

# MUSC Strategic Plan 2010-2015

## Vision, Mission & Values

### Vision

The Medical University of South Carolina strives to:

- Provide an excellent, collaborative education to our students
- Deliver highest quality, state-of-the-art patient centered care
- Be a world leader in the creation of new knowledge and its application
- Serve the health care needs of the citizens of South Carolina while expanding outreach to people throughout the world

### Mission

Improve health and maximize quality of life through education, research and patient care.

### Values

- integrity
- trust
- respect
- social responsibility
- fiscal responsibility
- cultural competence
- adaptability
- sustainability

## **Strategic Directions: 2010-2015**

- I. Interprofessional/ Interdisciplinary**
- II. Technology/ Innovation**
- III. Entrepreneurialism**
- IV. Globalization**

## Interprofessional / Interdisciplinary

Co-Chairs: Dr. Judy R. Dubno / Dr. Philip D. Hall

### Goal Statement

MUSC will be a leader in interprofessional/interdisciplinary practices by building on existing activities and fostering an environment that rewards innovative and integrated education, research, and patient care.

*MUSC has been at the forefront of the national and international efforts to institutionalize Interprofessional/Interdisciplinary (IP/ID) education, research, and clinical care. In 2007, our leadership in this effort was enhanced by our 10-year educational Quality Enhancement Plan, Creating Collaborative Care (C<sup>3</sup>). Its guiding statement—Learning Together; Transforming Health—expresses an ambitious agenda to be reached through collaborative means. The University's goal is to be a national and international leader in IP/ID education, research, clinical care and thereby transform health. Among other benefits, IP/ID efforts will better prepare the future workforce of South Carolina. The objectives and strategies emphasize a three-stage process of assessment, implementation, and evaluation of IP/ID initiatives. While implementing this process and as a consequence of it, we also aim to create long-lasting IP/ID resources within MUSC, across our mission. Health care and biomedical research will be more effective when we work together, open to each other's perspectives, eager to look for solutions we could not find on our own. We want MUSC faculty, staff, and students to serve as exemplary collaborators when working with patients and colleagues.*

**Objective 1:** Foster existing initiatives and develop new opportunities that encourage interprofessional/ interdisciplinary integration and experiences.

#### *Strategies*

##### *Identify, assess, and analyze models*

- Evaluate existing campus and community models of IP/ID collaboration and disseminate successful program elements through education and publication across the University, state, and nation.
- Determine the beneficial and constraining impacts of infrastructure on IP/ID effectiveness
- Create a framework of success criteria to assess current IP/ID programs and initiatives

### *Implement and Disseminate*

- Ensure that systems of evaluation, including promotion and tenure, reward IP/ID collaboration
- Facilitate acquisition of IP/ID skills through continuing education opportunities for students, staff, and faculty
- Create new models and expand shared clinical and research resources for IP/ID education, practice, and research
- Improve the quality and safety of patient care through the development of IP/ID teams
- Increase the frequency of and venues for communication about IP/ID collaboration
- Create a University-wide educational database to maximize efficiencies and increase IP/ID opportunities

*Evaluate outcomes using predetermined metrics, such as course evaluations, satisfaction surveys, clinical outcomes, publications, grants, and financial contributions, both qualitative and quantitative*

**Objective 2:** Develop opportunities within and outside the institution and create partnerships with others to establish IP/ID collaboration as an ongoing University commitment.

### *Strategies*

- Secure private and public sources of funding
- Encourage the development of Centers of Excellence that promote IP/ID activities
- Develop and launch new degree programs that promote or require IP/ID collaboration for best outcomes, which include cross-college and cross-University courses and research opportunities
- Unify the leadership of IP/ID initiatives within central administration
- Seek funding to create endowed chairs for programs that promote or require IP/ID collaboration for best outcomes

## Technology / Innovation

Chair: Dr. Richard Swaja

### Goal Statement

Provide an environment that promotes the application, development, and transfer of technology, fosters and rewards innovation, cultivates human capital, and responds to emerging priorities to advance health care, education, and research.

*Innovation is discovery put to use. It begins with a novel idea and proceeds through implementation. Novel ideas lead to change, and change challenges established structures and approaches. For important advances to occur in health care, education, and research, MUSC needs to foster a culture that enables, encourages, and rewards innovation. The primary goal of academic technology transfer is to ensure that research benefits the public. As a leading biomedical research institution, MUSC can play a prominent role in improving health care and driving the economy of South Carolina and the region, by transferring new technologies and innovations to the patient community through commercialization and entrepreneurship. Accelerating the transfer of new technologies and innovations facilitates improved health care, provides new revenue opportunities, and enhances the University's impact and visibility at regional, national, and global levels. MUSC already has a wide variety of existing technologies and resources available to promote innovation. However, new technologies and approaches demand constant evaluation and incorporation to assure that programs can access and leverage state-of-the-art resources*

**Objective 1:** Maximize the use of resources and technologies to advance health care, education, and research at MUSC and throughout South Carolina.

