



forward
TOGETHER

2019-2024

UNC SCHOOL OF MEDICINE STRATEGIC PLAN



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Dear Colleagues,

The UNC School of Medicine's new strategic plan – *Forward Together* – represents the very best of our institution. The development of the plan, the ideas it contains, and its ongoing implementation are a testament to the collaborative culture and ambitious vision of our campus community.

We aspire to be the nation's leading public school of medicine. This plan's investment in education, research, faculty, diversity and inclusion, and service to the state and nation will help us get there.



We have a lot to be proud of: award-winning faculty, groundbreaking research, an innovative approach to medical education. Our partnerships around campus, around the state, and around the world are making an impact on the care of patients and the understanding of disease from Eastern North Carolina to Sub-Saharan Africa. We answer big questions, and we don't back away from challenges.

The challenge we face now is evolving in a way that builds on our strengths, creates new ones, and anticipates the areas we need to grow in order to become the institution we want to be in the next five years. *Forward Together* meets each of those criteria.

We are thankful to the faculty, staff, and students who contributed their insights during the development of this plan. As you review *Forward Together*, please consider the ways that you can become involved and how the specific focus areas will make an impact on the work that you do.

We all have a part to play in helping to achieve our goals. If you have ideas for enhancing the plan's implementation, or anything that will help us achieve our mission, we want to hear from you.

Thank you for all you do each day.

Sincerely,

Handwritten signatures of Wesley Burks and Cristy Page. Wesley Burks' signature is in black ink and is written in a cursive style. Cristy Page's signature is in black ink and is also written in a cursive style.

-Wesley Burks, MD and Cristy Page, MD, MPH

PROCESS AND OVERVIEW

Beginning in 2018, faculty, staff, learners and the Dean's Office worked together to create the School of Medicine's 2019-2024 strategic plan, *Forward Together*. *Forward Together* will aid the School of Medicine in reaching the desired vision of becoming the top public school of medicine in the nation, and is aligned with UNC-Chapel Hill's strategic framework called, The Blueprint for Next, which was approved by the UNC-Chapel Hill Board of Trustees in 2017. *Forward Together* is also aligned with UNC Health Care's dual transformation strategy developed in 2019.



***Forward Together* builds on our strengths which are**

- *outstanding research*
- *future-focused education*
- *enduring commitment to serving the people of North Carolina*
- *recognizing the benefits of supporting faculty, staff and learner success*
- *putting emphases on diverse, equitable and inclusive environments*

Research, Education, Faculty, Diversity, Equity & Inclusion, Service to the Community & Globe -Administration are the six major Imperatives that have been identified to help lead the pathway to UNC's School of Medicine becoming the top public school of medicine in the nation.

Aligned with the University of North Carolina at Chapel Hill's strategic framework, *Blueprint for Next, Forward Together* aims to innovate the SOM to benefit and collaborate with the public.

STRATEGIC FRAMEWORK



RESEARCH:

Highly innovative with a focus on finding treatments for human disease and improving the health of those we serve.



EDUCATION:

Opportunities where learners and teachers add value, and learners become leaders of the future.



FACULTY:

Empowered to lead and thrive in their chosen career paths.



DIVERSITY, EQUITY, & INCLUSION:

Embedded in a culture of belonging and aimed at making the teaching, learning and working environments more reflective of those we care for.



SERVICE:

Expanding beyond Chapel Hill, reaching and impacting state, national and global levels.



ADMINISTRATION:

Operating well and with excellence, and empowered to fulfill our mission.



VISION

To be the nation's leading public school of medicine

MISSION

To improve the health and wellbeing of North Carolinians and others whom we serve. We accomplish this by providing leadership and excellence in the interrelated areas of patient care, education and research.

We strive to promote faculty, staff and learner development in a diverse, respectful environment where our colleagues demonstrate professionalism, enhance learning, and create a personal and professional sustainability. We optimize our partnership with the UNC Health Care System through close collaboration and a commitment to service.

RESEARCH

The SOM supports a rich array of outstanding basic, clinical and population research programs, centers, and resources across the translation spectrum. The infrastructure and opportunities for collaboration support highly innovative research that fulfills our goal to positively impact the health of patients and serve the University, the State and beyond.

THROUGH ACHIEVING RESEARCH INITIATIVES, WE WILL MOVE FORWARD TOGETHER BY:

Increasing funding to support research that makes a difference in the lives of those we serve.

