

University Strategic Plan

Transforming Health Sciences Education, Research and University Partnerships

Introduction

The Northeast Ohio Medical University (NEOMED) transforms learners, educators, researchers, alumni and the communities that it serves through the University’s six core values of competence, communication, caring, curiosity, character and community. The University Strategic Plan provides a blueprint that builds upon past successes while advancing NEOMED’s mission to improve the health, economy and quality of life of the diverse communities throughout Northeast Ohio through inclusion, innovation and collaboration.

NEOMED is at a critical juncture in view of the pace of changes in medicine, pharmacy, education and research, the breadth and reach of faculty activity, and our obligation to develop a sustainable business model. This plan positions the University to strengthen and extend its leadership role in education, research and service in this region and throughout Ohio.

NEOMED embraces change opportunities and will create dynamic academic partnerships while leveraging the establishment of strong, effective alliances among health care institutions. This vibrant framework focuses on the development of creative solutions, leveraging technology and working with multiple partners to solve some of health care’s most difficult challenges.

NEOMED will reimagine health professions education while designing new strategies to promote the economic growth of the region. Through innovation and collaboration, NEOMED will become an integrated educational, clinical, commercial and research delivery engine.

This Strategic Plan sets forth four mission-critical strategic goals and three overarching themes embedded in each goal: inclusion, innovation, and collaboration.

Mission	Northeast Ohio Medical University, through education, research and service, improves the health, economy and quality of life of the diverse communities of Northeast Ohio.
Vision	To be the premier community-based interprofessional health sciences university in the United States.
Values	Our values are reflected in the Six Cs of our educational, research and work environment: Competence, Communication, Caring, Curiosity, Character and Community.

Strategic Goals

Assure Excellence and Growth of the Academic Programs

by providing engaging, innovative and adaptive learning environments to ensure student success and high satisfaction of graduates who are proficient, competitive, successful, and well prepared to deliver high quality health care services.

Realign High Impact Research

by strengthening NEOMED's research agenda and infrastructure to ensure it is best positioned to meet the future needs of the institution and its investigators.

Transform Clinical and University Partnerships

by enhancing NEOMED's value to its clinical and hospital partners by delivering value-added services, programs and outreach to reduce financial burden to its partners and strengthen NEOMED's existing health sciences education programs.

Build Institutional Vitality and Sustainability

by developing a dynamic model for financial and operational stability including diversification of the University's resource base to reduce dependency on state funding and student tuition, while ensuring long-term financial sustainability and reducing costs to students.

Overarching themes imbedded in all Strategic Goals

Inclusion — Innovation — Collaboration

Assure Excellence and Growth of the Academic Programs

Provide engaging, innovative and adaptive learning environments to ensure student success and high satisfaction of graduates who are proficient, competitive, successful, and well prepared to deliver high quality health care services.

Ensure optimal educational experiences for students

- Realign curricula and delivery to meet the changing trends in health professions education.
- Assure optimal student to teaching faculty ratio.
- Assess issues to ensure interprofessional education is part of the refined curricula by enhancing and focusing interprofessional opportunities in clinical experiential curricula.
- Bolster instructional space for optimal delivery of all educational activities.
- Through faculty development and other initiatives, ensure that the clinical educational experience integrates medical, pharmacy and other health professions students in interprofessional, team-based learning.
- Provide the tools students and faculty need including technology, scheduling, and academic services for an optimal learning environment.
- Strengthen support services to enhance student success and well-being.
- Increase the use of “*open source*” educational materials and information for students and faculty to address textbook affordability and reduce cost to students.
- Restructure Information and Academic Technology with Library service areas to create an effective “*CIO Team*.”
- Evaluate the role of the “*Library of the Future*” and its impact on the curricula.

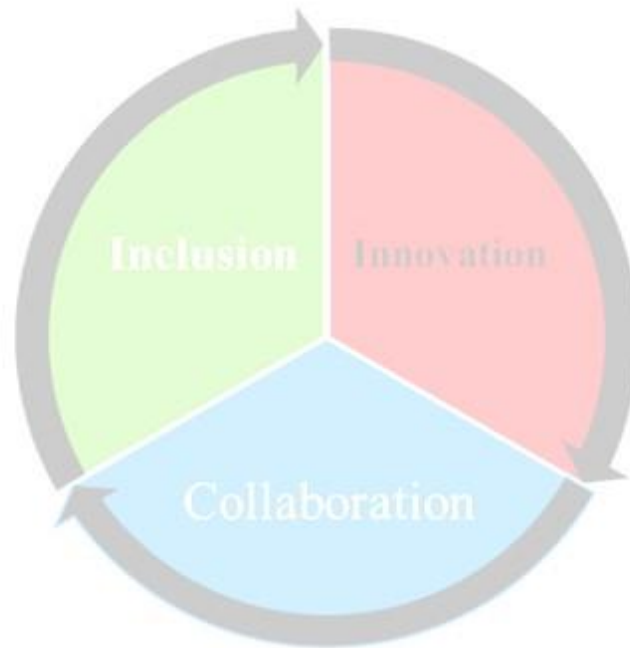
Support the success of qualified students from educationally and economically disadvantaged backgrounds

- Implement the Diversity Strategic Plan to increase the number of diverse students, faculty and staff.
- Revamp the current provisional admissions processes with university partners to reduce the number of NEOMED-sponsored pipeline programs, while continuing to broaden the pool of diverse, academically qualified applicants.
- Identify new support mechanisms for diverse students, including the creation of a “loan forgiveness” program.

Develop new programs to enhance enrollment growth

- Develop a 3+3 primary care M.D. degree program.
- Create a graduate degree in Medical Sciences.
- Develop the appropriate infrastructure to deliver distance education programs.
- Realign the Office of Global Engagement with Academic Affairs to enroll international students in graduate and Pharm.D. programs.
- Develop alternative degree programs for professional students as career change option.

- Expand the University footprint by revisiting the development of a College of Dentistry and exploring the feasibility of establishing new health related and/or private academic programs, e.g., Doctor of Physical Therapy, College of Veterinary Medicine.
- Investigate the feasibility of adding undergraduate programs.



Realign High Impact Research

Realign High Impact Research by strengthening NEOMED's research agenda and infrastructure to ensure it is best positioned to meet the future needs of the institution and its investigators.

Realign NEOMED's internal structure

- Assure that the focused research areas capitalize on changes in federal and state priorities.
- Promote research collaboration and connectivity to enhance communication, efficiency and further success.

Expand the commercial REDIZone to generate revenue for University operations

- Provide a structure and process to build on the REDIZone concept to increase public-private research efforts.
- Maximize new patents and commercialization opportunities, engage entrepreneurs who can partner with faculty and work with early stage companies, and contribute to regional economic development and job growth.
- Explore opportunities for new academic programs which leverage the REDIZone's expertise in innovation, entrepreneurship and commercialization.

Focus on strategic recruitment and retention

- Through partnerships, recruit externally funded faculty who are conducting research in NEOMED focused areas.
- Address and evaluate issues relating to the costs of faculty and investigator recruitment and start-up packages.

Cultivate External collaborations

- Enhance research collaborations with partner universities.
- Develop research collaborations with external entities such as pharmaceutical companies, the Pro Football Hall of Fame etc.

Invest in the capital and IT infrastructure necessary for twenty-first century research

- Develop mechanisms for financial support of the research infrastructure, including acquisition and maintenance of state-of-the-art equipment and core facilities.
- Design and build out the 4th floor of the Research and Graduate Education (RGE) Building, with priorities based upon prospects for research productivity.
- Purchase, install and maintain up-to-date IT hardware and software to enable programmatic growth and quality instruction.

Transform Clinical and University Partnerships

Enhance NEOMED's value to its clinical and hospital partners by delivering value-added services, programs and outreach to reduce financial burden to its partners and strengthen NEOMED's existing health sciences education programs.

Redefine and enhance NEOMED's relationships with its hospital systems and clinical partners

- Work with partners to enhance clinical education experiences for medical and pharmacy students.
- Provide centralized administrative services to clinical partners for graduate medical education programs, such as residencies and fellowships, and continuing professional development programs.
- Develop new pharmacy residency programs and additional longitudinal fellowships.
- Develop innovative ways to strengthen existing health sciences education programs.

Leverage NEOMED's unique position as a regional, academic health center with skill sets of value to clinical partners and supplant the lack of practice plan revenues

- Develop financial and business modeling strategies for value-added services NEOMED could provide to hospital systems and other clinical partners including workforce development, healthcare outcomes support, shared savings, educational programming, leadership development, and research support.
- Serve as the convener and resource for a consortium of hospitals and other organizations in fields related to areas of expertise of NEOMED's faculty and researchers.
- Assess the unique opportunities NEOMED has to develop and implement innovative new programs that provide the skill sets for today's health care professionals (e.g. understanding the insurance industry).
- Leverage clinical partnerships to harness new ideas and create opportunities for non-clinical hospital revenue.

Build Institutional Vitality and Sustainability

Develop a dynamic model for financial and operational stability including diversification of the University's resource base to reduce dependency on state funding and student tuition, while ensuring long-term financial sustainability and reducing costs to students.

