
University of North Dakota School of Medicine and Health Sciences Strategic Plan (2018-2023) Geriatrics

Strategic Plan Purposes:

The purposes of the University of North Dakota School of Medicine and Health Sciences Strategic Plan (2018-2023) are to (1) Align with the One UND Strategic Plan (2017-2022) and (2) Achieve the purposes mandated in the North Dakota Century Code.

"The primary purpose of the University of North Dakota School of Medicine and Health Sciences is to educate physicians and other health professionals and to enhance the quality of life in North Dakota. Other purposes include the discovery of knowledge that benefits the people of this state and enhances the quality of their lives."

Strategic Plan Oversight:

The Faculty Academic Council (FAC) is responsible for the oversight and management of this strategic plan.

Participating SMHS Units:

All School of Medicine and Health Sciences (SMHS) Units* will contribute to successful achievement of the SMHS Strategic Plan. All Units will confer with their respective SMHS unit leadership *i.e.*, dean, or associate dean, when aligning unit plans with the SMHS Strategic Plan.

*A "Unit" is a SMHS academic, research, service, or administrative component of the School's organization for which a direct reporting relationship exists between the component and the dean or a designated associate dean.

https://med.und.edu/about/_files/docs/org-chart.pdf

LEARNING

One UND Strategic Plan Goal 1: Provide a strong undergraduate liberal arts foundation

Although One UND Strategic Plan Goal 1 specifically addresses undergraduate education, the School of Medicine and Health Sciences is largely a graduate institution. Skills gained from a well-rounded undergraduate liberal arts education, as encapsulated in UND's defined "Essential Studies" (<http://www1.und.edu/academics/essential-studies/>) are beneficial for graduate and professional students as well.

UND SMHS Strategic Plan Goal 1: 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

UND SMHS Strategic Plan Goal 1: processes, responsibilities, outcome measures, and timelines:

- Year 1: Units will select at least one UND Essential Studies goal to assess in their educational program with the intent of program improvement and a method for assessing learning outcomes will be defined.
 - **The UND Geriatrics Department shall increase "information literacy" in the principles and practice of Geriatric Medicine. The goal is to improve knowledge and attitudes about Geriatrics among medical students. To assess these learning outcomes, students will be evaluated by pre and post test examinations as well as by scores on their mock and real USMLE.**
- Year 2: Assessment data will be collected.
- Year 3: Assessment data will be analyzed and reported. Curriculum improvements will be designed, if necessary, on the basis of assessment results.
- Year 4: Curriculum improvements will be implemented and assessed.
- Year 5: Assessment results based on curricular improvements will be analyzed and reported to the FAC and the Dean.

LEARNING

One UND Strategic Plan Goal 2: Increase undergraduate, graduate, and professional graduation rates

One UND Strategic Plan Goal 2 addresses the importance of improving graduation rates, especially among its undergraduate programs. The programs within the SMHS, however, have very high graduation rates that meet or exceed national benchmarks. Despite these successes, there are opportunities for the SMHS to improve student support to ensure continued high graduation rates.

UND SMHS Strategic Plan Goal 2: 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.

UND SMHS Strategic Plan Goal 2 processes, responsibilities, outcome measures, and timelines:

- 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.
 - The UND Department of Geriatrics will implement community service learning as a mechanism to help transition pre-clinical students to their clinical education. The desired outcomes include a higher confidence among students in executing a history and physical examination and engage patients in health promotion practices.
- 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.
- 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.

- Year 5: Units will implement and assess revised processes and report outcomes to the FAC and the Dean.
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LEARNING

One UND Strategic Plan Goal 3: Deliver more educational opportunity online and on-campus Goal by 2022 to increase by 10% (increased credit hours), by higher growth in online and graduate programs

Although the SMHS recognizes the significant value of distance delivery, online and simulation learning experiences in many of its programs, the School is, in many instances, limited by the predetermined number of students enrolled in those programs and by curricular requirements that necessitate the physical presence of the student in order to learn specific clinical, professional, and technical skills. Certain programs within the SMHS, however, could be positioned for growth in online educational offerings.

