OUR STRATEGIC PLAN FOR A

Healthy Nevada

YEAR 2 REPORT: AY 2017-18

Prepared by: The Office of Continuous Institutional Assessment
September 2018
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OUR SUCCESS AT-A-GLANCE

EDUCATION

>1,000

CLINICAL COMMUNITY
FACULTY MEMBERS
(Many are alumni, too!)

NORTHERN NEVADA-BASED CLERKSHIPS
Internal Medicine | Family Medicine
OB/GYN | Neurology | Pediatrics
Psychiatry | Surgery

RESEARCH

TRANSFORMATIVE RESEARCH
DISCOVERING CAUSES AND
TREATMENTS FOR: muscular
dystrophies, gastrointestinal
and cardiac disorders,
HIV, infertility, cancer and
infectious diseases

>$25M

TOTAL RESEARCH FUNDING

RESEARCH FUNDING
GENERATED OVER THE
LAST 10 YEARS: $238M

SOC

3:1

STUDENT TO FACULTY

high-quality rural experiences
for every student

SOC

Students get early clinical experience at the Student Outreach Clinic, a free, student-run health clinic that sees
more than 850 uninsured patients annually.

144 UNR MED
RESIDENTS & FELLOWS
IN THE COMMUNITY

500 BABIES
DELIVERED

Added clinical experiences in pain
management to address the opioid
epidemic

RECRUITMENT

70 selected of 1,268 student applicants

CLASS OF 2022

• 1/3 are first-generation
• 21 languages spoken
• Ages range from 20-42

DIVERSITY DIALOGUES

a monthly opportunity for meaningful
conversations related to diversity

Implicit Bias
Training For:
• 1st Year Medical Students
• Search Committee Members
• Admissions Executive Committee
• Multiple Mini Interview Volunteers
• New Faculty and Staff

“We are laser-focused on excellence in our missions of teaching, research and service,
and our commitment to inclusion and equity.” – Thomas L. Schwenk, M.D., Dean of UNR Med

22

Department of Physiology
and Cell Biology
RANKED NATIONALLY FOR NIH FUNDING

50%

WOMEN IN SENIOR
ADMINISTRATION:

NATIONAL AVG: 39.5%

UNR MED

50%

30

140

for 90% home means...
INTRODUCTION
In the second year of implementation, the University of Nevada, Reno School of Medicine’s (UNR Med) 2017-2019 strategic plan continues to make important progress on the five strategic initiatives aligned with the school’s mission and vision of “A Healthy Nevada.”

1. Expanding Curriculum
2. Graduate Medical Education
3. Clinical and Translational Research
4. Strategic Recruitment
5. Institutional Identity and Climate

The data presented in this report are from updates given by the individuals accountable for implementation of strategic objectives in FY 2018 and an overview of progress made from July 1, 2017 through June 30, 2018.

Time of Self-Study
In the past two years, UNR Med has gone through several intensive self-studies related to strategic planning, accreditation, and institutional culture. Since the launch of our strategic plan in 2016, we have carefully monitored its implementation and impact. In year two of our 3-year strategic plan, we continued to focus on implementation through accountability and monitoring. In FY 2018, each person accountable for one or more metrics attended a Strategic Plan Steering Committee meeting. These meetings were used as mechanism for accountability and monitoring, but also as an opportunity to problem solve regarding any barriers encountered and to learn about additional opportunities that surfaced. Through this process, we have learned strategies for implementation which will inform our next iteration of strategic planning beginning in Fall 2018.

Beginning in August 2016, we engaged in a rigorous self-study leading up to our LCME accreditation site visit in October of 2017. This process allowed us to carefully examine our institution, identifying our strengths and areas for growth as they relate to our undergraduate medical education program. The findings from this self-study, as well as the report from the LCME site visit team, are being used to prioritize, develop, and implement quality improvement plans and will inform future iterations of the UNR Med strategic plan.

In fall 2018 we also underwent a CLER visit which assessed the learning environment for our residents at Renown Health.

In January 2018, we launched UNR Med’s first school-wide effort to assess and improve the organizational culture and engagement at UNR Med. The first phase of the culture initiative consisted of administering a survey which assessed the degree to which UNR Med embraces the four primary components that contribute to a healthy culture: mission, adaptability, involvement, and consistency (see med.unr.edu/culture for more information). All full-time faculty, staff, and practice plan employees were invited to participate, in addition to a randomized sample of students and residents. This assessment was conducted as a part of Strategic Initiative 5 – Institutional Identity and Climate. The data collected from the survey and Data Dialogue sessions will lead to creating interventions that will facilitate the implementation of our strategic plans.

