School of Medicine
GOALS
Administrators’ Meeting
March 19, 2015
Our Mission

**Education:**
Train the next generation of leaders in medicine and science to work in teams across the expanded continuum of care

**Research:**
Focus our biomedical research on the betterment of the human condition

**Clinical Care:**
Become the safest place to receive care, healthiest place to work and provider of best clinical care in VA
In everything we do, we strive to improve health ...

We do this through inspired healing, deep learning, and astonishing discovery.

In other words, we change lives.
Our Values

- **Respect**
  - To recognize the dignity of every person
    - courteous, welcoming, caring, inclusive

- **Integrity**
  - To be honest, fair, and trustworthy
    - transparent, honest, confidential, authentic

- **Stewardship**
  - To manage resources responsibly
    - supportive, role model, resourceful, committed

- **Excellence**
  - To perform at the highest level with a commitment to continuous improvement
    - collaborative, dependable, compliant, responsive
UVA Pillars

• Enrich and strengthen the University’s distinctive residential culture

• Strengthen the University’s capacity to advance knowledge and serve the Commonwealth of Virginia, the nation, and the world through research, scholarship, creative arts, and innovation

• Provide educational experiences that deliver new levels of student engagement

• Assemble and support a distinguishing faculty

• Steward the University’s resources to promote academic excellence and affordable access
UVA Health System Goals

- To become the safest place to receive care
- To be the healthiest work environment
- To provide the highest level of clinical care
- To generate biomedical discovery that betters the human condition
- To train the healthcare workforce of the future in teams
- To ensure value-driven and efficient stewardship of resources
School of Medicine Goals

- Contribute to an improved national reputation
- Build community among faculty, staff and students/trainees
- Demonstrate safety and excellence in clinical care
- Offer an education that differentiates our graduates and trainees
- Foster research innovation and grow research portfolio
- Demonstrate a commitment to diversity
- Develop faculty and staff
- Create value for stakeholders and streamline operations
## SOM Implementation Tool

### GOAL # 1: Contribute to an improved national reputation

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<tr>
<th>SOM STRATEGY</th>
<th>SOM SUPPORTING INITIATIVES</th>
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<th>ACCOUNTABLE EXECUTIVE LEADER(S)</th>
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<tr>
<td>• Foster a culture that contributes to the vitality, success, and diversity of faculty and staff • Broaden funding base and develop appropriate support infrastructure</td>
<td>1) Develop standard processes for packaging faculty nominations 2) Partner with VPR's Office, UVA Innovations, and others to increase external funding opportunities 3) Create attractive investment opportunities across missions for donors</td>
<td>1a) # members and leaders of national societies or organizations 1b) # prestigious national awards 2a) # high impact publications 2b) # IP disclosures 3) Philanthropic support for new programs and strategic hires</td>
<td>1a) 2 new national leaders 1b) Increase 2a) 3% increase peer-reviewed publications 2b) Increase 3) Increase</td>
<td>1) Pollart 2) Shupnik 3) Rendleman</td>
<td>1-3) Cluff</td>
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<tr>
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- 1) # Press releases and placements
- 1-3) # Press releases and placements
- 1) Pollart
- 2) Shupnik
- 3) Rendleman
- 1-3) Cluff
- 1) Pollart
- 2) Shupnik
- 3) Rendleman
- 1-3) Cluff

**DEPARTMENT ACCOUNTABLE PERSON(S):**

1) Pollart 2) Shupnik 3) Rendleman 1-3) Cluff

**TIMELINE:**

1-3)

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</table>
| Foster a culture that contributes to the vitality, success, and diversity of faculty, staff and students | Establish an Office of Faculty Affairs and Development | 1) AAMC Faculty Survey  
2) Gallup Survey  
3) AAMC Staff Survey | 1) Increase  
2) Increase  
3) Increase | 1) Pollart  
2) and 3) Kromkowski | |
| Invest in innovative, collaborative and integrative projects and programs | 1) Strategically hire across departments  
2) Create shared and open spaces  
3) CQI in educational programs | 1) Cross departmental mentoring  
2) Square feet of “gathering” space  
3) TBD | 1) Increase  
2) TBD  
3) TBD | 1) Interim Dean  
2) Kromkowski, Interim Dean  
3) Canterbury | |

