

## **ABSTRACT: 2017 ELAM Institutional Action Project Symposium**

**Project Title:** Development of a Campus Strategic Plan at the University of Colorado Anschutz Medical Campus

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**Mentor/Collaborators:** Don Elliman, Chancellor; Collaboration with leadership in the Schools of Dental Medicine, Graduate Education, Medicine, Nursing, Pharmacy, and Public Health, Office of Advancement, and the Interprofessional Practice & Education Program.

**Background, Challenge or Opportunity:** The University of Colorado (CU) consists of four campuses. A recent realignment of the senior management structure in the CU system, with a dedicated focus on each campus, now provides an opportunity to recreate a vision and strategic process to ensure continuing success and growth of the CU Anschutz Medical Campus. A strategic plan is needed to set direction and establish priorities to determine how resources can best be allocated for the next five to ten years. An asynchronous team-based approach, with input from various stakeholders at different times throughout the process, is an effective way to reach common goals, provide complementary yet diverse ideas, optimize resources, and promote collaboration.

**Purpose/Objectives:** The overall objective is to develop a strategic plan that will establish priority initiatives and goals for the CU Anschutz Medical Campus by the end of 2017. The primary objective of this institutional action project is to develop the priority initiatives portion of the strategic plan by April 2017.

**Methods/Approach:** In November 2016, Chancellor Elliman began the strategic process by providing a State of the Campus address that outlined nine potential focus areas. Using an asynchronous team-based approach, feedback was then sought from leadership within various schools and offices of the campus community. Meetings with key individuals such as the Chancellor, Deans, Director of Interprofessional Education, and the Office of Advancement provided additional input for specific areas of strategic emphasis. This asynchronous team-based approach consolidated the initial nine focus areas into six potential priority initiatives.

**Outcomes and Evaluation Strategy:** Of the six potential priority initiatives, the target is to move forward with three to six areas to develop goals and action steps. Working groups will be formed to provide input and feedback on specific priorities, develop goals, and recommend appropriate actions for implementation.

In April 2017, upon acceptance of the priority initiatives, an interim evaluation will include self-reflection of effectiveness and impact of interactions with campus leadership and development of the plan to date. A final evaluation will take place at the end of 2017 when the strategic plan has been successfully completed whereby the process for developing the plan will be assessed.

**Conclusion and Impact:** The development of a strategic plan at the CU Anschutz Medical Campus will establish priority initiatives and will set the trajectory for continued success and innovation. Team-based collaboration among all six schools and associated offices on campus will ensure the most inclusive, robust and feasible strategic plan.



## Background and Significance

- The University of Colorado (CU) consists of four campuses. A recent realignment of the senior management structure in the CU system, with a dedicated focus on each campus, provided an opportunity to recreate a vision and strategic process to ensure continuing success and growth of the CU Anschutz Medical Campus.



- The CU Anschutz Medical Campus integrates world-class education, research, and patient care on one of the newest health sciences campuses.
  - Six Schools and Colleges: Dental Medicine, Medicine, Nursing, Pharmacy and Pharmaceutical Sciences, Public Health, and Graduate Education.
  - CU Anschutz partners with two of the top hospitals in the nation, both located on the Anschutz Medical Campus: University of Colorado Hospital and Children's Hospital Colorado. A new Denver Veterans Affairs Medical Center is currently being built and will also be on the campus.



- A strategic plan is needed to set direction and establish priorities to determine optimal allocation of resources over the next five to ten years.
- The strategic plan should further the mission and vision of the organization as a diverse teaching and learning community that creates, discovers and applies knowledge to improve the health and well-being of Colorado and the world.
- An asynchronous team-based approach, with input from stakeholders at different times throughout the process, is an effective way to reach common goals, provide complementary yet diverse ideas, optimize resources, and promote collaboration.