While the main focus of this report is on the findings from our review of the second year of implementation of the strategic plan, the report concludes with a summary of what we have learned from these three self-assessments, how the findings align, and how they will be used to inform the next iteration of UNR Med’s strategic plan.
Summary of Overall Progress: FY 2017- FY 2018

Two years after launching the strategic plan, UNR Med has completed 58% of the plan’s 91 objectives.¹ In FY 2017, UNR Med completed 33 objectives (36% of total) and in FY 2018, an additional 20 objectives were completed (Figure 1).

Figure 1. Percentage of Strategic Plan Objectives Completed by Fiscal Year

At the close of FY 2018, accountables reported that an additional 25% of the objectives are on track to meet the target by the original estimated deadline (Figure 2). For the remaining 17% of objectives, accountables reported that they expect the objective will be accomplished, but not by the originally specified deadline, or that the objective should be revised as a result of changes in the institution or environment

Figure 2. UNR Med Strategic Plan Progress FY 2017-18 (Total Number of Objectives – 91)

¹ The original plan included 112 metrics. 21 metrics have been temporarily put on hold due to transitions in the Office of Medical Research. See Strategic Initiative 3 for more information.
STRATEGIC INITIATIVE 1: EXPANDING CURRICULUM

Provide an integrated and rigorous 4-year curriculum rooted in the northern Nevada community.

In the first two years of implementation, UNR Med achieved 14 of the 21 objectives under the Expanding Curriculum strategic initiative and is on track to meet an additional three objectives (Figure 3). Four objectives initially targeted for completion during FY 2018 have not been completed, but are expected to be completed during this strategic plan implementation cycle (2017-2019). The status of each objective under the Expanding Curriculum strategic initiative is provided below.

FY 2017-18 Achievements and Highlights

- Significant progress has been made in the development of the three new clinical departments: Obstetrics and Gynecology, Surgery, and Emergency Medicine. Dr. Neda Etezadi-Amoli was appointed interim chair for the Department of Obstetrics and Gynecology and a permanent chair position, joint with Renown Health, is in the process of being developed. One general OB/GYN and two midwives have accepted permanent positions in this department. Dr. James Harris, senior member of Western Surgical Group and Dr. Lori Rawson, chief of surgery at the VA Sierra Nevada Health Care System, have been named UNR Med department of surgery co-chairs. In addition, two clerkship directors are in place to lead the expansion of the academic program.

- A plan was developed to ensure the adequacy of clinical training sites. The plan consists of three components: 1) a definition of "adequacy" of clinical training sites, 2) a system for collecting data regarding adequacy, and 3) procedures for resolving issues identified. This system will ensure that UNR Med has the resources to support clinical education in northern Nevada.

Expanding Curriculum – Progress by Metric

Objective 1.1: We will revise our institutional objectives to target the skills, knowledge and competencies to train compassionate, resilient and competent physicians who will be innovators and leaders in medicine.

<table>
<thead>
<tr>
<th>Status</th>
<th>Metric</th>
<th>Target Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>✔️</td>
<td>Revise Medical Education Program Objectives (MEPOs) and post for commentary</td>
<td>2016-17</td>
</tr>
</tbody>
</table>
Submit MEP Os for approval by Medical Education Steering Committee 2016-17

Revise Year 3 curriculum and align with new MEP Os 2016-17

Align assessment activities within each clerkship with MEP Os and clerkship level objectives 2016-17

Develop summative assessment activity for end of Year 3 or early Year 4 that will inform our efforts toward alignment and demonstration of student mastery 2017-18

Structure Year 4 curriculum with new assessment activities 2017-18

Begin revising curriculum for Years 1 & 2 to align with MEP Os 2018-19

Key: ✓ Completed, → On Track, * Unlikely to Meet Deadline

In April 2018, the MESC approved the initiation of a curricular review process and an ad-hoc task force been will be created to analyze the vertical and horizontal integration of the curriculum and to develop recommendations for curricula change. These three objectives have been temporarily put on hold and their implementation will be dependent upon the recommendations of the task force.

Objective 1.2: We will develop new medical education training sites and expand capacity in northern Nevada.

- Develop a system to ensure the adequacy of clinical training sites 2016-17
- Establish targets for the number of clinical training sites based on the newly established system 2017-18
- Implement the system for ensuring adequacy of clinical training sites 2018-19

Key: ✓ Completed, → On Track, * Unlikely to Meet Deadline

Objective 1.3: We will develop the departmental faculty resources to ensure the effective delivery of our expanded curriculum.