By many metrics, the UNC SOM ranks as a top caliber research intensive school:

- 93rd percentile for federal research grants and contracts among public medical schools nationally surpassing \$500 million in funding in Fiscal Year 2019, marking a major milestone for the school's expanding research enterprise
- Ranked 6th among public universities and 17th overall with \$293M in NIH awards in FY18
- All basic science departments ranked in the top 10, and 11 clinical science departments ranked in the top 30 in NIH funding
- 13 SOM faculty made the annual Clarivate highly cited list in 2018, recognizing their impact as the top 1% cited authors internationally
- 70th percentile in percentage of graduates from 2012 to 2017 who are MD-PhDs

¹ AAMC Missions Management Tool

² Calculated from research information on UNC Research (FY12: SOM 391,482,439; FY18:462,408,419) 93rd percentile from MMT data request 11/18

³ Source: Blue Ridge Institute for Medical Research

⁴ Source: Blue Ridge Institute for Medical Research



RESEARCH STRATEGIC PRIORITIES

- Guide investment for UNC to achieve national/global leadership in top research thematic areas
- Set clinical departments on a path toward national leadership in research
- Increase engagement with industry as part of an ongoing effort to grow translational and clinical research
- Strengthen the UNC research infrastructure including organization, governance, and administration to ensure UNC SOM research remains at the cutting edge

Invest in bridging basic science and clinical science faculty to foster collaborations that result in translational discoveries

EDUCATION

The UNC SOM is a large and complex educational enterprise with 840 students in medicine, 484 in basic sciences, and 458 in Allied Health. We educate 190 future physicians per class (of whom over 80% are North Carolinians) with all completing their 18-month Foundation Phase in Chapel Hill before being distributed to our campuses across the state.



THROUGH ACHIEVING EDUCATION INITIATIVES, WE WILL MOVE *FORWARD* TOGETHER **BY:**

- Expanding the FIRST (Fully Integrated Readiness for Service Training) program to include at least 20 students per class
- Maintaining a USMLE (United States Medical Licensing Examination) step 1 score mean 2 points above the national mean
- Expanding our PhD student class size

STAYING TRUE TO THE SPIRIT FOR THE PUBLIC, BY THE PUBLIC

EDUCATION STRATEGIC PRIORITIES

- Ensure the SOM is training professionals for the health care of the future, in collaboration with the Health Care System
- Optimize the MD curriculum and its delivery to ensure engaged and prepared learners
- Invest to maintain excellence in our educational mission, building the infrastructure necessary to deliver cutting-edge curriculum

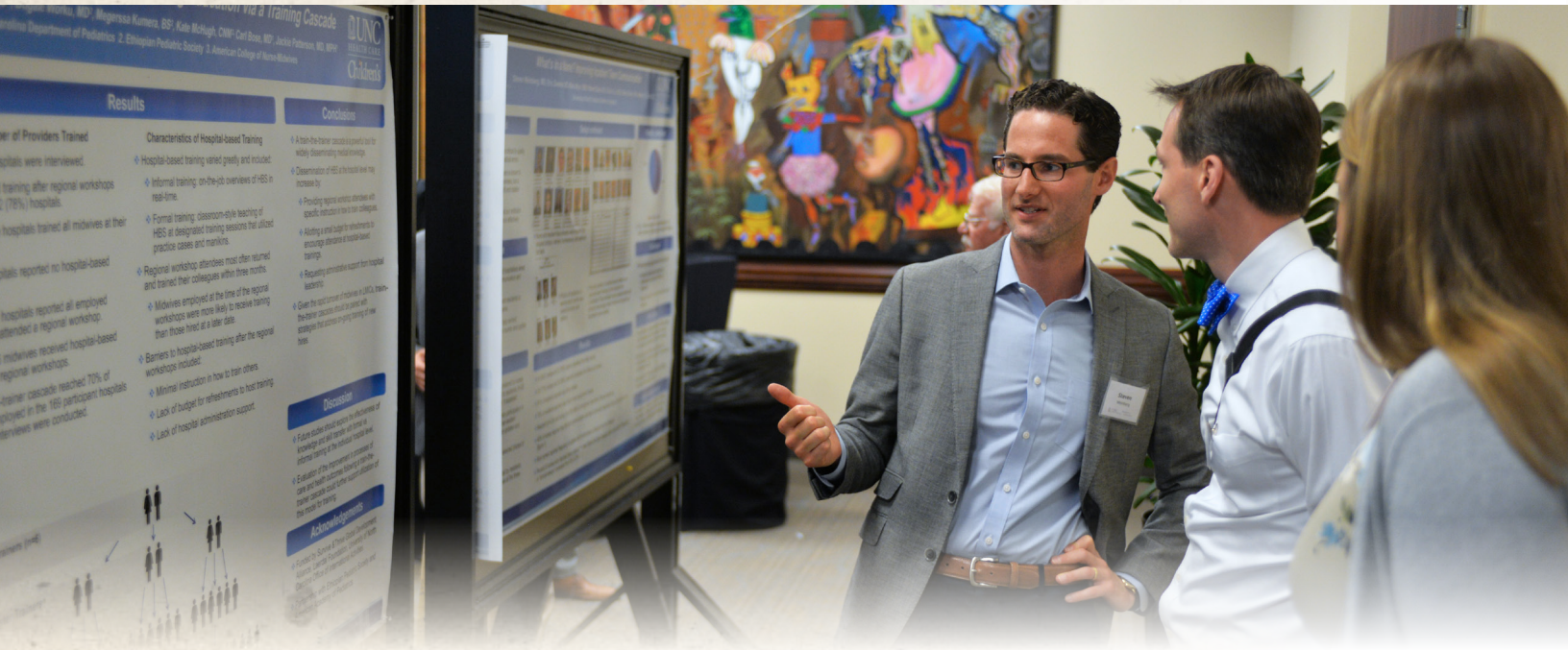
Through *Forward Together*, we are increasing our class size of PhD students; to not only educate more scientists prepared to address modern health problems, but also to conduct more research during their educational pursuit. Once the new medical education building is completed, we intend to increase our medical student class size to address the nation's physician shortage. We anticipate this building opening in 2022.