**SUPPORTING DEPARTMENTAL STRATEGY**

**SUPPORTING DEPARTMENTAL INITIATIVES**

**DEPARTMENT METRICS**

**DEPARTMENT TARGETS/ MILESTONES**

**DEPARTMENT ACCOUNTABLE PERSON(S)**

**TIMELINE**
# SOM Implementation Tool

## GOAL #3: Demonstrate safety and excellence in clinical care

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<tr>
<td>Promote innovative and distinctive clinical programs and models of care</td>
<td>Dovetail promotions of innovative and distinctive clinical programs with the Centers and Program of Excellence</td>
<td>1) MC Quality: • Mortality • Falls • Pressure Ulcers • Team Safety • CAUTI • CLABSI 2) # Published papers re: safety and quality outcomes</td>
<td>1) Be Safe Goals 2) Increase</td>
<td>Ghaemmaghami</td>
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### SOM SUPPORTING INITIATIVES
- Dovetail promotions of innovative and distinctive clinical programs with the Centers and Program of Excellence

### SOM METRICS
1. MC Quality:
   - Mortality
   - Falls
   - Pressure Ulcers
   - Team Safety
   - CAUTI
   - CLABSI
2. # Published papers re: safety and quality outcomes

### SOM TARGETS/MILESTONES
1. Be Safe Goals
2. Increase

### ACCOUNTABLE EXECUTIVE LEADER(S)
- Ghaemmaghami
## GOAL #4: Offer an education that differentiates our graduates and trainees

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| Develop innovative, collaborative and integrative educational programs | Offer dual-degree, certificate, and other educational opportunities | 1) # of new programs  
2) # enrollees in new programs  
3) UME, GME, BIMS placements | 1) Increase  
2) Increase  
3) 100% placement | 1) Canterbury, Innes' replacement  
2) Canterbury, Innes' replacement  
3) Canterbury, Kirk, Bouton | |

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<tr>
<td>Support innovative, collaborative and integrative research</td>
<td>1) Hire developing clinical investigators and provide mentorship 2) Facilitate small-scale innovation (internally funded RFPs) 3) Conduct programmatic reviews in areas of existing strength and new opportunities: Genomics/Epigenetics, Neurosciences, Outcomes/Population Health, Immunology/Inflammation/ID, Molecular Imaging</td>
<td>NIH Grants in $’s 1) # high impact publications 1) # K to R transitions 2) # Internally funded grants 3a) # of P, U, multi PI grants</td>
<td>Increase NIH research portfolio by 3% 1a) Increase 1a) 33% K to R transition 1b) Improve retention of mid-level faculty 3a) Recruit mid-level or senior faculty; 3b) Increase NIH funding by 5% in programs selected for investment</td>
<td>Shupnik, Interim Dean Shupnik, Interim Dean</td>
<td></td>
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<tr>
<td>Integrate clinical and research enterprises through data sharing and management</td>
<td>1) Develop a data service &quot;core&quot; to assist clinical researchers in data science 2) Develop the bioinformatics infrastructure to enable linking of clinical data and biorepository data</td>
<td>1) # Genomics &amp; outcomes studies 2) # enrollment in genomics &amp; population outcomes studies</td>
<td>1) Increase 2) Increase by 10%</td>
<td>Shupnik, Jackson, Skinner</td>
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<tr>
<td>Address major barriers to research</td>
<td>1) Assess allocation of research costs and funding support 2) Assess and redesign research support processes</td>
<td>1) Funding/costs benchmarks 2) Approval process time</td>
<td>1) 50th percentile (AAMC) 2) Reduce</td>
<td>1) Shupnik, Kromkowski, Interim Dean 2) Shupnik, Jackson</td>
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**SOM Implementation Tool**