- UNR approval for new departments 2016-17
- NSHE approval for new departments 2016-17
- Hire OB/GYN department administrator 2016-17
- Recruit OB/GYN chair 2017-18
- Hire OB/GYN faculty 2017-18
- Hire surgery department administrator1 2017-18
- Recruit surgery chair 2017-18
- Hire emergency medicine department administrator2 2017-18
- Hire surgery faculty 2018-19
- Recruit emergency medicine chair 2018-19
- Hire emergency medicine faculty 2018-19

Key: ✓ Completed, → On Track, * Unlikely to Meet Deadline

1 The surgery and emergency medicine department administrator positions were combined. This position has yet to be filled. Currently, a department manager is in place to support the Department’s needs.
STRATEGIC INITIATIVE 2: GRADUATE MEDICAL EDUCATION (GME)

Establish the support, infrastructure, and resources to implement northern Nevada residency expansion.

In the first two years of implementation, UNR Med achieved 6 of the 12 objectives under the GME strategic initiative and is on track to meet an additional 4 objectives (Figure 3). Three objectives that were initially targeted for completion in 2017-18 have not been completed, but are expected to be completed during this strategic plan implementation cycle (2017-2019). The status of each objective under the GME strategic initiative is provided below.

Figure 4. Graduate Medical Education Progress (Total Number of Objectives - 12)

FY 2017-18 Achievements and Highlights

- A Community Advisory Board was created and is in the process of developing a plan to diversify and increase sources of funding for GME.
- The expansion of current residency programs continued in FY 2018. The number of residents and fellows in northern Nevada has increased from 109.5 in AY 2015-16 to 136 in AY 2017-18.
- The Family Medicine Residency Program expanded to include a rural training site. The first two students in this expansion began their residency in July 2017 in Reno and, beginning in July 2018, are completing their final two years in Elko.
- The development of the Pediatrics Residency Program in collaboration with Renown Health is underway.

Graduate Medical Education – Progress by Metric

Objective 2.1: We will create and fund an Office for Graduate Medical Education for northern Nevada.

<table>
<thead>
<tr>
<th>Status</th>
<th>Metric</th>
<th>Target Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>✔️</td>
<td>Appoint an Assistant Dean for GME</td>
<td>2016-17</td>
</tr>
<tr>
<td>✔️</td>
<td>Assistant Dean for GME complete necessary training to become Designated Institutional Official (DIO) by July 1, 2017</td>
<td>2016-17</td>
</tr>
<tr>
<td>✔️</td>
<td>Develop and fund a budget for the Office of Graduate Medical Education</td>
<td>2017-18</td>
</tr>
<tr>
<td>✔️</td>
<td>Create a Community Advisory Board</td>
<td>2018-19</td>
</tr>
<tr>
<td>➔</td>
<td>Develop a plan to diversify and increase sources of funding</td>
<td>2018-19</td>
</tr>
</tbody>
</table>

Key: ✔ Completed, ➔ On Track, ✗ Unlikely to Meet Deadline
**Objective 2.2:** We will develop current and future infrastructure to support and expand residencies and fellowships.

**Phase 1 – Development of a Pediatrics Residency Program in collaboration with Renown Health**

<table>
<thead>
<tr>
<th>Status</th>
<th>Metric</th>
<th>Target Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>🟢</td>
<td>Recruit 20 faculty in pediatric subspecialties(^1)</td>
<td>2017-18</td>
</tr>
<tr>
<td>🟢</td>
<td>Plan for the development of a pediatrics residency program(^2)</td>
<td>2017-18</td>
</tr>
<tr>
<td>➔</td>
<td>Develop funding model</td>
<td>2018-19</td>
</tr>
</tbody>
</table>

Key: ✓ Completed, ➔ On Track, * Unlikely to Meet Deadline

\(^1\)\(^2\)Although we have been very successful in recruiting, we still have several critical recruitments that may delay our submission of the application by 6-12 months.

**Phase 2 – Impact (All Programs)**

<table>
<thead>
<tr>
<th>Status</th>
<th>Metric</th>
<th>2015-16</th>
<th>2016-17</th>
<th>2017-18</th>
<th>Target 2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>➔</td>
<td>Increase the number of residents in northern NV</td>
<td>97</td>
<td>102</td>
<td>121</td>
<td>122</td>
</tr>
<tr>
<td>✓</td>
<td>Increase the number of fellows in northern NV</td>
<td>12.5</td>
<td>11.5</td>
<td>15</td>
<td>14.5</td>
</tr>
</tbody>
</table>