UND SMHS Strategic Plan Goal 3: The SMHS will identify opportunities to employ state-of-the-art technologies to enhance education.

UND SMHS Strategic Plan Goal 3 processes, responsibilities, outcome measures, and timelines:

- Year 1: SMHS Units will study ways to enhance educational program delivery by employing state-of-the-art technologies.
 - **UND Geriatrics Department will create an on – line course on the Biology of Aging to be used by all health professions and it will create a core of on – line Geriatric presentations for all trainees.**
 - Year 2: Units will select a technology improvement(s) intended to enhance education and a method to assess its effectiveness.
 - Year 3: The technology improvement is implemented and assessment data are collected.
 - Year 4: Assessment data are analyzed and, if necessary, improvements are made on the basis of assessment results.
 - Year 5: Outcomes are reported to the FAC and the Dea
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DISCOVERY

One 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

UND SMHS Strategic Plan Goal 4: 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.

UND SMHS Strategic Plan Goal 4 processes, responsibilities, outcome measures, and timelines:

- 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 an 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.
 - **UND Geriatrics Department will enhance discovery by recruitment of new faculty and collaborating with established faculty. The areas of research focus include**
 - i. Alzheimer’s Disease and Aging**
 - ii. Inflammation and Aging**
 - iii. Healthy lifespans**
- Year 2: The approved action plan formulated in Year 1 is implemented and assessment data are collected.
- 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.
- Year 4: Dean-approved plan revisions are implemented and assessment data are collected.
- Year 5: Outcomes with recommendations for future action are presented to the FAC and the Dean.

ENGAGEMENT

One 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

UND SMHS Strategic Plan Goal 5: UND SMHS will foster a welcoming, safe, and inclusive environment across all campuses.

UND SMHS Strategic Plan Goal 5 processes, responsibilities, outcomes measures, and timelines:

- Year 1: The FAC and the Dean will jointly appoint a Goal 5 working group to include 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, and appointment of a diversity officer, (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.
 - The UND Department of Geriatrics will sponsor Faculty Development programming for women and minorities as well as develop clinical training sites for under – resourced populations (FQHC, IHS, rural clinical sites)
- 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.
- Years 3: Outcome metrics data are collected while the diversity plan continues to be implemented.
- 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.

- 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.
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ENGAGEMENT

One 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

UND SMHS Strategic Plan Goal 6: The SMHS will determine how we may better meet the educational needs of active duty and reserve personnel, veterans, and their families.

UND SMHS Strategic Plan Goal 6 processes, responsibilities, outcomes measures, and timelines:

- 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.
 - The UND Department of Geriatrics will collaborate with UND efforts to create on – line curricula as it pertains to aging aspects of health care curriculum.
 - 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.
 - Year 3: Approved strategies will be implemented and outcomes assessment data collected.
 - 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
 - Year 5: Program improvements continue and assessment data are reported to the FAC and the Dean.
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ENGAGEMENT

One UND Strategic Plan Goal 7: Attract Support for the University by actively engaging alumni and donors. Goal by 2022, increase alumni contribution participation to 10% and achieve targeted fund raising goals set for each Dean, Vice President, and President

UND SMHS Strategic Plan Goal 7: The SMHS will achieve the targeted fund raising goals set for the SMHS Dean and Vice President for Health Affairs.

UND SMHS Strategic Plan Goal 7 processes, responsibilities, outcomes, measures, and timelines:

- 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.
 - 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.
 - Given that the State of North Dakota ranks first in the US for Alzheimer's Disease and 4th for the percentage of oldest old, the UND Geriatrics Department shall create position descriptions for basic and clinical endowed chairs and professorships focused on healthy aging, Alzheimer's Disease, and Senior rehabilitation.