**GOAL #5: Foster research innovation and grow research portfolio**

- **Support innovative, collaborative and integrative research**
  - 1) Hire developing clinical investigators and provide mentorship
  - 2) Facilitate small-scale innovation (internally funded RFPs)
  - 3) Conduct programmatic reviews in areas of existing strength and new opportunities: Genomics/Epigenetics, Neurosciences, Outcomes/Population Health, Immunology/Inflammation/ID, Molecular Imaging

- **Integrate clinical and research enterprises through data sharing and management**
  - 1) Develop a data service "core" to assist clinical researchers in data science
  - 2) Develop the bioinformatics infrastructure to enable linking of clinical data and biorepository data

- **Address major barriers to research**
  - 1) Assess allocation of research costs and funding support
  - 2) Assess and redesign research support processes

**SUPPORTING DEPARTMENTAL STRATEGY**

**SUPPORTING DEPARTMENTAL INITIATIVES**

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**DEPARTMENT TARGETS/ MILESTONES**

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**TIMELINE**
### GOAL #6: Demonstrate a commitment to diversity

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<tr>
<td>Foster a culture that contributes to the vitality, success, and diversity of faculty and staff</td>
<td>Improve recruitment and retention of underrepresented minority: 1) faculty 2) Housestaff 3) managerial/executive staff</td>
<td>1) # offers made 2) # qualified underrepresented applicants 3) # declinations</td>
<td>1) 50th percentile benchmark in faculty diversity (AAMC) Increase in underrepresented minority in: 2) Housestaff 3) Managers/executives</td>
<td>1) Pollart, Townsend, Interim Dean 2) Kirk 3) Kromkowski, Interim Dean</td>
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**GOAL #7: Develop faculty and staff**

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<tr>
<td>1) Enhance faculty/staff development and recognition</td>
<td>1a) Faculty: promotion or professional advancement (Annual faculty development report)</td>
<td>1a) and 1b) TBD</td>
<td>1a) Pollart 1b) Kromkowski</td>
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<td>2) Reconfigure P&amp;T process</td>
<td>1b) Staff: career and in-place growth</td>
<td>2) TBD</td>
<td>2) Pollart</td>
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<tr>
<td>3) Revise faculty compensation models</td>
<td>2) Revised P&amp;T guidelines</td>
<td>3) TBD</td>
<td>3) and 4) Kromkowski, Interim Dean</td>
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<tr>
<td>4) Review faculty funding models and increase transparency</td>
<td>3) and 4) Documented compensation plans in every department</td>
<td>4) TBD</td>
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<td>5) Develop standard processes for packaging faculty nominations</td>
<td>5a) # members and leaders of national societies or organizations</td>
<td>5a) Two new national leaders</td>
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<td>5b) # prestigious national awards</td>
<td>5b) Increase</td>
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**SUPPORTING DEPARTMENTAL STRATEGY**

**SUPPORTING DEPARTMENTAL INITIATIVES**

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Foster a culture that contributes to the vitality, success, and diversity of faculty and staff.
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<td>Improve operational efficiencies and organizational capacity</td>
<td>1) Create a more distributed functional, transparent and accountable decision-making administrative structure</td>
<td>1) Overhead percentage by unit</td>
<td>1) Reduced</td>
<td>1) Kromkowski</td>
<td>2a) and 2b) Ghaemmaghami, Interim Dean, Jackson</td>
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<td></td>
<td>2a) Implement and institutionalize the Be Safe model of problem solving</td>
<td>2a) and 2b) # Faculty and staff oriented to Be Safe problem solving and Lean methodology</td>
<td>2a) and 2b) 100%</td>
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<td></td>
<td>2b) Implement LEAN management across the school</td>
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<td>3) Kromkowski, Pollart</td>
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<td></td>
<td>3) “One HR”</td>
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<td>3) TBD</td>
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<td></td>
<td>4) Integrated master space plan</td>
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<td>4) Kromkowski</td>
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<td>Invest in Information Technologies</td>
<td>Increase effectiveness and efficiency through simplification, standardization, centralization, and automation</td>
<td>1) Risk exposure</td>
<td>1) Decrease</td>
<td>Kromkowski, Jackson, Interim Dean</td>
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<td></td>
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<td>2) Approval process time</td>
<td>2) Shorten</td>
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**GOAL #8: Create value for stakeholders and streamline operations**