Key: ✓ Completed, ➔ On Track, * Unlikely to Meet Deadline

**Objective 2.3:** We will develop and expand rural training opportunities for northern Nevada residents.

<table>
<thead>
<tr>
<th>Status</th>
<th>Metric</th>
<th>Target Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓</td>
<td>Create an additional rural training site for Family Medicine residents in rural Nevada</td>
<td>2016-17</td>
</tr>
<tr>
<td>➔</td>
<td>Development of an additional rural GME training partnership</td>
<td>2018-19</td>
</tr>
</tbody>
</table>

Key: ✓ Completed, ➔ On Track, * Unlikely to Meet Deadline
STRATEGIC INITIATIVE 3: CLINICAL & TRANSLATIONAL RESEARCH

Developing an institutional research strategy and investing in a clinical research enterprise remains a top priority for UNR Med. In FY 2017, we achieved both of our outcomes related to developing research partnerships with community partners and physicians (Objective 3.1). As of the end of FY 2018, we anticipate being on track to meet 75% of our outcomes related to student research (Objective 3.2) and we expect significant progress to be made on the other 25% in FY 2019.

Due to transitions in leadership in the Office of Medical Research, Objectives 3.3 and 3.4 have been put on hold as we develop the infrastructure necessary for a clinical research enterprise. In FY 2019, UNR Med will recruit a new Senior Associate Dean for Research who will lead these efforts and allow us to move forward in this initiative.

Of the remaining 14 objectives under the Clinical and Translational Research strategic initiative, 4 have been completed and another 7 are on track (Figure 3). Three objectives that were initially targeted for completion in FY 2018 have not been completed, but are expected to be completed during this strategic plan implementation cycle (2017-2019). The status of each objective under the Clinical and Translational Research strategic initiative is provided below.

Figure 5. Clinical and Translational Research Progress (Total Number of Objectives - 14)

FY 2017-18 Achievements and Highlights

- The number of students receiving summer research stipends almost doubled, going from 18 students receiving stipends in 2015-16 to 34 students in 2017-18 (Figure 6). During this same time period, funding for the summer research stipends increased from $25,500 to $100,000.
- In FY 2018, the increases observed in FY 2017 in the number of graduating medical students who reported participating in research with a faculty member was maintained, with 56% of graduating students reporting participation in research with a faculty member. We anticipate that this number will continue to grow, due to the increases in number of opportunities and of summer research stipends.

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2 See Appendix 1 for the outcomes that were included in the original strategic plan for Objective 3.3 (We will develop infrastructure to support clinical and translational research by University of Nevada, Reno School of Medicine faculty and community partners) and Objective 3.4 (We will expand basic science research by supporting interdisciplinary program awards (e.g., PPG, COBRE) and commercialization of research findings).

3 The overall number of Clinical and Translational Research Objectives decreased from 35 to 14 due to Objectives 3.3 and 3.43 being put on hold temporarily.
Clinical and Translational Research - Progress by Metric

Objective 3.1: We will develop research partnerships with community partners and physicians

<table>
<thead>
<tr>
<th>Status</th>
<th>Metric</th>
<th>Target Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>✔</td>
<td>Include clinical research in affiliation agreements with hospitals</td>
<td>2016-17</td>
</tr>
<tr>
<td>✔</td>
<td>Develop research opportunities for community physicians</td>
<td>2017-18</td>
</tr>
</tbody>
</table>

Key: ✔ Completed, ➔ On Track, ✴ Unlikely to Meet Deadline

Objective 3.2: We will expand the infrastructure to support medical student research/scholarship to provide opportunities for all, increasing the proportion of students who participate in research.

Phase 1 – Development

<table>
<thead>
<tr>
<th>Status</th>
<th>Metric</th>
<th>Target Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>✴</td>
<td>Define student research and scholarship¹</td>
<td>2016-17</td>
</tr>
<tr>
<td>✴</td>
<td>Medical Education Steering Committee will define curricular needs for expansion of medical student research/scholarship¹</td>
<td>2016-17</td>
</tr>
<tr>
<td>✔</td>
<td>Create a coordinator role for student research</td>
<td>2017-18</td>
</tr>
<tr>
<td>✴</td>
<td>Implement the research curriculum¹</td>
<td>2018-19</td>
</tr>
<tr>
<td>➔</td>
<td>Increase the funding allocated to summer research stipends to $140,000</td>
<td>2018-19</td>
</tr>
<tr>
<td>➔</td>
<td>Increase the funding per student for summer research stipends to $4,000</td>
<td>2018-19</td>
</tr>
<tr>
<td>✔</td>
<td>Increase the number of research training partnerships developed with regional universities to 4</td>
<td>2018-19</td>
</tr>
</tbody>
</table>

Key: ✔ Completed, ➔ On Track, ✴ Unlikely to Meet Deadline

¹Efforts to define student research and the curricular needs are underway. Progress will be made on these objectives in FY 2019
## Phase 2 – Impact

