



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 partnership
 - » 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