

Department of Medical Laboratory Science
Alignment with University of North Dakota and School of Medicine & Health Sciences Strategic Plan (2018-2023)

UND Strategic Plan Goal	1. Provide a strong undergraduate liberal arts foundation.
SMHS Strategic Plan Goal	SMHS Units that offer educational programs will expand their curricula to include learning outcomes that align with UND's Essential Studies goals (Critical Inquiry and Analysis, Quantitative Reasoning, Written Communication, Oral Communication, Information Literacy, Intercultural Knowledge and Skills)
SMHS Strategic Plan Goal Processes & Timelines	<p>Year 1: Units will select at least one UND Essential Studies (ES) goal to assess in their educational program with the intent of program improvement and a method for assessing learning outcomes will be defined.</p> <p>Year 2: Assessment data will be collected.</p> <p>Year 3: Assessment data will be analyzed and reported. Curriculum improvements will be designed, if necessary, on basis of assessment results.</p> <p>Year 4: Curriculum improvements will be implemented and assessed.</p> <p>Year 5: Assessment results based on curricular improvements will be analyzed and reported to the Faculty Academic Council (FAC) and Dean.</p>
Department of MLS Processes & Timelines	<p>Year 1: The Department of MLS will focus on a mixture of the ES goals of "Critical Inquiry and Analysis" and "Written Communication". Written reflective/analysis assignments will be added to selected clinical practicum courses. A standardized rubric will be created (modeled after published rubrics on the two designated ES areas) and utilized by program faculty to assess learning outcomes.</p> <p>Year 2: Rubric results/data will be collected.</p> <p>Year 3: Rubric results/data be analyzed as related to learning outcome goals; curriculum adjustments will be made as appropriate based on assessment data.</p> <p>Year 4: Continued utilization and analysis with potential adjustments</p> <p>Year 5: Continued utilization (w/potential adjustments) and analysis; Results reported to the Faculty Academic Council (FAC) and the Dean.</p>

UND Strategic Plan Goal	2. Increase undergraduate, graduate, and professional graduation rates.
SMHS Strategic Plan Goal	SMHS Units will expand their current systems of student support to ensure continued high graduation rates and improve student satisfaction with the overall quality of their education.
SMHS Strategic Plan Goal Processes & Timelines	<p>Year 1: SMHS Units will identify areas within current systems of student support that may benefit from improvement or enhancement efforts, choose a process to implement intended to improve or enhance student support and identify corresponding desired outcomes to assess.</p> <p>Years 2 and 3: Units will implement the processes selected to improve or enhance student support and collect assessment data for the identified desired outcomes.</p> <p>Year 4: Units will analyze assessment data and design revised or new processes, if necessary, for improved student support on the basis of assessment results.</p> <p>Year 5: Units will implement and assess revised processes and report outcomes to the FAC and the Dean.</p>
Department of MLS Processes & Timelines	<p>Year 1: The Department of MLS identifies advising support for graduate students (MS in MLS program) as the target for improvement enhancement efforts. Specifically, interactive advising sessions for all students will be implemented on a semester basis. The advising session will include walking through a standardized checklist that targets potential problem areas related to student retention and completion rates, as well as helping students reach their identified program goals. Outcomes being analyzed will be student retention and completion rates (internally tracked), as well as student satisfaction with advising and growth in the area of program goals (tracked on 'goals survey').</p> <p>Years 2 and 3: Interactive advising sessions will be implemented; Pooled student responses/feedback from advising sessions, student retention & completion rates, and goals survey results will begin to be assessed.</p> <p>Year 4: Continued utilization and analysis with potential adjustments as necessary</p> <p>Year 5: Continued utilization (w/ potential adjustments) and analysis; Results reported to the FAC and the Dean.</p>

UND Strategic Plan Goal	3. Deliver more educational opportunity online and on-campus (Goal to by 2022 to increase by 10% (increased credit hours), by higher growth in online and graduate programs.
SMHS Strategic Plan Goal	The SMHS will identify opportunities to employ state-of-the-art technologies to enhance education.
SMHS Strategic Plan Goal Processes & Timelines	<p>Year 1: SMHS Units will study ways to enhance educational program delivery by employing state-of-the-art technologies.</p> <p>Year 2: Units will select a technology improvement(s) intended to enhance education and a method to assess its effectiveness.</p> <p>Year 3: The technology improvement is implemented and assessment data are collected.</p> <p>Year 4: Assessment data are analyzed and, if necessary, improvements are made on the basis of assessment results.</p> <p>Year 5: Outcomes are reported to the FAC and the Dean.</p>
Department of MLS Processes & Timelines	<p>Year 1: The Department of MLS has studied the use of virtual/digital teaching enhancement tools related to teaching of laboratory practice, concepts, and/or skills.</p> <p>Year 2: Instructors teaching senior-level laboratory courses will select a teaching enhancement tool as applicable to his/her discipline.</p> <p>Year 3: Selected teaching enhancement tools will be implemented. Assessment data will be collected through personalized questions specifically related to the teaching enhancement tool that will be added to the SELFI for applicable courses.</p> <p>Year 4: Continued utilization and analysis with potential adjustments as necessary</p> <p>Year 5: Continued utilization (w/ potential adjustments) and analysis; Results reported to the FAC and the Dean.</p>