<table>
<thead>
<tr>
<th>Status</th>
<th>Metric</th>
<th>2015-16</th>
<th>2016-17</th>
<th>2017-18</th>
<th>Goal 2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>→</td>
<td>Increase the percentage of graduates who participate in research with faculty</td>
<td>44.4%</td>
<td>58.8%</td>
<td>55.7%</td>
<td>75%</td>
</tr>
<tr>
<td>→</td>
<td>Increase the percentage of graduates with authorship on submitted research paper</td>
<td>33.3%</td>
<td>43.1%</td>
<td>26.2%</td>
<td>45%</td>
</tr>
<tr>
<td>→</td>
<td>Increase the percentage of graduates with authorship on presentation or poster</td>
<td>27.8%</td>
<td>54.9%</td>
<td>39.3%</td>
<td>50%</td>
</tr>
<tr>
<td>→</td>
<td>Increase the number of students who receive summer research stipends&lt;sup&gt;1&lt;/sup&gt;</td>
<td>18</td>
<td>23</td>
<td>34</td>
<td>35</td>
</tr>
<tr>
<td>→</td>
<td>Increase the number of students who present research at the Medical Student Research Day</td>
<td>28</td>
<td>26</td>
<td>26</td>
<td>30</td>
</tr>
</tbody>
</table>

<sup>1</sup>2015-16 data are from summer 2016; 2016-17 data are from summer 2017; 2017-18 data are from summer 2018

Key: ✓ Completed, → On Track, * Unlikely to Meet Deadline
STRATEGIC INITIATIVE 4: STRATEGIC RECRUITMENT

Recruit diverse, top faculty and medical students to northern Nevada.

In the first two years of implementation, UNR Med achieved 18 of the 29 objectives under the Strategic Recruitment initiative and is on track to meet an additional 6 objectives (Figure 3). Five objectives that were initially targeted for completion in FY 2018 are expected to be completed during this strategic plan implementation cycle (2017-2019). The status of each objective under the Strategic Recruitment initiative is provided below.

Figure 7. Strategic Recruitment Progress (Total Number of Objectives - 29)

FY 2017-18 Achievements and Highlights

- In May 2018, Mission Based Diversity Categories (MBDGs) for residents were defined at the annual program directors retreat. The GME Office is working in collaboration with the Associate Dean for Diversity and Inclusion to develop plans to focus recruitment efforts on the selected MBDGs.
- The Council on Diversity Initiatives (CDI) established a process to annually review diversity data related to faculty and student recruitment. The CDI conducted their first annual review of these data and made recommendations to those accountable for student and faculty recruitment and retention.
- Student scholarship funding continued to increase, going from $2.6 million in AY 2015-16 to $3.8 million in AY 2017-18 (Figure 8). With total UNR Med tuition for 2017-18 at approximately $8,083,412, the percentage of tuition covered by scholarships was 46.9%.

Figure 8. UNR Med Scholarship Awards, AY 2009-2010 through AY 2017-2018
• UNR Med has maintained the growth in the number of community faculty, with 1,154 active community faculty.
• The goal of creating 6 online professional development modules for community faculty was exceeded in FY 2018 with 7 professional development modules and one more is underway.

**Strategic Recruitment – Progress by Metric**

**Objective 4.1:** We will create and implement a high-quality, standardized, faculty recruitment and hiring process.

<table>
<thead>
<tr>
<th>Status</th>
<th>Metric</th>
<th>Target Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓</td>
<td>Formulate evidence-based hiring guide and training module</td>
<td>2016-17</td>
</tr>
<tr>
<td>✓</td>
<td>Implement trainings in evidence-based hiring</td>
<td>2017-18</td>
</tr>
<tr>
<td>✓</td>
<td>Train all search committee members regarding implicit bias in hiring</td>
<td>2018-19</td>
</tr>
<tr>
<td>➔</td>
<td>Increase in the percentage of faculty who agree/strongly agree the medical school is successful in hiring high quality faculty members to 70%</td>
<td>2018-19</td>
</tr>
<tr>
<td>➔</td>
<td>Increase in the percentage of faculty who agree/strongly agree their department is successful in hiring high quality faculty members to 70%</td>
<td>2018-19</td>
</tr>
</tbody>
</table>

Key: ✓ Completed, ➔ On Track, * Unlikely to Meet Deadline

**Objective 4.2:** We will recruit community partners to provide high-quality clinical instruction for students and residents.