**SOM STRATEGY**
- Improve operational efficiencies and organizational capacity
- Invest in Information Technologies

**SOM SUPPORTING INITIATIVES**
- 1) Create a more distributed functional, transparent and accountable decision-making administrative structure
- 2a) Implement and institutionalize the Be Safe model of problem solving
- 2b) Implement LEAN management across the school
- 3) “One HR”
- 4) Integrated master space plan
- Increase effectiveness and efficiency through simplification, standardization, centralization, and automation

**SOM METRICS**
- 1) Overhead percentage by unit
- 2a) and 2b) # Faculty and staff oriented to Be Safe problem solving and Lean methodology
- 3) Implemented “One HR”
- 4) Implemented space plan
- 1) Risk exposure
- 2) Approval process time

**SOM TARGETS/ MILESTONES**
- 1) Reduced
- 2a) and 2b) 100%
- 3) TBD
- 4) TBD
- 1) Decrease
- 2) Shorten

**ACCOUNTABLE EXECUTIVE LEADER(S)**
- 1) Kromkowski
- 2a) and 2b) Ghaemmaghami, Interim Dean, Jackson
- 3) Kromkowski, Pollart
- 4) Kromkowski
- Kromkowski, Jackson, Interim Dean

**TIMELINE**
- 1) TBD
- 2a) and 2b) TBD
- 3) TBD
- 4) TBD
Wrap Up

Academic Strategic Planning Website: http://med.virginia.edu/asp/

Questions? Comments?
Appendix
Our Strategy

How will we differentiate ourselves?

I. Collaboration

II. Innovation

III. Integration
Strategic Priorities

1. **Invest in innovative, collaborative and integrative research, education and clinical programs.**
   - A. Facilitate small-scale innovation across missions
   - B. Strategically hire developing clinical investigators to bridge research and provide mentorship
   - C. Strategically hire across departments
   - D. Implement the Be Smart program as an academic extension to the Be Safe patient safety program
   - E. Strategically invest in integrative areas of existing strength and new opportunities

2. **Foster a culture that contributes to the vitality, success, and diversity of faculty.**
   - A. Align recognition and professional development models with SOM values and strategic goals.
   - B. Establish an Office of Faculty Affairs to oversee P&T, Faculty Development, and Compensation Redesign

3. **Integrate clinical and research enterprises through data sharing and management.**

4. **Broaden funding base and develop appropriate support infrastructure.**

5. **Address major barriers to research.**
6. Implement curriculum specialization, in collaboration with Schools across Grounds, such that UVA graduates are differentiated
   A. Offer dual-degree and certificate opportunities
   B. Develop other training programs

7. Promote innovative and distinctive clinical programs and models of care

8. Improve operational efficiencies and organizational capacity
   A. Simplify, standardize, centralize and automate processes where feasible
   B. Create a more distributed functional, transparent and accountable decision-making administrative structure

9. Invest in Information Technologies that could be leveraged to differentiate the SOM
1. Invest in innovative, collaborative and integrative research, education and clinical programs

A. Facilitate small-scale innovation across missions

- Fund at least one innovative program from each mission
- Develop an ongoing mechanism to solicit/fund additional rounds of proposals semi-annually
- Develop metrics for ROI, financial and non-financial
1. Invest in innovative, collaborative and integrative research, education and clinical programs

B. Strategically hire developing clinical investigators to bridge research and provide mentorship.

1. Assess barriers in current funding; enact sustainable solutions
2. Create comprehensive Education, Mentoring and Professional Development Program; assess barriers in current funding and P&T models
1. Invest in innovative, collaborative and integrative research, education and clinical programs

C. Strategically hire across departments

1. Facilitate faculty recruitment/retention that cross departments in alignment with strategic goals
2. Improve awareness of internal, cross-grounds, and external resources and opportunities: develop programs (lectures, meetings, happy hours, etc.); create central repository for innovation and collaborations/partnerships across missions; invest in technological solutions e.g., online faculty profiles
3. Create physical and virtual shared and open spaces/places dedicated to enhance collaboration
1. Invest in innovative, collaborative and integrative research, education and clinical programs