#### *Strategies*

- Identify, communicate, implement, and continuously evaluate existing and novel technology platforms and approaches.
- Provide professional development and training in the use of new technologies.
- Develop core capabilities that offer advanced, comprehensive technologies and special services to the University and broad health sciences communities.

- Provide resources that support administration and implementation of technologies to ensure agility, functionality, inter-operability, and quality.

**Objective 2:** Create and nurture an environment that fosters innovation.

*Strategies*

- Provide substantial and tangible incentives to encourage and reward the discovery and application of new technologies and approaches throughout the University enterprise.
- Enhance MUSC's impact and visibility by communicating discoveries and developing collaborations at the local, state, national, and global levels.
- Develop new and strengthen existing centers of expertise dedicated to the application and translation of novel technologies and approaches.
- Encourage innovative teaching methods that adapt to emerging learning patterns and are collaborative, interactive, and interdisciplinary.

**Objective 3:** Accelerate and capitalize the transfer of new technologies and research advances.

*Strategies*

- Enhance infrastructure to support and streamline administrative, business, legal, and regulatory aspects of commercialization and entrepreneurship.
- Provide mentoring resources for advice and assistance in all aspects and phases of technology transfer.
- Engage industry and technology communities to identify opportunities for advice, business development, and financial support.

**Objective 4:** Identify and sustain new revenue streams that adapt to changing biomedical economic environments.

*Strategies*

- Pursue new economic opportunities through partnerships with communities, foundations, and other public or private organizations.
- Provide responsive and rapidly adaptive pathways to implement entrepreneurial pursuits for the good of the patient, community, and University.

# Entrepreneurialism

Chair: Dr. Gerard Silvestri

## Goal Statement

Create and sustain a culture, with both pathways and infrastructure, that will support University-wide entrepreneurialism. Cultivate opportunities to explore new portals and partnerships, public and private, while promoting an ethical framework for pursuits.

Entrepreneurialism: An entrepreneur is a person who has possession of a new enterprise, venture or idea and assumes significant accountability for the inherent risks and the outcome (Sullivan & Sheffrin. 2003. *Economics: Principles in Action*. Pearson Prentice Hall. p. 6)

*Entrepreneurship will bring nontraditional economic resources and visibility to MUSC, contribute to public welfare and economic development in South Carolina and beyond, and demonstrate the successful application of University research to health care needs. Entrepreneurial activity demands encouragement, incentive, recognition, and coordination to flourish and grow. For our endeavors to be successful, a shift in culture at every level is needed. A culture of ethical entrepreneurialism facilitates the development of high quality innovations and technological advances in the fields of health, education, and research, while maintaining fairness, teamwork, core values, and ethical principles. To realize these goals, we look to intersections—across professions and disciplines, with other research centers, and with experienced entrepreneurs. Essential to building and maintaining these relationships at MUSC will be the creation of the Center for Medical Innovation and Entrepreneurialism. The Center will serve as a gateway for partner engagement as well as a resource for our entrepreneurial health and biomedical scientists. Only through cultural change within the institution and renewed engagement with external partners will MUSC truly become an entrepreneurial university.*

**Objective 1:** Stimulate the spirit of entrepreneurialism and incorporate a system of incentives

### *Strategies*

- Promote cultural change across the University (UMA, MUHA, MUSC)

- Create policies and standards to encourage the ethical conduct of entrepreneurialism
- Strengthen incentives for entrepreneurialism by making it a criterion for recognition, promotion, and tenure
- Enhance revenue generation through a combination of improved efficiencies, new funding streams, and philanthropy
- Encourage collaborations across disciplines both within and outside the University to foster entrepreneurship

**Objective 2:** Develop Center for Medical Innovation and Entrepreneurialism

*Strategies*

- Provide and coordinate resources and infrastructure to promote entrepreneurial endeavors within the University
- Recruit an experienced leader to guide the center's initiatives, including the upfront development of a business plan.
- Provide educational and mentorship opportunities in entrepreneurialism
- Leverage the expertise of our peer institutions and partner with industry

# Globalization

Chair: Dr. Lisa Saladin

## Goal Statement

To improve the health of people in South Carolina and globally through the development of collaborative global partnerships in education, clinical care and research. Our efforts will

- Respect and value the cultural and social context of our partners
- Seek resource efficiencies through integration of effort
- Achieve fiscal sustainability
- Use evidence based practices when available
- Have clear measurable and focused outcomes