<table>
<thead>
<tr>
<th>Status</th>
<th>Metric</th>
<th>2015-16</th>
<th>2016-17</th>
<th>2017-18</th>
<th>Goal 2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓</td>
<td>Increase the overall number of community faculty</td>
<td>636</td>
<td>1,103</td>
<td>1,154</td>
<td>775</td>
</tr>
<tr>
<td>✓</td>
<td>Core online professional development modules to be developed and offered to all community faculty</td>
<td>0</td>
<td>4</td>
<td>7</td>
<td>6</td>
</tr>
</tbody>
</table>

Key: ✓ Completed, ➔ On Track, * Unlikely to Meet Deadline

**Objective 4.3:** We will recruit to advance a culture of inclusion and increase the diversity of applicants and acceptances.

<table>
<thead>
<tr>
<th>Status</th>
<th>Metric</th>
<th>Target Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓</td>
<td>UNR Med community re-evaluates diversity categories for students¹</td>
<td>2016-17</td>
</tr>
<tr>
<td>✓</td>
<td>UNR Med community re-evaluates diversity categories for residents</td>
<td>2016-17</td>
</tr>
<tr>
<td>✓</td>
<td>UNR Med community re-evaluates diversity categories for faculty</td>
<td>2016-17</td>
</tr>
<tr>
<td>*</td>
<td>UNR Med community evaluates diversity categories for staff²</td>
<td>2016-17</td>
</tr>
<tr>
<td>✓</td>
<td>CDI makes recommendations for new diversity categories based on community input</td>
<td>2016-17</td>
</tr>
<tr>
<td>✓</td>
<td>Dean approves new diversity categories³</td>
<td>2016-17</td>
</tr>
<tr>
<td>✓</td>
<td>Admissions Executive Committee re-evaluates and updates Holistic Review process for admissions</td>
<td>2016-17</td>
</tr>
<tr>
<td>✓</td>
<td>Develop UNR Med Diversity and Inclusion Plan</td>
<td>2016-17</td>
</tr>
</tbody>
</table>
CDI annually reviews the number of student applicants, offers, and matriculates from each MBDG for evidence of improvement  
2017-18

CDI annually reviews the number of faculty applicants, offers, and new hires from each MBDG for evidence of improvement  
2017-18

CDI annually reviews the number of staff applicants, offers, and new hires from each MBDG for evidence of improvement  
2017-18

CDI annually reviews the number of residents from each MBDG for evidence of improvement  
2017-18

Objective 4.4: We will increase our presence in K-16 institutions to prepare, recruit, and retain the highest quality Nevada students.

Defined the attributes of potential students who will contribute to the mission of UNR Med  
2017-18

Develop and implement mission-driven student outreach and recruitment and admissions processes  
2017-18

Align undergraduate pipeline programming with mission-driven student recruitment  
2017-18

Increase events for key contacts and advisors at Nevada undergraduate institutions to twelve events per year  
2018-19

Increase annual contact with freshmen and sophomore pre-medical students to 12 contacts per year  
2018-19

Increase the number of events that establish contact with junior and senior pre-medical students to 12 events  
2018-19

Establish new contact with regional undergraduate institutions  
2018-19

Develop new and maintain existing connections with K-12 programming, increasing the total connections to 24  
2018-19

Expand the role of clinical partners in student outreach and recruitment  
2018-19

Increase the percentage of tuition covered scholarships for students who best align with our mission-driven student recruitment to 40%  
2018-19
STRATEGIC INITIATIVE 5: INSTITUTIONAL IDENTITY & CLIMATE

Develop and promote ourselves as an outstanding, inclusive and high-quality community-based medical school.

In the first two years of implementation, UNR Med achieved 11 of the 15 objectives under the Institutional Identity and Climate strategic initiative and is on track to meet an additional 3 objectives (Figure 9). One objective that was initially targeted for completion in 2017-18 is expected to be completed during this strategic plan implementation cycle (2017-2019). The status of each objective under the Institutional Identity and Climate strategic initiative is provided below.

Figure 9. Institutional Identity and Climate Progress (Total Number of Objectives - 15)

FY 2017-18 Achievements and Highlights

- In FY 2018, six student diversity groups came together to form the Student Diversity Council (SDC), with centralized leadership. Leadership from the SDC are members of the Council on Diversity Initiatives (CDI). The SDC holds monthly events to promote diversity and inclusion, with a rotating schedule of which group hosts the event.

- In FY 2018, significant progress was made in the area of institutional culture. A school-wide survey was conducted to assess institutional culture. Overall, 396 people responded to the survey for a response rate of 60%. Data from the survey were reviewed and discussed in a series of facilitated data dialogues resulting in the identification of action items. Plans for each of these action items will be developed in FY 2019.