## Objectives

- The **overall objective is to develop a strategic plan** that will establish priority initiatives and goals for the CU Anschutz Medical Campus.
- The **primary objective of this institutional action project is to develop the priority initiatives** portion of the strategic plan by April 2017.
- The strategic plan and priority initiatives will align the mission and vision of the University of Colorado with that of Schools and Colleges of the CU Anschutz Medical Campus.

## Methods/Approach

- In November 2016, CU Anschutz Medical Campus Chancellor Elliman began the strategic process by providing a State of the Campus address that outlined nine potential focus areas.
  - Invest in becoming a "top 5" in a major service line.
  - Rise in NIH research funding ranks from the mid-20s to the mid-teens.
  - Diversify our research portfolio.
  - Significantly increase our work in mental health.
  - Expand our healthcare workforce training in high-demand, high-need fields.
  - Increase regional and national marketing efforts.
  - Leverage campus co-location with hospitals to build more bridges between our faculties.
  - Become more risk-tolerant.
  - Set priorities and allocate resources accordingly.
- Using an asynchronous team-based approach, feedback was obtained from leadership within various schools and offices of the campus community.
- Meetings with key individuals such as the Chancellor, Deans, Director of Interprofessional Education, and the Office of Advancement provided additional input for specific areas of strategic emphasis.

## Outcomes/Evaluation Strategy

- This asynchronous team-based approach consolidated the initial nine focus areas into six potential priority initiatives.
- Each priority initiative was mapped to a mission area of the campus.
- Initial "trailblazers" for each priority initiative were identified.

## Discussion and Impact

- The asynchronous approach led to a consolidation of nine priority initiatives to six.
- Two initial focus areas were viewed as operational and will be incorporated into strategies for effective implementation.
- Evaluation of the process to date indicates:
  - Effective leadership** from Chancellor with initial proposed focus areas
    - Listened to stakeholders
    - Allowed for input
    - Remained flexible
  - Active participation** with valuable input from campus leaders
  - Achieved target** of identifying priority initiatives
    - For ELAM fellow, this project has had significant impact on visibility and ability to advocate for several key stakeholders on campus
- Team-based collaboration among all six schools, clinical partners, and associated offices on campus will ensure the most inclusive, robust and feasible strategic plan.

## Summary and Next Steps

- The development of a strategic plan at the CU Anschutz Medical Campus will set the trajectory for continued success and innovation.
- Working groups will be formed to provide input and feedback on specific priorities, develop goals, and recommend appropriate actions for implementation.
- Office of Advancement currently aligning financial support with priority initiatives to optimize opportunities and leverage current structure.
- A final evaluation will occur at the end of 2017 when the strategic plan has been successfully completed and the next State of the Campus address is provided.

**Through innovation, technology, and talent in this decade of discovery (2017-2027), the University of Colorado Anschutz Medical Campus will be a health destination for any person to receive the best care and best health professions education in the world.**



## WORLD-CLASS HEALTH DESTINATION

### INNOVATION, TECHNOLOGY, AND TOP TALENT

Mission areas	Clinical	Clinical/Research	Clinical/Research	Research	Education	Community
<b>Priority Initiatives</b>	Leverage co-location	Behavioral health	Personalized medicine	Diversify and ↑ research	Expansion of workforce	Marketing and outreach
<b>Trailblazers</b>	Shared faculty on synergistic teams, interprofessional education and practice, Project ECHO, alignment with affiliates	National Behavioral Health Innovation Center, Colorado Consortium for Prescription Drug Abuse Prevention, interprofessional practice	Colorado Center for Personalized Medicine, bioinformatics, primary care	CU Innovations, team science, transformational grants, centralized clinical trials	Interprofessional education, future ready practitioners, growth in nursing and public health	Increased visibility, philanthropy

## Key Mentors and Collaborators

Don Elliman, Chancellor  
 Ralph Altieri, PhD; Dean, Skaggs School of Pharmacy and Pharmaceutical Sciences  
 Leadership from the Schools of Graduate Education, Dental Medicine, Medicine, Nursing, Pharmacy, and Public Health  
 Scott Arthur, Vice Chancellor of Advancement

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