UND Strategic Plan Goal	4. Enhance discovery at a level consistent with most research intensive universities (Carnegie R1); Goal by 2022, (\$120) million-internal and external funding sources
SMHS Strategic Plan Goal	The SMHS will enhance basic, clinical, and translational health sciences discoveries while focusing on its stated purpose “of discovery of knowledge that benefits the people of this state and enhances the quality of their lives.” The SMHS will support Goal 4 by increasing its extramural funding by 10% per year based on a three year rolling average.
SMHS Strategic Plan Goal Processes & Timelines	<p>Year 1: As stated in the SMHS bylaws, the Research Committee, as a standing committee of FAC, is charged to “formulate strategies and approaches to prioritize investment of institutional research resources.” The Research Committee will study resource availability within the SMHS and the University to support SMHS research growth and determine and action plan with metrics appropriate for assessing achievement of the school’s desired outcomes. The Research Committee will report its recommendations for action through the Senior Associate Dean for Medicine and Research to the Dean.</p> <p>Year 2: The approved action plan formulated in Year 1 is implemented and assessment data are collected.</p> <p>Year 3: Assessment data are analyzed and preliminary conclusions are presented to the FAC and the Dean. Revised action plans, desired outcomes and assessment metrics are proposed by the Research Committee to the Dean.</p> <p>Year 4: Dean-approved plan revisions are implemented and assessment data are collected.</p> <p>Year 5: Outcomes with recommendations for future action are presented to the FAC and the Dean.</p>
Department of MLS Processes & Timelines	N/A

UND Strategic Plan Goal	5. Foster a welcoming, safe, and inclusive campus climate; Goal by 2022, diverse segments (identified in IPEDS) fully participate in improvements in graduation rates and credit hours
SMHS Strategic Plan Goal	UND SMHS will foster a welcoming, safe, and inclusive environment across all campuses.
SMHS Strategic Plan Goal Processes & Timelines	<p>Year 1: The FAC and the Dean will jointly appoint a Goal 5 working group to include Diversity Officer, faculty, staff and student representation. The purposes of the working group are to undertake a SMHS self-study process followed by the creation of (1) a SMHS diversity plan to include the review of the School's diversity statement, attention to faculty and staff recruitment and retention, formation of a Diversity Office, (2) strategies to ensure a welcoming, safe, and inclusive environment for all students, faculty, staff and visitors across all campuses, and (3) curricular changes to improve students' confidence and skills in caring for patients different than themselves. The plan will be presented to the FAC and the Dean for approval and resource allocation.</p> <p>Year 2: Implementation of the approved diversity plan will commence and outcome metrics will be identified. The effort will be led by the newly-appointed Diversity Officer. The working group will continue in its role to assist the Diversity Officer in the oversight and management of the diversity plan</p> <p>Years 3: Outcome metrics data are collected while the diversity plan continues to be implemented.</p> <p>Year 4: Outcome metrics data are analyzed and, if necessary, diversity plan revisions on the basis of assessment data are recommended by the Diversity Officer to the FAC and to the Dean.</p> <p>Year 5: Diversity plan revisions are implemented and new outcome metrics are identified. The Diversity Officer will report conclusions and recommendations to the FAC and the Dean.</p>
Department of MLS Processes & Timelines	N/A