Enhance Internal Operations and Efficiency

- Identify new opportunities to offset declining state revenues and minimize the financial burden on students.
- Minimize tuition and fee increases and maintain University cost in line with other Ohio professional colleges.
- Reduce operating expenses to meet the Governor's 5% Mandate.
- Evaluate needs and equip the Registration and Financial Aid areas for increased enrollment and new program growth.
- Assess space allocation process and develop a comprehensive approach to enhance efficiency and utilization.
- Expand the elements of the Employee Wellness Program to improve the health of all employees and reduce the cost of health care claims and coverage.

Advance Fundraising

- Identify Key Performance Indicators for Institutional Advancement.
- Develop and implement an Institutional Advancement Strategic Plan that incorporates the scope of future fundraising efforts following conclusion of the *Shine On* Campaign.
- Develop and implement new approaches to enhance giving to Annual Fund.
- Target specific markets in Akron, Canton, Cleveland and Youngstown.
- Implement an effective Planned-Giving Program.

Enhance Alumni Engagement

- Increase alumni engagement through individual and group outreach.
- Develop a "*Back to Ohio*" program that maintains ties with NEOMED alumni and encourages them to return to the region and the institution.
- Develop web-based registry of NEOMED trained clinicians with information on specialty, contact information, and practice location.

Initiate New Sources of Revenue

- Lease space on the NEOMED campus to hospitals, health care providers and other commercial entities to generate cash flow.
- Work with the Inter-University Council (IUC) to develop a new allocation formula for the doctoral set-aside program that ends on June 30, 2019.

- Conduct a feasibility study on the construction and operation of a Senior Citizens Assisted Living Complex and/or hotel on or adjacent to the NEOMED Campus.
- Establish a dialogue with the Rootstown Township community to facilitate strategic alignment that benefits both the Township and the University.
- Pursue external collaborations to reduce operating costs, including the establishment of a shared external service center for administrative operations in partnership with multiple colleges and universities.

Realign Business Strategy and Innovation

- Develop a workforce audit of current workforce levels and identify needs and opportunities for realignment in support of the University Strategic Plan.
- Engage the newly created Business Strategy and Innovation Committee and Administration and Finance to conduct the workforce audit and facilitate innovation and efficiency.
- Prioritize and implement the RPK Group recommendations.
- Deploy the LEAN process model for NEOMED operations.
- Evaluate business opportunities, human resources processes and personnel for efficiencies, new programs, and value propositions.
- Ensure that the University community's talent is focused on high priority business activities and efficient business strategies.
- Change the University budgeting process through use of an internal cross-divisional committee with the responsibility and authority to formulate the baseline annual operating budget.

Increase campus infrastructure and resources to support health professions education and research efforts

- Develop a comprehensive blueprint for the potential North Campus that would include siting for commercial, retail, a hotel complex, Senior Citizens Assisted Living Complex, parking and athletics.
- Partner with real estate professionals interested in planning the area contiguous to the NEOMED campus to ensure that capital development supports the University's future needs and vision.
- Design and construct a Medical Office Building and Academic Learning Center.
- Complete conceptual planning for the development of a fourth apartment building within The Village at NEOMED, with construction to commence when the need for this additional building has been established.

Conclusion

Transforming Health Sciences Education, Research and University Partnerships is not an easy undertaking. This University Strategic Plan serves as the framework for achieving this aspiration. While the details of our five-year plan will be complex, it has been organized around four strategic goals, all of which are designed to be true levers for the needed changes across our University. It is not intended to be static, but rather a living document responding to emerging challenges and opportunities.

Naturally, these strategic goals build upon our efforts to educate our students as the center of everything we do. To that end, the successful execution of this Strategic Plan and evolution of our University will depend on the collective efforts of the entire NEOMED community. This spirit of unity and cooperation will help us meet the challenges and opportunities of the rapidly changing worlds of education, research, health care and the economic environment.

This plan is structured so that within each goal a strategic initiative will be led by a champion who will have the responsibility, authority, and accountability for assembling a team; outlining a process for evaluation; conducting the analysis; identifying the risks and required resources, determining the feasibility of the initiative and moving it forward. Measurable objectives will be established for each initiative to monitor progress. The colleges and administrative divisions will support the University Strategic Plan by developing and implementing their specific strategic plans. All resource allocations will be linked to the University Strategic Plan with success indicators reviewed regularly.

NEOMED's horizon is changing dramatically. The measures of academic success are evolving, and new partners are strengthening the institution in unimaginable ways. We are limited only by our imagination, commitment, and, most significantly, resources. Please join to help make these strategic goals into new horizons for Northeast Ohio Medical University.

