption and improved survey responses.

**G. Position UNMC to prosper during healthcare reform**

**Goal 1: Position UNMC, COM, UNMC-P & PPA, TNMC for Success under Healthcare Reform. CSFL Bob Bartee**

**Major milestones to be achieved during 2013-14**
1. Identify and implement new relationships in the clinical arena that will benefit UNMC’s missions.
2. Reduce costs; identify and fill gaps in our clinical services – June, 2014.
3. Develop an agreement on the new organizational structure for the combined TNMC/UNMC clinical enterprise – September, 2013.
4. Establish UNMC’s role in state wide planning and alignment initiatives for health care reform including Medicaid and telehealth legislative issues.

Leaders: Cory Shaw, Carl Smith, Bob Bartee, Glenn Fosdick, Brad Britigan

*Measurable Outcomes:*
1. Establish two new strategic relationships with other institutions which advance UNMC’s missions.
2. Have a revised operating structure that optimizes performance and facilitates relationship with other clinical organizations.
H. Implement the building of a healthier Nebraska initiative

Goal 1: Healthier Nebraska – Implement the cancer center and ambulatory clinical expansion. CSFL Don Leuenberger

Major milestones to be achieved during 2013-14
2. Demolition of Swanson to begin Spring, 2013.
3. Complete design and construction drawings.
5. Arrange financing of donor pledges and TNMC.

Leaders: Don Leuenberger, Ken Hansen, Ron Schaefer, Deb Thomas, Pam Bataillon and Fred Salzinger

Measurable Outcomes:
1. Meeting the timelines of the project.

Goal 2: Develop/Enhance clinical and research programs in cancer for the new Cancer Center Project. CSFL Don Leuenberger

Major milestones to be achieved during 2013-14
1. Establish priorities and plans for the growth and development of cancer research and clinical programs - September, 2013.
2. Evaluate the causes for reduced clinical trial enrollment and develop tactics to increase participation – December, 2013.
3. Increase federally-funded clinical translational research (CTR) in the Cancer Center.

Leaders: Jennifer Larson, Brad Britigan, Glenn Fosdick, Carl Smith, Ken Cowan, Julie Vose

Measurable Outcomes:
1. Recruit clinical faculty members with expertise in CTR in areas of high priority to the Cancer Center in FY2014 and additional faculty in the next three years per the approved plans – part one, June, 2014.
2. Recruit basic science faculty members in areas of high priority to the Cancer Center and other areas in FY2014 and additional in the next three years per the approved plans – part one, June, 2014.
3. Increase enrollment of patients on clinical trials with an emphasis on investigator-initiated and cooperative group therapeutic clinical trials to 15% per year for the next 3 years.
4. Increase federally funded CTR programs in the Cancer Center by 10% per year for the next three years.
5. Advance genomic research to advance personalized medicine.

Goal 3: Implement the UNMC College of Nursing and Allied Health Professions expansion at the new Health Science Education Building at the University of Nebraska Kearney. CSFL Don Leuenberger

Major milestones to be achieved during 2013-14
4. Develop plans for new curricular and research opportunities and strategies to be implemented as part of the project. – June, 2014.
6. Develop and expand regional partnerships, particularly to increase clinical education support for students – January, 2015.

Leaders: Julie Sebastian, Kyle Meyers

Measurable outcomes: