



The University of Vermont
COLLEGE OF MEDICINE

COM STRATEGIC PLANNING

Adapting To Our Changing Environment: New Initiatives for the College of Medicine

2016 Strategic Plan Priorities

RECOMMENDATIONS

The **Research Initiatives** have two principle foci. One focus is to improve the success of our research efforts being, externally funded, published, and widely recognized. This focus includes support for individual faculty members developing their research careers, for programmatic work of groups of faculty working together through interdisciplinary, team science, and other large grant opportunities, and for the Institutional Infrastructure which supports all types of research. The other is to improve the funding of our research engine by diversifying its sources of support directly by obtaining support from Corporations and Foundations and Individual philanthropy, and indirectly by applying margins from the development of new non-doctoral educational programs.

The **Education Initiatives** also have two foci. One is to develop educational programs in the space between the baccalaureate degree and the doctoral degree which the College has the capacity to teach at a level of excellence, which will attract high quality students from across the nation and globe and which will enhance the reputation of the College. These programs are being developed to answer the repeated calls of the leadership of the University to increase graduate education and to turn a margin to support the primary missions of the College: doctoral education and research. The other is to fully utilize the UVM Health Network to solve the limitations imposed upon clinical teaching of our College by the size of the patient population in Burlington. In addition to simply increasing the clinical teaching base, the initiatives look to developing educational programs which will be uniquely adapted to the dispersed rural population the UVM Health Network serves and thereby produce programs which will differentiate our College from others and attract more and better students.

In addition, several broad themes emerged from the process of developing these initiatives: faculty mentoring, the development of incentives, alignment of Departmental investments with the College of Medicine initiatives, and the building of teams. These critically important areas cut across all of our missions, and therefore will be addressed as stand-alone strategies as well as within a specific initiative.

NEXT STEPS

The many recommendation initiatives will be prioritized and evaluated for feasibility and impact on revenue and expenses. An Action Plan will be developed for both short- and long-term implementations, which will be integrated with the College's overall Strategic and Operational Plans. Finally, this work will integrate with the planning processes for the UVM Medical Center, the UVM Health Network, and the UVM College of Medicine-affiliated clerkship training sites. There will be many opportunities for faculty, staff, and students to be involved in all phases of this process.

RESEARCH

I. Funding

Goal

Increase the funds available to our investigators by diversifying the sources of direct research support

Strategies

	Description	Priority	Owner	FY17 Timeline/Budget
1	Develop a support structure for seeking support from corporations and foundations to include an advisory board of alumni and others who are networked with such organizations and a staff experienced with obtaining philanthropy, grants and contracts with corporations and foundations.		Morin, Galbraith, Jensen	
2	Clarify and enhance mechanisms to facilitate commercial, foundation and industry relationships, including the use of master agreements and “Distinguished Research Center” status between the institution and the sponsor that facilitates/speeds the contracting process.		Morin, Galbraith, Jensen	

II. The Faculty

Goal

Maintain a strong faculty mentoring and infrastructure support to foster research excellence and success.

Strategies

	Description	Priority	Owner	FY17 Timeline
1	Formalize a College-wide research mentoring program with standards for the various features such as specific area-based mentoring, budget administration, personnel administration, etc.	A-1	Irvin, Deschamps	

2	Provide training and hands-on support in grant writing, editing, choosing of funding mechanisms, designing studies, navigating the grant submission process, managing grants, and obtaining informatics and statistical support. Educate faculty about existing UVM and College resources that could enhance research extramural support. Education could take the form of a “modular training program of research resources” at the individual department level.	A-1	Irvin, Deschamps	
3	Develop a searchable database of investigators and their research (e.g. Harvard catalyst) coupled with the development of an “innovation center” to connect investigators.	B	SPA Galbraith	Refer to PIVOT
4	Create a new “smart form” or Standard Operating Procedure (SOP) to accompany or replace SPA’s new proposal questionnaire to simplify the application process.	A-3	SPA Galbraith	Follow up Galbraith 2016
5	Create a new <i>Research Navigator</i> position at the College level. Functions to include: mentoring faculty, identification of appropriate research funding, identifying shortcomings and potential, providing annual updates to department chairs; drawing on past success stories at UVM; and using UVM research opportunity search engines.	B	Jensen	Combine with SWAT Team
6	Develop a college-wide communications calendar for seminars and research education/skills events.	A-1	Jensen Whitaker	Use Outlook Calendar/Web
7	Establish a recognition program to acknowledge and reward grant awards and similar accomplishments.	A-2	Morin, Jensen Cote, Whitaker	Annual Research Award Event Fall 2016
8	Review existing Bridge and Internal Grant Programs to assess effectiveness and to discuss priorities for use of these limited central funds. This review would contemplate the balance between supporting and retaining successful investigators and incentivizing new sources of research support.	A-2	Jensen	Completed Spring 2016
9	PhD Incentive Payment Bonus Program	A-1	Morin, Jensen Cote	2016-17 Working group in progress

III. Programmatic Research

Goal

Have strong cross disciplinary programmatic research in key areas, exhibiting collaboration and integration among basic scientists, translational researchers, and clinicians.

A. Strategies: Programmatic Research: General

	Description	Priority	Owner	FY17 Timeline
1	Explore options to encourage Investigators to serve as PI or Co-PI for large center/program, collaborative projects, and/or training grants.	A	Jensen, Cote	2017
	a. Develop SWAT team for large grants	A-2	Jensen	Combine with Research Navigator 2017-18
	b. Develop leadership for larger programs	C	Irvin	
2	Focus College research priorities based on: quality of programs, importance of the research area to improving health, and demonstrated fiscal stability. Review and reassess periodically, based on strategic plans, accomplishments, and fiscal performance. Develop a plan to sundown underperforming centers.	A-1	Jensen	
3	Oversight and support for centers.	B	Morin, Jensen, Cote	Long term process
	a. Consider increased status and empowerment for Centers/Institutes, such as direct funding from Dean's Office as a partial FTARRS model, shared support for hires, shared benefit from recruited faculty success, and shared liability from recruited faculty failure.			
	b. Coordinate and unify research administration for Centers.			
	c. Ensure the College consistently has the maximum number of funded COBREs.	A-1	Jensen	Internal down-select ongoing
	d. Review the CCTS curriculum and related opportunities	A-1	Jensen, Berger	2016

4	Create a physical and cultural environment (“Innovation Center”) to encourage cross-fertilization of ideas and collaborative team science.			
	a. Issue Calls for Proposals for new Team Science awards that require collaboration.		Jensen	Link to increased pilot funds with targeted RFP’s 2017
5	Develop a formal process for establishing collaborations with regional research institutions, companies or non-profit organizations that are interested in improving health, including in our region.	B	Morin, Jensen, Deschamps	Important long term issue
6	Explore the benefits and risks of integrating basic science and clinical departments and centers	B	Morin, Jensen, Deschamps	Long term
7	Emphasize “high-value” science, an idea that incorporates the costs of research.	A-1	Jensen, Cote	Ongoing
8	Continue to hire new faculty strategically, with a focus to maximize the College collective expertise, add to areas of current strength.	A-1	Jensen, Morin	Ongoing
9	Clinical research should be relevant to UVM Medical Center and Health Network Service Lines whenever possible	A-1	Jensen, Deschamps, Morin	Clinical and Health Care Delivery research - ongoing
10	Identify teams across the University, not only within the College	B-2	Jensen	Ongoing

B. Strategies: Health Services Research: General

	Description	Priority	Owner	FY17 Timeline
1	Recruit leadership in this area	A-1	Jensen	\$2 million. 2017-18 Working group initiated
2	Expand and leverage regional resources, e.g., the data analytic capacities and capabilities of the Jeffords Institute for Quality.	A-1	Jensen, Deschamps, Morin	Ongoing
3	Align priorities with the UVM Medical Center and Health Network		Morin, Deschamps	Ongoing

IV. Institutional Infrastructure

Goal

Have an infrastructure to facilitate and support basic, translational, clinical, and health services research.

Strategies

	Description	Priority	Owner	FY17 Timeline
1	General			
	a. The Senior Associate Dean (SAD) for Research, in collaboration with the Dean’s Research Advisory Council, should oversee Cores.	A-1	Jensen	Working with Core leadership to develop review process
	b. Adopt the Research Core Facilities in the College of Medicine: Report of the Review Committee	A-1	Jensen	Ongoing – Core leadership group convened
2	Improve clinical research processes and policies	A-1	Jensen	New central administration in development. Working Group initiated. 2017-18
3	Bioinformatics: evaluate capacity, resources	A-1	Jensen	In progress. Working Group initiated. 2017-17
	a. Review informatics infrastructure			
	b. Basic Science informatics, joint recruitment with CEMS			
	c. Clinical bioinformatics			
4	Graduate Students		Jensen, Cote, Berger	
	a. Determine the value of the teaching contribution of graduate students			
	b. Understand the value of the research contribution of graduate students			
	c. Determine core number of student positions to be supported by COM	A-1	Berger	Berger FTARRs proposal - examine, modify. FY2017
	d. PhD and postdocs participate in Team Science			
	e. Competitive graduate student stipends (top up alternate	A-1	Berger	FY2018
	f. Alternative PhD tracks			

	g. Create database for training grant development, tracking trainees			
	h. Establish single COM graduate program w/Masters level training paid by tuition w/competition for teaching assistantships			
	i. Create central web-based location for researchers, students, fellows and scholars for grant/fellowship opportunities			
	j. Create a database for training grant applications	A		

EDUCATION

Background

The initiatives below are organized in the following major themes: New Program Recommendations, New Program Infrastructural Needs, and Expansion of Education across the UVM Health Network. All of these initiatives have the potential to generate new revenue and position the UVM College of Medicine as a national or international leader in educational innovation and scholarship.

I. New Programs: Specific Recommendations

Goal

To provide recommendations for specific new educational programs.

Strategies

	Description	Priority	Owner	FY17 Timeline
1	Summer Programs			
	a. Pre-Medical Preparation (MCAT, Clinical Simulation and Clinical Experiences).	A-1	Carney, Tracy, Everse, CDE	
	b. Pre-College Health and Medicine Academy	A-1	Carney, CDE	
2	Non-Credit Portfolio	A-1		Refine/promulgate advantages and mechanisms
	a. Create non-credit consumer/patient health education certificate	C		
	b. Non-credit health courses for UVM, health care organization, government, etc.	B	CDE	
	c. Summer Courses and Programs	B		
3	Undergraduate and Graduate Programs			
	a. Behavior Change Health Studies Minor	A-1	Carney, Hudziak	Refurbish MEC-300,301, add to MEC-200

	b. Master's Degrees: Genetic Counseling	C	Carney, Pathology	
	c. Master's Degrees: Physician Assistant	A-1	Jeffries, Carney	Travel funds needed for FY2016-17 for application process
	d. Master's Degrees: Medical Sonography	B	Carney, DeStigter	Supported by Radiology
	e. Master's Degree: Biotechnology	A-2	Jeffries, Berger, MMG	Supported by MMG and Core Facilities
	f. Administrative Support	A-1	Carney	
4	Additional Study/Vetting/Market Research			
	a. Global Health – Graduate Certificate	A-3	Jeffries, Sadigh	
	b. Non-doctoral Graduate – Forensics	B		
	c. Bioinformatics	C		Link to Dana Library
	d. Add to Non-Credit portfolio - HS teachers	B	CDE	
	e. Clinical skills and simulation courses, certificates	A-1	James, Nicholas	Planning underway.

II. New Programs: Infrastructure to Promote and Sustain Educational Innovation

Goal

To provide necessary support for new program course and program development, approval and rapid implementation.

Strategies

	Description	Priority	Owner	FY17 Timeline
1	Develop infrastructure support and core resources in the College of Medicine			Larner Learning Commons
	a. development of non-doctoral education that can rapidly respond to educational needs	A-1	Huggett	Underway, part of Teaching Academy
	b. Navigating COM and UVM approval processes, tracking proposals	A-1	Carney	New position, split with CDE
2	new "Curriculum Liaison" position to track all existing new programs	A-1	Carney, Jacobs	
3	Real time inventory/metrics for COM courses		Jacobs	

4	Efficient Review and Approval Process	A-1	Carney, Berger	
5	Create Culture of Educational Innovation		Carney, Jeffries, Deschamps, CDE	Teaching Academy Mission
6	Faculty incentives for new concepts		Jeffries, Cote, Carney	No new funds; share of profit
	a. Recognition and advancement	A	Irvin, Huggett	
	b. Allocate funds to Teaching Academy for grants	A		Cost share with departments
	c. Prof. development for new teaching methods etc.	A		Within Teaching Academy Mission

III. Expanding Education across our Health Networks

Goal

To use the expanded UVM Health Network to deliver existing curricula for medical students and residents and to develop new for current and new types of learners

Strategies

	Description	Priority	Owner	FY17 Timeline
1	Infrastructure			
	a. Single Leader, Dual Oversight	A-1	Morin	
	b. DOME at each affiliate site	A	Jeffries	
	c. two oversight committees to develop and operationalize network integration of academics: Network Education Leadership Ops Team (NELOT) Network Advisory Committee for Health Education (NACHE)	A B	Jeffries, Bertsch Jeffries, Morin	
2	Incentives	A	Morin, Cote	
	<ul style="list-style-type: none"> UVMHN Employed and Non-Employed appointment CPP pathway vs Tenure tracks jointly approved by Chair/Dean Non-UVMCHN physician appointment initiated by Regional and/or Faculty leader 			

	<ul style="list-style-type: none"> • Benefits stratified by appointment • Volunteer pathway unpaid 			
3	Integration of Undergraduate Medical Education			
	a. Assess new educator capacity	A	Jeffries, Bertsch, Deschamps, Schapiro	
	b. Evaluate need for faculty development through the Teaching Academy	A	Jeffries, Huggett	
	c. UME educational goals using network capacity	A-1	Jeffries, Deschamps, Schapiro	
	d. Phase in regional UME	A	Jeffries, Bertsch	
	e. Align curricular structure with UVM Health Network			
	f. Longitudinally Integrated Clerkships	A-1	Jeffries, Bertsch, Clinical Chairs, Clerkship Directors	
	g. Rural Primary Care Track	A-1	Jeffries, Bertsch, Clinical Chairs, Clerkship Directors	
4	Integration of Graduate Medical Education			
	a. Create one GMEC for network	B-1	Deschamps, Levine, Schapiro	
	b. System for enhancing/expanding UVMHC residency/fellowships	B	Deschamps, Levine, Schapiro	
	c. Develop new residency/fellowships in alignment with workforce needs, population	B	Deschamps, Levine, Schapiro	
	d. Teaching Academy support faculty development in teaching/assessment through UVMHN	B	Huggett	