At UNC School of Medicine,
Learners Add Value while
becoming leaders of the future

An important component of *Forward Together* is optimizing the training of health professionals to ensure their readiness to practice within a rapidly changing health care environment. Enhanced leadership training, competence with technologies such as ultrasound and inter-professional practice skill development are major elements of this preparation for future-oriented practice.

FACULTY AFFAIRS AND LEADERSHIP DEVELOPMENT



Having a strong faculty wellness, engagement, and leadership development plan is invaluable to the success of a leading institution. The SOM is focused on providing robust opportunities for faculty development and fostering an environment where the School's approximately 2,000 full-time and part-time faculty can thrive and lead in their chosen career paths.



THROUGH ACHIEVING FACULTY AFFAIRS & LEADERSHIP DEVELOPMENT INITIATIVES , WE WILL MOVE FORWARD TOGETHER BY:



- Utilizing our system-wide Well-Being Initiative, a partnership between UNC Physicians, the UNC SOM, and UNC Health Care.
- Synergizing efforts to focus on the primary drivers of burnout and developing culture of well-being.



FACULTY STRATEGIC PRIORITIES

- Establish UNC as a leader in faculty wellness and engagement
- Foster an institutional climate in which faculty thrive professionally in their careers, and within particular subpopulations
- Enhance leadership development programming across the faculty career life cycle

Strategic partnerships with Kenan Flagler Business School and other professional schools on campus ensure efficient use of resources, diversity in expertise, and broader impact.



DIVERSITY, EQUITY AND INCLUSION



We have long invested in a variety of programs to support diversity. The creation of the SOM Office of Inclusive Excellence was a result of the 2012 UNC SOM Strategic Plan. The SOM also supports a large and active Office of Special Programs that supports the recruitment, well-being and retention of underrepresented minority students.

Over the last several years we have launched a variety of programs including Back to Carolina, Resident Diversity Initiative, First Look, Second Look, and the SOM Diversity Council.

We have a strong tradition of diversity in our medical student classes and increasing diversity among our residents. UNC SOM has graduated the sixth most African American physicians behind three HBCUs and two other larger schools. We rank 5th nationally for total minority PhD completion in the biological and biomedical sciences.

ACCORDING TO THE ASSOCIATION OF AMERICAN MEDICAL COLLEGES MANAGEMENT TOOL, IN THE SCHOOL OF MEDICINE:

- 8.7% of faculty identify as underrepresented in medicine
- 94th percentile nationally for graduates who are Black or African American
- 69th percentile nationally of faculty who are underrepresented minorities



THROUGH ACHIEVING DIVERSITY, EQUITY AND INCLUSION INITIATIVES, WE WILL MOVE FORWARD TOGETHER BY:

- Increasing our education on diversity and inclusion
- Continuing to improve our institutional visibility around diversity across our community