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.

Purpose Driven

Additional Goal

This additional UND SMHS strategic plan goal addresses the School'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.

UND SMHS Strategic Plan Goal 8: The SMHS will enhance its purposes of education, service, and discovery by focusing additional efforts toward achieving the broad goals stated in the School's Healthcare Workforce Initiative.

UND SMHS Strategic Plan Goal 8 processes, responsibilities, outcome measures, and timelines:

- 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.
 - Given that the State of North Dakota ranks 1st in the US for Alzheimer's Disease and 4th as a percentage of oldest old, and given that the State is short 40 Geriatricians, the UND Department of Geriatrics supports the expansion of Geriatric Fellowship and Integrating Geriatrics into Primary Care such that all health care systems in North Dakota will become age and dementia friendly operations (see 2019 HRSA grant application for blueprint).
- Year 2: The chosen improvement or enhancement plans are implemented and assessment data are collected.
- Year 3: Assessment data are analyzed and reported; and plan improvements will be designed, if necessary, on the basis of assessment results.
- Year 4: The plan improvements are implemented and assessed.
- 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.

Prospectus for endowed professorships in the Department of Geriatrics

Key points:

- UND Geriatrics is new and needs a critical mass of faculty
- North Dakota is at the epicenter of Alzheimer's Disease and Oldest Old

- North Dakota is short 40 Geriatricians
- Geriatric expansion fills a gap in Translation Research at UND SMHS

Overview:

UND Geriatrics is the newest department at UND. As such, it needs to develop a critical mass of Geriatricians and Gerontologists to advance education, training, research and clinical services for older adults. The need to expand UND Geriatrics is critical because North Dakota ranks 1st in Alzheimer's Disease and 4th as a percentage of oldest old in the United States. Development of Geriatrics is a logical extension of academic expertise that exists at UND SMHS with aging, longevity, inflammation, and Alzheimer's Disease as key research foci in the Biomedical Sciences. Currently lacking is TRANSLATIONAL RESEARCH as part of the collaborations between basic scientists and Geriatrics. Thus, the proposed endowed chairs in Geriatrics help bridge the gap between basic and clinical sciences that can bring meaningful interventions to solve important age – related issues such as memory loss, functional disability, falls, inflammaging, and poor recovery from acute illnesses.

Distinguished Professor of Geriatrics and Alzheimer's Disease.

The Centers for Disease Control and Prevention rank North Dakota as first in the prevalence of Alzheimer's Disease. Why North Dakota is at the epicenter of the Alzheimer's Disease is not known, however, the State is short 40 Geriatricians to meet the health care needs of this growing population. The UND Distinguished Professor of Geriatrics and Alzheimer's Disease aims to bring an academic Geriatrician with significant experience and accomplishments in memory disorders to advance discovery and clinical care of elderly with dementia.

Distinguished Professor of Geriatrics and Healthy Lifespans

North Dakota ranks as one of the 4 top states with the highest percentage of oldest old. The State is short 40 Geriatricians to meet the needs of this aging population. Given that 70% of the population who are 75 years old and older have at least one functional disability, it is critical to find ways to slow aging processes, strengthen recovery from illness and prevent cognitive and functional declines. The UND Distinguished Professor of Geriatrics and Healthy Lifespans aims to bring an academic Geriatrician with significant experience and accomplishments in Geriatrics to advance discovery and clinical care of elderly.

Distinguished Professor of Geriatrics Education

With an aging population that ranks 4th in the US for the percentage of oldest – old and 1st in the country for Alzheimer's prevalence, North Dakota needs its next generation of primary care and specialty doctors need the knowledge, skills and attitudes to treat older adults. The UND Distinguished Professor of Geriatrics and Geriatrics aims to bring an academic Geriatrician with significant experience and accomplishments in medical education to advance discovery, teaching and training of the next generation of health care providers in Geriatric Medicine.