“The best way to predict the future is to create it”

~ Peter Drucker
<table>
<thead>
<tr>
<th>Topic</th>
<th>Speaker</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome Remarks from EVP Shannon</td>
<td>Dean Dunlap</td>
</tr>
<tr>
<td>Remarks from Provost Simon</td>
<td></td>
</tr>
<tr>
<td>Review of Strategic Planning Process</td>
<td>Dean Dunlap</td>
</tr>
<tr>
<td>Academic Strategy Initiatives</td>
<td>Ruth Bernheim, Doug Bayliss</td>
</tr>
<tr>
<td>Mission Work Groups- Visions and Process</td>
<td>Donna Chen, Adrian Halme, Jim Nataro, Charles Farber</td>
</tr>
<tr>
<td>Next Steps Closing Remarks Appreciation</td>
<td>Dean Dunlap</td>
</tr>
</tbody>
</table>
“Every planning process that I have worked on has taught me something new about the organization. It’s a process that can uncover small successes with huge potential. It’s also a process that questions the status quo. I hope you have found the process energizing and enlightening.

I expect that some of the ideas you have generated will have results within a few months. Other ideas will take time to fully implement. I look forward to receiving regular updates on your progress.”
Richard Shannon, MD

“...I strongly endorse this planning process. I’ve been impressed by the faculty’s commitment and level of participation throughout. You have done a remarkable job surfacing ideas: both problems that we need to address today and aspirations for the future. Now it is time for leadership to synthesize these ideas, set priorities and make investment decisions to move us forward.”

Executive Vice President
For Health Affairs
Hoo Are We?

- Excellence
- Innovative
- Collaborative
- Compassionate
- Dedicated
- Cutting-edge
- Disorganized
Process Structure

Dean and Executive Committee and Steering Committee

Mission
- Research
- Education
- Clinical Care

Infrastructure Workgroups
- Operational Efficiency
- Community
- Diversity
- Faculty Development
- IT
- Partnerships
- Philanthropy
- Reputation
- Communication
- Legislative Relations
What Have We Accomplished?

Jan
Project Charter

Feb
Assessment

Mar
Vision Retreat

Apr
Mission Work Groups

May
Tactical Work Groups

Jun
Strategy Development

Synthesis & Initial Priorities

- 30+ SWOTs
- 3 Mission Work Group reports
- 13 Tactical Work Group reports
- 250+ work group members
- 300+ hours of meetings

- Thousands of emails
- 80+ Doodle Polls
- 5,000+ Website hits
- Plenary, Retreat, Townhalls, Presentation/Reception
Phases of Strategic Planning

1. Mission
2. Vision
3. Strategy
4. Plan
5. Implement
6. Assess & Refine
7. We Are Here
A strategy:

- Is designed to attain an advantage over others
- Shapes the future by defining organizational focus
- **Becomes a pattern of decisions that** transforms an organization
Our strategy proclaims our aspiration