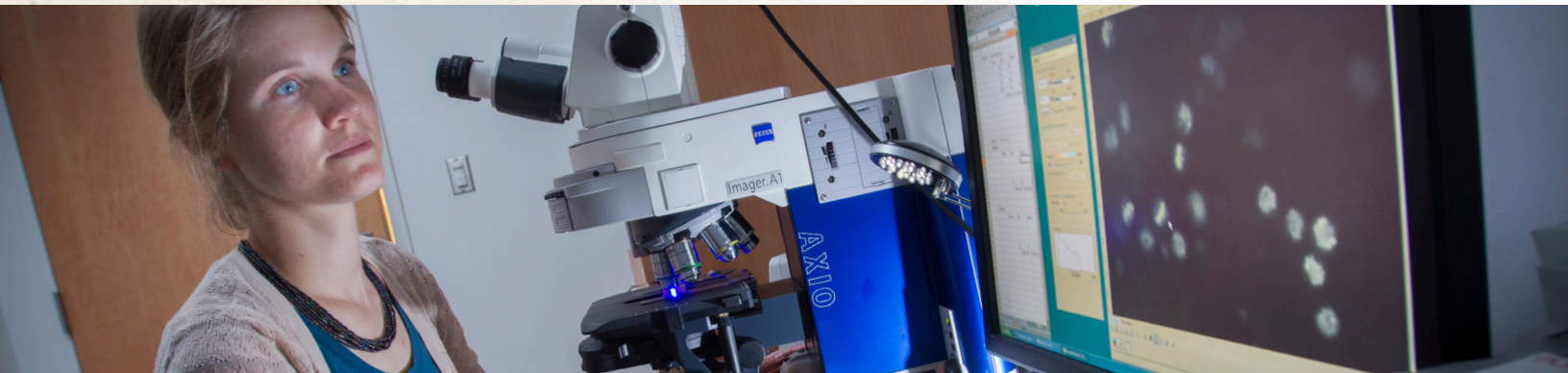
PRIORITIES

- Build a more diverse community reflective of those we serve
- Cultivate an environment that promotes a more inclusive culture
- Strengthen institutional infrastructure and systems to support diversity, equity and inclusion efforts

SERVICE TO THE STATE AND GLOBE

The School of Medicine's service expands well beyond Chapel Hill. The SOM has had an extensive record of accomplishment in global health, with a broad international portfolio in clinical medicine, research, and education.

This work is coordinated by the Institute of Global Health and Infectious Diseases (IGHID), which was created in 2007 to galvanize global activities in the SOM and across campus and the Office of International Activities (OIA), established in 2008. Much of the SOM's global portfolio is concentrated in "flagship" sites—including Malawi, Zambia, China, Nicaragua, South Africa, and Vietnam. These established hubs sustain long-term research, service, and training activities. In addition, departments, divisions, and individual faculty also have additional working relationships at other locations across the globe (e.g., Liberia, Democratic Republic of the Congo, Honduras, Peru, Spain).



Building our strengths in global health, *Forward Together* will enhance internal and external awareness of existing clinical, research and educational opportunities around the world, foster increased global education across the SOM, and strengthen strategic partnerships in support of our commitment to global health.

Through achieving Service to the State and Globe initiatives, we will move *Forward Together* by increasing residency matches in NC from 40% to 45% to place our graduates on a career trajectory to practice within the state.



Through *Forward Together*, we will continue to build our clinical campuses and will partner with AHEC to enhance workforce development across the state.

SERVICE TO THE STATE AND GLOBE STRATEGIC PRIORITIES

- Engage across the state to produce the workforce needed in North Carolina and beyond
- Focus service to rural North Carolina
- Translate research into professional, commercial, and societal uses for the citizens of North Carolina
- Strengthen our global citizenship by thoughtfully expanding our clinical, research, and educational outreach

The SOM works collaboratively with NC AHEC (NC Area Health Education Centers) across the state to promote STEM (science, technology, engineering, mathematics) education and enrollment in health-related educational programs across the state.



ADMINISTRATION AND INFRASTRUCTURE

The UNC School of Medicine strives to operate well and with excellence, which is essential to creating an effective and sustainable organization.

Over the past several years, the SOM has undertaken multiple initiatives to enhance the efficiency and effectiveness of administrative, support, and financial systems. Human Resources and financial functions/support have been “centralized” in hubs close to groups of users, with overall positive results.

Critical to the success of an organization is having and utilizing effective communication vehicles and channels for both internal and external audiences

ADMINISTRATION AND INFRASTRUCTURE STRATEGIC PRIORITIES

- Improve communication effectiveness and nimbleness, both internally and externally
- Substantially increase philanthropic support for the UNC School of Medicine and UNC Hospitals
- Consolidate and modernize UNC School of Medicine’s financial services, from budgeting to reporting
- Provide best-in-class administrative support via a highly qualified and empowered workforce and state-of-the-art resource

THE OVERSIGHT AND PLANNING TEAM

Wesley Burks	Dean/ CEO
Cristy Page	Executive Dean
Julie Byerley	Executive Vice Dean for Education
Blossom Damania	Vice Dean for Research
Cam Enarson	Vice Dean Strategic Initiatives
Paul Godley	Late Vice Dean for Diversity Equity and Inclusion
Joanne Jordan	Vice Dean for Faculty Affairs and Leadership
Karlina Matthews	Associate Dean for Administration
Sierra Mckoy	Internal Communications
Uduak Ndoh	Chief Information Officer
Leslie Nelson-Bernier	Associate Dean for Development
Lisa Schiller	Chief Communications and Marketing Officer
Michael Sledge	Chief Financial Officer



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