- The Office for Community Faculty conducted a series of surveys on community faculty integration and implemented new mechanisms to engage the community faculty. Both of these objectives are considered "complete" for the purposes of this report; however, we acknowledge that this work is ongoing and we are continually looking for new ways to integrate community faculty with the school.

Institutional Identity and Climate – Progress by Metric

Objective 5.1: We will create an environment fostering wellness and engagement for students, residents, fellows, faculty and staff.

<table>
<thead>
<tr>
<th>Status</th>
<th>Metric</th>
<th>Target Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓</td>
<td>Offer monthly dialogues on diversity and inclusion</td>
<td>2016-17</td>
</tr>
<tr>
<td>✓</td>
<td>Add evidence-based wellness activities to the Year 1 curriculum</td>
<td>2016-17</td>
</tr>
</tbody>
</table>
**Objective 5.2: We will define what UNR Med represents to our partners and communities.**

<table>
<thead>
<tr>
<th>Status</th>
<th>Metric</th>
<th>2015-16</th>
<th>2016-17</th>
<th>2017-18</th>
<th>Goal 2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>→</td>
<td>Increase the percentage of UNR Med’s community who rate our reputation among the medical community as “Good” or “Very Good”</td>
<td>65%</td>
<td>Not Measured(^1)</td>
<td>Not Measured(^1)</td>
<td>70%</td>
</tr>
<tr>
<td>→</td>
<td>Increase the percentage of UNR Med’s community who rate UNR Med’s reputation among prospective medical students as “Good” or “Very Good”</td>
<td>63%</td>
<td>Not Measured(^1)</td>
<td>Not Measured(^1)</td>
<td>70%</td>
</tr>
</tbody>
</table>

Key: ✓ Completed, → On Track, * Unlikely to Meet Deadline

\(^1\)These outcomes will be assessed again in 2018-19

**Objective 5.3: We will increase community partner integration so that our partners identify with and are engaged in the School of Medicine.**

<table>
<thead>
<tr>
<th>Status</th>
<th>Metric</th>
<th>Target Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓</td>
<td>Deploy an annual survey on community faculty integration</td>
<td>2017-18</td>
</tr>
<tr>
<td>*</td>
<td>Recruit position to expand alumni outreach and increase alumni engagement</td>
<td>2017-18</td>
</tr>
<tr>
<td>✓</td>
<td>Develop a plan to increase community faculty integration based on survey findings</td>
<td>2017-18</td>
</tr>
</tbody>
</table>

Key: ✓ Completed, → On Track, * Unlikely to Meet Deadline

\(^1\)Expected to be complete in FY 2019
INFRASTRUCTURE

*Strengthen our infrastructural departments to expand and create the tools and resources needed to actualize the institutional strategic plan.*

During the development of this strategic plan, institutional knowledge indicated a need for enhancing UNR Med’s technological and physical resources. Including infrastructure as an institutional strategy allowed for the development of responsible offices to create an environment for our initiatives to be successful. Five offices support the infrastructure of UNR Med. These are Continuous Institutional Assessment, Advancement and Engagement, the Savitt Medical Library, and Operations and Financial Services which includes Information Technology. These offices are represented on the Strategic Planning Steering Committee (SPSC) in order to facilitate and provide infrastructural support for the implementation of the strategic plan. Highlights from these offices in FY2018 include:

- The Office of Continuous Institutional Assessment led a successful accreditation self-study and LCME site visit resulting in UNR Med being granted full accreditation for eight years.
- Advancement and Engagement furthered UNR Med’s community engagement goals by serving more than 7,000 event attendees, generating 120 positive news stories, cultivating 91 new donors and raising $5.7 million.
- Administration and Finance reorganized organizational support functions, resulting in new job responsibilities and professional growth for existing employees and the hiring of many talented individuals in critical vacant roles.
- The Savitt Medical Library increased hours, added more student-requested resources, created a Student Advisory Council, and installed acoustical panels in the Quiet Area.

SUMMARY

Through the assessment of the UNR Med Strategic Plan, the accreditation self-study, and the culture initiative, UNR Med has gained invaluable insight into our institution’s strengths and areas for improvement. These findings will inform the implementation in the final year of the current iteration of the strategic plan and will be the foundation for the planning of the next iteration of the strategic plan.

The findings from the Denison culture survey align with what we have learned from working with accountables and monitoring the implementation of the strategic plan. The survey findings showed that one of the school’s strengths is the school’s mission and vision, which may be attributed, in part, to the inclusive, mission-driven strategic planning process which included over 530 of the school’s faculty, staff, students, and residents.

