UNC SOM Strategic Imperatives

- **Research** that is highly innovative, focused on important health issues, and aimed towards making a difference in our patients’ lives and the populations we serve.

- **Education** that prepares healthcare leaders of the future.

- **Faculty** that thrive and lead in their chosen career paths.

- **Service** and impact at the state, national and global levels.

- **Diversity** that reflects the populations we serve, embedded in a culture where all are included and prosper.

- **Administrative infrastructure and staff** empowered to fulfill our mission.
Research: Strategic Priorities

1. Develop vision and plan to guide investment for UNC to achieve national/global leadership in top research thematic areas
   » Clarify areas for focused efforts (e.g., precision medicine, neuroscience, immunology, infectious disease, global health, cancer, other); engage and coordinate with other UNC health professions schools
   » Charge teams with generating “business plans”: articulate UNC vision & proposed approach, associated resource needs
   » Work with University and UNC Medicine Development to plan and procure necessary funding
   » Continue to strengthen basic research

2. Set clinical departments on a path towards national leadership in research: establish vision, strategy, expectations
   » Develop an institutional plan for nurturing and supporting physician scientists
   » Prioritize investments to support growth in clinical trials
   » Provide infrastructure/support to facilitate research/scholarship opportunities for full-time clinicians
   » Establish closer links between the basic and clinical departments

3. Increase engagement with industry as part of ongoing effort to grow translational and clinical research
   » Identify and address hurdles for increasing industry sponsored research
   » Promote the process of entrepreneurship among the faculty, with greater development of SOM intellectual property

4. Strengthen the UNC research infrastructure including organization, governance and administration to ensure UNC SOM research advances the cutting edge
   » Work with University to develop coherent strategy for core facilities to ensure ongoing access to technology, while maintaining financial viability; clarify processes and policies for investment, access, and maintenance
   » Invest to maintain and strengthen state-of-the-art computing infrastructure, to enable data science and artificial intelligence
   » Evaluate approach/formula for institutional support of research
   » Work with University to further streamline research administration and infrastructure
Education: Strategic Priorities

1. Ensure the SOM is training professionals for health care of the future, in collaboration with the health care system
   - Explore opportunities for new single / dual degree programs – e.g., genetic counseling, joint degrees – MS, professional masters degrees, and potentially post bac programs
   - Pursue opportunities for increased interprofessional practice and education, in conjunction with University and HCS
   - Identify, develop and promote model practices for student placement (i.e., team-based care, diverse populations) where students add value as well as develop capability to serve a diverse society and improve health equity; increase preceptor capacity
   - Enhance curriculum to ensure competence with emerging technologies (i.e., ultrasound, artificial intelligence, data analytics), informatics, and quality improvement strategies for clinical care, learning, and research
   - Align and enhance leadership curriculum across all educational programs (UME, GME, PhD), explore additional opportunities for cross cutting initiatives

2. Optimize MD curriculum and its delivery to ensure engaged and prepared learners
   - Implement new pedagogical approaches for UME focused on more active learning, couple with faculty development
   - Unify clinical campuses while maintaining distinctiveness of each campus
   - Seek more individualization of curriculum – e.g., tracks, competency based, global opportunities, enhanced student research
   - Provide best in class faculty development for educator in all phases, continue to develop foundation phase cadre
   - Prepare students for optimal performance on national licensure exams

3. Invest to maintain excellence in education mission, building infrastructure necessary to deliver cutting-edge curriculum
   - Ensure successful completion of Chapel Hill building, retrofit of CH classrooms, technological integration of campuses
   - Centralize the existing simulations resources and better define the utility of simulation for specific curricular components for residents, students, and others
   - Evaluate feasibility of increased coverage for graduate student stipends
Faculty: Strategic Priorities

1. Establish UNC as a leader in faculty wellness and engagement
   - Enhance the efficiency of practice and address administrative/other burdens contributing to faculty stress
   - Track markers of institutional climate and faculty satisfaction and wellness and take appropriate action to address results
   - Expand and innovate mechanisms to address physician and faculty burnout
   - Optimize consistently-delivered, high-quality mentoring within and across departments and disseminate best practices
   - Design and provide best-in-class quality-of-life benefits supporting faculty wellness and engagement
   - Promote UNC SOM for wellness programming through increased scholarship and leadership nationally