- Collaboration
- Integration
- Pioneering Innovation
Steering Committee Members

Co-Chairs: **Doug Bayliss** Pharmacology, Chair  **Ruth Bernheim** PHS, Chair

**Gretchen Arnold**  
Claude Moore Library Director

**Amy Bouton**  
Microbiology, Graduate Programs

**Dorrie Fontaine**  
School of Nursing, Dean

**Sharon Heyka**  
Neuroscience, Administrator

**Chris Holstege**  
ED, Faculty Senate Representative

**Don Innes**  
Pathology, UME

**Susan Kirk**  
Medicine, DIO

**Chris Kramer**  
Medicine / Radiology

**Thomas Loughran**  
Cancer Center, Director

**Russ Manley**  
Medicine, Administrator

**Bob Meyer**  
VCTRS, Director

**Norman Oliver**  
Family Medicine, Chair

**Shayn Peirce-Cottler**  
Biomedical Engineering

**Hunter Poarch**  
Student, Class of 2014

**Paul Read**  
Radiation Oncology
Steering Committee
Cross-Mission Initiatives

1. Establish an ongoing funding mechanism for innovation in the Research, Education, and Clinical areas with explicit strategic criteria, benchmarks, and timelines
2. Align recognition and reward models with values and strategic goals
3. Strategically hire and develop a cadre of academic/clinical investigators to bridge basic, translational and clinical research such that their success becomes a point of differentiation
4. Integrate clinical and research enterprises through data
5. Invest in Collaboration
6. Implement a cross-mission Academic Program on Patient Safety and Quality of Care that includes scholarship, research on quality and clinical outcomes, teaching and learning, and innovative clinical models
7. Broaden funding base and develop appropriate support infrastructure
Steering Committee
Mission Initiatives

Research
1. Identify integrative areas of existing strength and new opportunities as candidates for strategic investment
2. Address major barriers to research

Education
1. Implement curriculum specialization, in collaboration with Schools across Grounds, such that UVA becomes known for differentiated graduates
2. Develop other training opportunities for SOM students

Academic Clinical Practice
1. Promote innovative and distinctive clinical programs and models of care
2. Facilitate scholarship around innovative clinical programs and models of care and measure outputs against goals
Steering Committee
Infrastructure Initiatives

1. Strengthen the collaborative, responsive leadership model for the SOM -- with open and transparent lines of communication and accountability -- to explore new ideas and creative solutions to cross-mission issues
2. Establish an Office of Faculty Affairs to oversee P&T, Faculty Dev
3. Increase efficiency of the research process through standardization, centralization, and automation development, and compensation redesign
4. Improve operational efficiencies and organizational capacity by moving to a more distributed functional and transparent decision-making model
5. Invest in Information Technologies that could be leverage to differentiate the SOM
Steering Committee

Lessons Learned and Key Findings

- Faculty participation and involvement throughout this phase
- Debated issues in a way we have not done before
- Pillars emerged from all of the activities
  - Work groups, meetings, retreat, Chairs’, SWOTs
- Many ideas from different groups were similar and became cross-mission initiatives
- All groups raised significant infrastructure concerns that were elevated to a strategic level
- Declaration that the three pillars are foundational to the identity of the SOM and how we work
- Committed to continuing this process
## Education Work Group Members

*Co-Chairs: Donna Chen, Public Health Sciences Adrian Halme, Cell Biology*

<table>
<thead>
<tr>
<th>Jann Balmer</th>
<th>Keith E. Littlewood</th>
<th>Mary K. Worden</th>
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<tbody>
<tr>
<td>Edward Bertram</td>
<td>Beatriz Lopes</td>
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<tr>
<td>Robert Bloodgood</td>
<td>Valeria Mas</td>
<td>Elizabeth Bradley</td>
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<td>Valentina Brashers</td>
<td>William Pearson</td>
<td>Janet Cross</td>
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<td>Juliana Bueno</td>
<td>Neeral Shah</td>
<td>Sabrina Nunez</td>
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<td>Daniel Burke</td>
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<td>John Dent</td>
<td>Brian Uthlaut</td>
<td>Kambiz Kalantari</td>
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<td>Gerald Donowitz</td>
<td>Linda Waggoner-Fountain</td>
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<td>Linda Duska</td>
<td>Brian Wispelwey</td>
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<td>Wendy Golden</td>
<td>William Guilford</td>
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<td>Leigh Grossman</td>
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Mission: Education

GOAL FOR THIS ROUND: Identify strategic initiatives that would benefit all areas of the SOM educational mission in the short term and set the stage for long-term growth and excellence