UND Strategic Plan Goal	6. Meet educational needs of active duty and reserve personnel, veterans and their families. Goal by 2022, a 25% increase in credit hours earned by active duty military personnel, veterans, and their families.
SMHS Strategic Plan Goal	The SMHS will determine how we may better meet the educational needs of active duty and reserve personnel, veterans, and their families.
SMHS Strategic Plan Goal Processes & Timelines	<p>Year 1: SMHS Units will study how they are currently providing educational opportunities for active duty and reserve personnel, veterans, and their families and report their findings to the FAC and the Dean.</p> <p>Year 2: The FAC, in consultation with the Dean, will recommend how the SMHS can best improve meeting the educational needs of active duty and reserve personnel, veterans, and their families. The FAC will assist units in developing strategies, finding necessary resources and defining outcome measures.</p> <p>Year 3: Approved strategies will be implemented and outcomes assessment data collected.</p> <p>Year 4: The implementation phase continues, outcome data analyzed and reported to the FAC and the Dean, and improvements are designed and implemented, as necessary on the basis of assessment results</p> <p>Year 5: Program improvements continue and assessment data are reported to the FAC and the Dean.</p>
Department of MLS Processes & Timelines	<p>Year 1: The Department of MLS identified the MS in MLS program as a program where access for active duty and reserve military personnel, veterans and their families could be improved. Specifically, on-campus residency program requirements created barriers for this population due to unknown and unpredictable schedules. As such, curriculum changes were proposed and approved by SMHS and UND to allow residency requirements to be met either on-campus or online (synchronous).</p> <p>Year 2: Continued implementation of new online MS in MLS curriculum format, along with promotion of the program to the targeted population will occur. Consultation of FAC and/or Dean for further support, suggestions, and/or strategies.</p> <p>Year 3: Approved strategies will be implemented and outcomes assessment data collected. Specifically, advising feedback, graduate goals survey (internal) data will be assessed for specific feedback/trends from this population as well as information on how they learned of the program.</p> <p>Year 4: The implementation phase continues, outcome data analyzed and reported to the FAC and the Dean, and improvements are designed and implemented, as necessary on the basis of assessment results.</p> <p>Year 5: Program improvements continue and assessment data are reported to the FAC and the Dean.</p>

UND Strategic Plan Goal	7. Attract support for the University by actively engaging alumni and donors. Goal by 2022, increase alumni contribution participation by 10% and achieve targeted fund raising goals set for each Dean, VP and President
SMHS Strategic Plan Goal	The SMHS will achieve the targeted fund raising goals set for the SMHS Dean and Vice President for Health Affairs.
SMHS Strategic Plan Goal Processes & Timelines	<p>Year 1-5: As determined by the University President, the Vice President for Health Affairs, with the assistance of the Office of Alumni and Community Relations and the UND Alumni Association and Foundation, will formulate a strategy to raise \$35 million over seven years (\$5 million/year average). SMHS leadership will assist in meeting two fund-raising goals through philanthropy: (1) Decreasing student debt by increasing funding for student scholarships and (2) Enhancing faculty support and growing educational programs by increasing funding for endowed chairs and professorships.</p> <p>Year 1. Each unit will submit to the Dean a written concept (i.e., informal position description) for an endowed chair or professorship, the purpose of which is to provide the Dean and the Director of Development with direction when fund raising for the positions. The Dean's office, with support from the Office of Alumni and Community Relations and the UND Alumni Association and Foundation, is responsible for the oversight and management of this goal and will provide periodic update reports to the FAC.</p>
Department of MLS Processes & Timelines	Years 1 and 2: The Department of MLS will create an endowed chair position description.

UND Strategic Plan Goal	8. N/A. This additional UND SMHS strategic plan goal addresses SMHS's efforts to continue to successfully implement the broad goals of the Healthcare Workforce Initiative (HWI). The broad goals of the HWI are to reduce disease burden, retain more healthcare provider graduates for North Dakota, train more healthcare providers, and improve the efficiency of the healthcare delivery system.
SMHS Strategic Plan Goal	The SMHS will enhance its purposes of education, service, and discovery by focusing additional, ongoing efforts toward achieving the broad goals stated in the School's Healthcare Workforce Initiative.
SMHS Strategic Plan Goal Processes & Timelines	<p>Year 1: SMHS Units will select one or more of the HWI goals with the intention of implementing a program improvement or enhancement plan and assessing its effectiveness.</p> <p>Year 2: The chosen improvement or enhancement plans are implemented and assessment data are collected.</p> <p>Year 3: Assessment data are analyzed and reported; and plan improvements will be designed, if necessary, on the basis of assessment results.</p> <p>Year 4: The plan improvements are implemented and assessed.</p> <p>Year 5: The initial plans or the plan revisions continue. Assessment results based on improvements are collected, analyzed and reported to the FAC and the Dean.</p>
Department of MLS Processes & Timelines	<p>Year 1: The Department of MLS will select the HWI goal of <i>Retain more healthcare graduates for North Dakota</i> and implement the following improvement plan: 1.) gather data from students as to why they are staying/leaving North Dakota after graduation; 2.) analyze collected data on the Departmental side and make potential curricular changes as applicable to improve in-state retention; 3.) share collected data with clinical sites in North Dakota so they can make potential adjustments to improve in-state retention; 4.) continue to utilize all available in-state clinical sites that meet our requirements for student training; and 5.) seek out opportunities for marketing/program development to in-state students/entities.</p> <p>Year 2: The above plans are implemented and assessment data are collected.</p> <p>Year 3: Assessment data are analyzed and reported; and plan improvements will be designed, if necessary, on the basis of assessment results.</p> <p>Year 4: The plan improvements are implemented and assessed.</p> <p>Year 5: The initial plans or the plan revisions continue. Assessment results based on improvements are collected, analyzed and reported to the FAC and the Dean.</p>