2. Foster an institutional climate in which faculty thrive professionally in their careers, and within particular subpopulations
   - Expand and increase awareness of opportunities available for professional development, including across regional campuses
   - Enhance mechanisms for annual reviews across all faculty ranks, including department chairs; normalize a culture of feedback
   - Bolster existing resources to ensure consistent/clear messaging related to appointments, promotion, and tenure
   - Work with Office of Education to enhance reach and effectiveness of Academy of Educators and other relevant programs
   - Develop additional strategies to address specific faculty subpopulations with distinctive support and career development needs (e.g., fixed term faculty, teaching cadre, physician scientists, other)

3. Enhance leadership development programming across the faculty career lifecycle
   - Expand opportunities available for leadership development, including across regional campuses
   - Connect emerging leaders and program graduates to leadership opportunities (e.g., rotating committee involvement)
   - Formalize a coaching program that capitalizes on existing strengths and expands leadership effectiveness across SOM
Diversity and Inclusion: Strategic Priorities

1. **Build a more diverse community** reflective of those we serve
   - Align efforts toward the recruitment and support of diverse groups within our community across the pipeline of students and trainees, faculty and staff, extending up to SOM leadership
   - Identify and address root causes of attrition and lower rates of diversity along pipeline
   - Invest to make UNC SOM nationally competitive in recruiting/retaining top candidates
   - Centralize diversity recruiting for GME training programs
   - Provide central support for departmental search committees

2. **Cultivate an environment that promotes a more inclusive culture**
   - Incorporate D&I topics into education (e.g., grand rounds, medical school curriculum)
   - Improve visibility around diversity: recognition of holidays, signage, other
   - Enhance SOM communication and engagement around D&I topics (e.g., community discussions)
   - Educate across the community to address bias and recognize structural issues preventing opportunity and inclusion

3. **Strengthen institutional infrastructure and systems** to support D&I efforts, e.g.,
   - Establish diversity officers in every department, with clear responsibilities and dedicated time
   - Modernize institutional support for underrepresented minority premedical and medical school students
   - Standardize review of diversity efforts/achievements, including annual chair evaluations
   - Improve collection and reporting of data to guide/measure D&I efforts
Service to State and World: Strategic Priorities

1. Engage across the state to produce the workforce needed in North Carolina and beyond
   » Build the clinical campuses to enhance local pipelines and workforce development
   » Optimize the effectiveness of AHEC through alignment with SOM activities
   » Utilize expertise to address important state problems such as the opioid epidemic

2. Focus service to rural North Carolina
   » Expand the work of the Office of Rural Initiatives to address the pipeline for an interprofessional rural health care workforce
   » Partner with UNC Health Care to enhance impact in rural communities

3. Translate research into professional, commercial and societal uses for the citizens of North Carolina
   » Apply research results to improve the health of citizens of North Carolina
   » Align innovation with public and private partners to optimize impact of University ideas and intellectual property

4. Strengthen our global citizenship by thoughtfully expanding our clinical, research, and educational outreach
   » Build awareness internally of existing clinical, research and educational opportunities around the world
   » Develop a coherent strategy to expand global efforts in each of our missions as appropriate
Administration and Enabling Functions: Strategic Priorities

1. Improve communication effectiveness and nimbleness, both internally and externally
   » Develop effective and transparent internal communications by determining how best to reach internal audiences, evaluate effectiveness of existing mechanisms, and establish new mechanisms if necessary
   » Develop national news strategy to promote faculty, programs and SOM, as an international university with global impact
   » Coordinate news and social media outreach among the various UNC entities

2. Substantially increase philanthropic support for the UNC School of Medicine and UNC Hospitals
   » Align fundraising priorities with the strategic goals and needs of the organization
   » Strengthen partnerships between UNC Medicine Development and key SOM leaders to ensure trusted partnerships
   » Assess, generate and disseminate data that informs and drives strategic fund raising decisions

3. Consolidate and modernize UNC SOM’s financial services, from budgeting to reporting
   » Implement a consolidated budget and financial planning process that incorporates all of the missions and achieves a unified SOM review and approval process – “OneBudget”
   » Develop long-term financial planning strategies that reflect the financial expectations required to deliver on the strategic plan of the organization, positioning it to provide adequate cash flow and performance
   » Enhance current financial reporting capabilities to enable access to financial information anytime, anywhere, from any device

4. Provide best-in-class administrative support via a highly-qualified and empowered workforce and state-of-the-art resources
   » Ensure HR is equipped and empowered to provide expertise and resources to recruit/retain the most highly-qualified personnel
   » Deliver creative and innovative IT services to empower students/faculty/staff to advance research, education, and patient care
   » Initiate a medical campus master planning process to enable more strategic use of space