GUIDING VISION
• Valuing and appropriately supporting faculty and staff participation and excellence across all facets of the educational mission
  • Address P&T, faculty tracks, job descriptions in relation to education
  • Address growing documentation and administrative burdens
• Ensuring excellence in core educational efforts and creating valuable new offerings for students in existing programs
  • Create curriculum specialization tracks, certificates/dual degrees, “boot camps,” and teaching/internship opportunities for students
  • Optimize UME and BIMS class size for educational excellence
• Strategically developing new educational programs that could differentiate UVA SOM from our peer institutions and potentially bring in new revenue streams
  • Leverage partnership opportunities across University and Health System
  • Incentivize and reward innovation in education
Academic Clinical Work Group Members

Chair: James Nataro, Pediatrics, Chair

Mark Abel
Russell Bailey
Joseph Cardella
Jason Freeman
Peter Hallowell
Ziv Haskal
James Plews-Ogan

David E. Jones
Janet Lewis
Carrie Sopata
John Voss
Andrew Wang
Robert Thiele
James Isbell
Vision and Process

Guiding Vision

• Improve the value proposition of UVA as an academic clinical enterprise
  – Explore how education and research can add greater value to the clinical mission
  – Develop plan to foster clinical and education innovation at UVA

• Facilitate academic career development of busy clinical faculty

The Process

• Progressed from
  – Challenges
  – Possibilities
  – Realization pockets of excellence exist

• Scholarship, Innovation must be
  – Promoted
  – Facilitated
  – Celebrated
  – Propagated
Research Work Group Members

Co-Chairs: Judith Woodfolk, Medicine: Allergy & Clinical Immunology
Charles Farber, Public Health Sciences

Talissa Altes    Jaideep Kapur    William Petri
Brian Annex     Jonathan Kipnis    David Rekosh
Michael G. Brown Lauren Lockhart    Christine Thisse
Sandra Burks    Ulrike Lorenz    Vesna Todorovic
David Castle    John C. Marshall    Ronald Turner
Stewart Craig   Christopher McCartney    Steve Wasserman
Jason Druzgal   Colleen McNamara    Michael Weber
Ed Egelman      Elizabeth Molina    Brad Worrall
Erin Foff       James Nataro    Eric Houpt
Jay Fox         Wendy Novicoff    Lori Elder
Adam Goldfarb   Gary Owens    Mark Kester
Myla Goldman    Elizabeth Hupp
**Vision:** To be an international leader in innovative, collaborative and transformative research that is noted for its exceptional science and its significant and sustainable impact on fundamental knowledge and human health.

**Goals:**
1) Promote collaborative, interdisciplinary science and pioneering research.
2) Broaden UVA SOM funding base.
3) Enhance research efficiency by strengthening infrastructure and reducing barriers.
• Focus our biomedical research on the betterment of human health
• Train leaders in medicine and science to work in teams
Where Are We Going?

Develop Strategic Plan
Begin Implementation

Jul
Aug
Sep
Oct
Nov
Dec

Implement Initial Initiatives

Assess Initial Implementation and Refine Plan

- Continue implementation of urgent or foundational initiatives
- Convene new task forces and work groups for implementation
- Make strategic investments
- Reflect on our initial planning process to inform the next round of planning (the flywheel)
Implement Compensation plan that values all missions

Rewrite P & T policies to promote collaboration.

Develop internships in industry & innovation center

Develop Research Infrastructure and IT systems that are more efficient for all involved

Create physical and virtual space to enhance collaboration

Partner with schools across grounds

COLLABORATION INTEGRATION INNOVATION
The Flywheel is Beginning to Turn

- BS and Clinical Compensation Plan
- Promotions and Tenure Review
- Philanthropy Plan for Basic Science
- Institutional Review Board Review
- Faculty Nominations for National Awards
- Administrative Efficiency Review
- Posting for Assoc. Dean of Diversity
- VIVO Software being installed
- Collaboration space in library coming soon
- Office for Licensing and Venture group
- ........PLUS OTHERS
Next Steps

- Develop strategic plan
- Implement
  - Commission external assessments
  - Convene task forces
  - Request other data
  - Complete additional analyses