D. Implement the Be Smart program as an academic extension to the Be Safe patient safety program.

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.
1. **Invest in innovative, collaborative and integrative research, education and clinical programs**

E. Strategically invest in integrative areas of existing strength and new opportunities

1. Conduct high-level internal and external assessment of research portfolio (SOM and cross-grounds)
2. Complete analyses in the following select areas that integrate across the research spectrum: Genomics/Epigenomics; Inflammation/Immunology/Infectious Disease; and Big Data/Bioinformatics/Population Health.
3. Solicit additional areas for similar analyses such as: Stem Cell/Regenerative Medicine, Nanomedicine, Metabolism and Obesity, Cognitive Sciences
2. Foster a culture that contributes to the vitality, success, and diversity of faculty

A. Align recognition and professional development models with SOM values and strategic goals

1. Enhance faculty and staff development and recognition
2. Improve recruitment and retention of underrepresented minority faculty
3. Revise faculty compensation models
4. Review faculty funding models and increase transparency
5. Develop standard processes for packaging faculty nominations
2. Foster a culture that contributes to the vitality, success, and diversity of faculty

B. Establish an Office of Faculty Affairs to oversee P&T, Faculty Development, and Compensation Redesign

1. Re-evaluate criteria for promotion and tenure
2. Develop tools and training for professional development throughout the career stages of faculty
3. Create mentor training programs and tools
3. **Integrate clinical and research enterprises through data sharing and management**

A. Develop the bioinformatics infrastructure to enable linking of clinical data and biorepository data;
B. Develop a data service "core" to assist clinical researchers in data science;
C. Increase the amount of data and biorepository samples available for research.
4. Broaden funding base and develop appropriate support infrastructure

A. Partner with VPR’s Office, UVA Innovations, and others to increase external funding opportunities
B. Create attractive investment opportunities across missions for donors
5. Address major barriers to research

A. Assess allocation of research costs and funding supports
B. Revise policies and procedures that impede research and at VPR office and to examine deficits in clinical trials research infrastructure.
6. Implement curriculum specialization, in collaboration with Schools across Grounds, such that UVA graduates are differentiated

Offer dual-degree, certificate, and other educational opportunities to UME and BIMS

a) Develop certificate programs: Initial areas in Education, Business and Entrepreneurship, Leadership, Health Policy, Safety and Quality, and Regulatory Science; Inventory internal resources and gaps to prioritize opportunities.
b) Develop additional curricula around Leadership and Education; Inventory internal and across-grounds resources and gaps; Determine resources needed for varying types of specialization (classes for: UME, GME, CME, BIMS, certificates, joint or dual degrees).
c) Assess opportunities for SOM to partner cross-grounds to expand curricula at other UVA schools.
7. Promote innovative and distinctive clinical programs and models of care

Dovetail promotions of innovative and distinctive clinical programs with the Centers and Programs of Excellence

a) Inventory existing clinical innovations and funding opportunities at UVa (e.g., Buchanan and COE funding) to identify underfunded areas of clinical opportunity.
b) Perform environmental scan for additional opportunities to pilot clinical innovation.
c) Invest in one existing area of strength and one newly identified need within 90 days of internal inventory and environmental scan; Assess investments quarterly against metrics of success and multiple ROI measures to coordinate continued resourcing.
8. Improve operational efficiencies and organizational capacity

A. Simplify, standardize, centralize and automate processes where feasible

a) Streamline approval processes for research activities
b) Implement Clinical Trials Management and Grants Management Systems
c) Assess utilization of and funding of Cores
d) Simplify documentation and administrative tasks for educators
e) Determine appropriate class sizes
8. Improve operational efficiencies and organizational capacity

B. Create a more distributed functional, transparent and accountable decision-making administrative structure

• Fully implement and institutionalize the Be Safe model of problem solving
9. Invest in Information Technologies that could be leveraged to differentiate the SOM

A. Develop a centralized Research Data Services Center
B. Provide statistical support services, such as assisting with statistical techniques and research design.