*The faculty, staff, and trainees at the Medical University of South Carolina are currently actively engaged in collaborative global partnerships in the areas of education, public health, clinical care, and research. To date, our globalization efforts have improved the quality of life of individuals, locally, nationally and globally, provided valuable skills and knowledge to participants, generated scientific evidence, created additional revenue, enhanced our ability to recruit students, fellows, residents and faculty who share an interest in global health, and elevated the reputation and visibility of the Medical University worldwide. Our students benefit from exposure to and participation in global efforts. In order to build on these achievements and to capitalize on the diverse opportunities available to expand our global efforts, MUSC has chosen to make globalization a strategic priority. Becoming a more comprehensive global resource will require a university-wide cultural shift. In keeping with cultures around the world, this shift will require a strong family centered culturally sensitive focus with keen attention to closing the gap on health inequities and an understanding of human needs across the age span. University personnel may require an increased awareness of the benefits of a global focus, training in techniques, policies, and procedures to expand their work to global entities, and support to carry out their work in near and distant environments in ways that require creative thinking.*

**Objective 1.** Build an infrastructure that supports collaboration, coordination, and a commitment to sustainable globalization activities highlighting the unique strengths of MUSC.

## *Strategies*

- a) Elevate the existing Center for Global Health in the College of Medicine to a University Center for Global Health in order to facilitate and coordinate interprofessional/interdisciplinary global initiatives on campus. This will require the engagement of an experienced leader in global health to develop a sustainable business plan. The following are specific goals and activities to be achieved by the Center.
  - i. Coordinate the global health resources at MUSC and disseminate MUSC global health outcomes.
    - Conduct and maintain an inventory of global activities in the university
    - Connect relevant resources to achieve synergy and reduce redundancy
    - Identify and understand the needs of global and local partners
    - Identify successful models in existence internally and externally and explore the use of these models
    - Collect and disseminate outcomes related to global health activities across the enterprise
    - Coordinate university response to global health crises
    - Serve as a resource for training and project management
  - ii. Develop creative, sustainable funding sources for global health initiatives.
    - Develop collaborations with private, nonprofit and philanthropic business partners for economic development for global health initiatives
    - Support MUSC faculty, staff and students in the production of proposals for research, programs, and philanthropic funding
- b) Advance the culture of the university to embrace global initiatives
  - Incentivize MUSC academic and clinical entities to encourage recruitment and retention of faculty, staff and trainees with global interests
  - Incentivize and reward faculty, staff and trainees for participation in global initiatives

- Incorporate global activities into performance evaluations when appropriate
- Broaden promotion and tenure criteria to include global activities as optional criteria
- Increase global perspectives in health language and culture within the university

**Objective 2.** Position MUSC to be recognized as a leader in global health initiatives.

*Strategies*

- Integrate global health education into MUSC curriculum.
- Support the outreach of education, specialized clinical services, and research globally
- Promote education about global health at local and global levels
- Develop collaborative agreements with other top global health centers
- Promote research on health inequalities, disparities and social determinants in health
- Promote evidence-based interventions that reach underserved populations
- Build collaborations with other institutions and communities across South Carolina

## **STRATEGIC PLANNING MEMBERS**

**Director: Dr. Elizabeth Pilcher**

**Facilitator: David McNair**

**Liaison: Dr. Sabra Slaughter**

### **Interprofessional/ Interdisciplinary**

Judy R. Dubno (Co-Chair)

Phillip D. Hall (Co-Chair)

Blue, Amy

Burnham, Willette

Duffy, Nancy

Hazen-Martin, Debra

Kirkwood, Keith L.

Lewis, Thomas

Murphy, Lisa

Schaffner, Marilyn

Schnellmann, Rick

Selassie, Anbesaw

Smith, Tom

Soltis, Edward

Wager, Karen

White, Roger

### **Entrepreneurialism**

Gerard Silvestri (Chair)

Anderson, Thomas P.

Cunningham, Lisa

Hood, Chip

Jauch, Ed

Kelechi, Teresa

Mintzer, Jacobo

Rivers, David

Sanders, John

Schoepf, Joe

Smith, Chuck

### **Technology/ Innovation**

Richard Swaja (Chair)

Annan-Coultas, Dustin

Cousineau, Laura

Ford, Dee

Johnson, Donna

Kennedy, Sally

Lemasters, John J.

Mauldin, Patrick

McEvoy, Matt

Morgan, Paul

Myrick, Hugh

Obeid, Jihad

Poston, Roger

Schaefer, John

Spring, Bill

Welton, John

### **Globalization**

Lisa Saladin (Chair)

Egede, Leonard

Ellegala, Dilan

Fan, Weimin

Hulsey, Tom

Jaffa, Ayad

Johnson, Ian

Liddy, Casey

Mironov, Vladmir

Moore, Emily

Pope, Charlene

Shaw, Darlene

Spratt, Eve G.

Summer, Andrea

Swenson, Cynthia C.

Waller, John

Williamson, Deborah