All strategic plans have successes and setbacks. As an institution committed to continuous quality improvement, we have learned both about the change process and how we can modify the structure and detail of the plan to make it even more effective. The previous year’s report celebrated the use of the RACI model as a form of assigning accountability while defining who the responsible person(s) may be, who needs to be consulted for approval, and who needs to be informed about progress. This year, we saw the need for consistency within the plan’s objectives that include targeted activities tied to short-term and long-term outcomes. Similarly, from the culture survey we learned that there is a disconnect between what our stakeholders read in our strategic plan and their daily work life. As we embark on the next iteration of the institutional strategic plan, there will be a systematic effort to align activities at multiple levels of the school to contribute to the targeted outcomes and impacts projected in the plan.
The 2017-2019 Strategic Plan was launched in July 2016, setting the stage for the LCME accreditation self-study and identifying priorities for the school. The LCME self-study and site visit helped us to identify key opportunities for improving our undergraduate medical education program and reinforced the importance of our current strategic initiatives including student research, sufficiency of faculty and clinical training sites, and strategic recruitment and diversity. Great strides have already been made in all three of these areas during the first two years of implementation of the strategic plan. In addition, as a result of these being influential areas identified through our accreditation self-study, the Office for Academic Affairs and Office for Continuous Institutional Assessment have worked with accountables in each of these areas to review and refine plans that align with and expand upon current strategic plan goals.

CONCLUSION

In the first two years of our three-year strategic plan, UNR Med made significant progress on the plan’s objectives. We have completed 58% of the plan’s objectives and an additional 25% of the objectives are on track to meet the target by the estimated deadline. For the remaining 17% of objectives, accountables reported that they expect the objective will be accomplished during this strategic plan implementation cycle (2017-2019), but not by the originally specified deadline.

The 2017-2019 UNR Med Strategic Plan will culminate in the upcoming fiscal year. During FY 2019, we will continue to focus on implementation and monitoring, striving to achieve the goals that were established in 2016. In addition, our attention will shift toward planning for the next cycle of UNR Med’s Strategic Plan. We will use the lessons learned through our various self-assessments that have occurred over the past several years, including the close monitoring of the strategic plan implementation, the accreditation self-study, and the culture survey. UNR Med looks forward to the next cycle of strategic planning to further advance our mission and serve our community.
APPENDIX:

Research Objectives Temporarily on Hold

Objective 3.3: We will develop infrastructure to support clinical and translational research by University of Nevada, Reno School of Medicine faculty and community partners.

Phase 1 - Development

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<tr>
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<tbody>
<tr>
<td>Approve and implement research space management policies</td>
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<tr>
<td>Recruit leadership for clinical and translational research</td>
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<tr>
<td>Develop institutional research strategy</td>
<td></td>
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<tr>
<td>Build inventory of statistical, epidemiological, and data management support</td>
<td></td>
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</table>

Phase 2 - Impact

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<tr>
<th>Metric</th>
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<tbody>
<tr>
<td>Increase the number of new Institutional Review Board (IRB) submissions for pre-clinical research</td>
<td></td>
</tr>
<tr>
<td>Increase the number of new IRB submissions for clinical research</td>
<td></td>
</tr>
<tr>
<td>Increase the number of new IRB submissions for translational research</td>
<td></td>
</tr>
<tr>
<td>Increase the number of clinical research grants awards</td>
<td></td>
</tr>
<tr>
<td>Increase the amount of clinical research grant funding</td>
<td></td>
</tr>
<tr>
<td>Increase the number of translational research grants awards</td>
<td></td>
</tr>
<tr>
<td>Increase the amount of translational research grant funding by 6%</td>
<td></td>
</tr>
<tr>
<td>Increase the number of publications by faculty members</td>
<td></td>
</tr>
</tbody>
</table>

Objective 3.4: We will expand basic science research by supporting interdisciplinary program awards (e.g., PPG, COBRE) and commercialization of research findings.

<table>
<thead>
<tr>
<th>Metric</th>
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<tbody>
<tr>
<td>Increase the number of interdisciplinary program awards</td>
<td></td>
</tr>
<tr>
<td>Increase the number of startup companies</td>
<td></td>
</tr>
<tr>
<td>Increase the number of new patent applications filed</td>
<td></td>
</tr>
<tr>
<td>Increase the number of new patents issued</td>
<td></td>
</tr>
<tr>
<td>Increase the total number of patents</td>
<td></td>
</tr>
<tr>
<td>Increase in the number of intellectual property licenses to private companies</td>
<td></td>
</tr>
<tr>
<td>Increase the number of small business grants (e.g., SBIR, STTR) with university subcontracts</td>
<td></td>
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