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

### **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 for subsequent service in North Dakota 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 Council (FC) is responsible for the oversight and management of this strategic plan.**

### **Participating SMHS Units:**

**All 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, 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.

<http://med.und.edu/administration/files/docs/orgchartjan2018final.pdf> )

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## LEARNING

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

Although One UND Strategic Plan Goal 1 specifically recognizes undergraduate education, the School of Medicine and Health Sciences (SMHS) is largely a graduate institution. We believe that the skills gained from a well-rounded undergraduate liberal arts education, as encapsulated in UND's defined "Essential Studies" (<http://und.edu/academics/essential-studies/>), are beneficial for graduate and professional students as well. We therefore have adopted the following as our first strategic goal.

**UND SMHS Strategic Plan Goal 1: Those SMHS Units that have educational programs will expand upon their defined curricula and technical skill development requirements to include concepts that comprise UND's Essential Studies.**

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:**

1. Year 1: The Units with educational programs will choose at least one of the UND Essential Studies concepts for analysis and assessment with the intent of program improvement.
2. Year 2: The initiatives determined by the participating units will be implemented and outcome metrics defined.
3. Year 3: The outcome metrics will be analyzed and reported. New curriculum modifications will be designed if necessary.
4. Year 4: The new curriculum modifications will be implemented and outcome metrics selected.
5. Year 5: The new outcome metrics will be analyzed and reported to the FC and the Dean.

## LEARNING

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

One UND Strategic Plan Goal 2 recognizes 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 benchmarking. Despite these successes, we believe that there are opportunities for the SMHS to improve student support to ensure continued high graduation rates.

**UND SMHS Strategic Plan Goal 2: The SMHS Units will expand their current systems of student support in order to ensure continued high graduation rates and to improve student satisfaction with the overall quality of their education.**

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

1. Year 1: The SMHS Units will identify areas within its current systems of student support that may benefit from improvement or enhancement efforts. All participating units will select processes intended to improve or enhance student support. These units will identify corresponding outcome metrics.
2. Years 2 and 3: Participating units will implement the processes selected to improve or enhance student support and gather data for the identified outcome metrics.
3. Year 4: Participating units will analyze outcome metrics data and create revised or new processes if necessary for improved student support.
4. Year 5: Participating units will implement revised improvement processes and submit final reports to the FC and the Dean.

## 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 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 the curricular requirements which necessitate the physical presence of the student in order to learn specific clinical, professional, and technical skills. On the other hand, there may be certain programs within the SMHS that will allow for increased online educational opportunities.

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

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

1. Year 1: The SMHS Units with educational programs will study ways to enhance its education delivery by utilizing state-of-the-art technologies.
2. Year 2: The curriculum committees of the participating units will propose needed technology improvements intended to enhance education. These units will identify outcome metrics.
3. Year 3: Education-enhancing activities created by state-of-the-art technology started in Year 2 continues and outcome metrics data are collected.
4. Year 4: Year 3 outcome metrics data are analyzed and if necessary education revisions are undertaken.
5. Year 5: Final reports are submitted to the FC and the Dean.

## **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 5% per year based on a three-year rolling average.**

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

1. Year 1: As per the SMHS bylaws, the Research Committee, as a standing committee of FC, 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 will determine appropriate outcome metrics. This Committee will report its recommendations through the Senior Associate Dean for Medicine and Research to the Dean.
2. Year 2: The approved action plans formulated in Year 1 are implemented and outcome metrics data collected.
3. Year 3: Outcomes metrics are analyzed and preliminary conclusions are presented to the FC and the Dean. Revised plans and outcome metrics are proposed by the Research Committee to the Dean.
4. Year 4: Dean approved plan revisions are implemented and outcome metrics data are collected.
5. Year 5: A final report with recommendations for future action is presented to the FC and the Dean.

Goal 4 was amended by the Faculty Council on February 8, 2021.

## **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:**

1. Year 1: The FC and the Dean will jointly appoint a Goal 5 working group to include student representation. The purposes of this 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) educational plans to improve students' confidence and skills in caring for patients different than themselves. This plan will be presented to the FC and the Dean for approval and resource allocation.
2. Year 2: Implementation of the approved diversity plan will commence and outcome metrics will be identified. This 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.
3. Years 3: Outcome metrics data are collected while the diversity plan continues to be implemented.
4. Year 4: Outcome metrics data are analyzed and if necessary diversity plan revisions are recommended by the Diversity Officer to the FC and to the Dean.
5. Year 5: Diversity plan revisions are implemented and new outcome metrics are identified. The Diversity Officer will report conclusions and recommendations to the FC and the Dean.

## **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: The SMHS Units with educational programs 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 FC and the Dean.

Year 2: The FC, in consultation with the Dean, will recommend how best the SMHS can improve meeting the educational needs of active duty and reserve personnel, veterans, and their families. The FC will assist the participating units in developing strategies, finding necessary resources and defining outcome measures.

Year 3: Approved strategies will be implemented and outcome metrics data gathered.

Year 4: The implementation phase continues, outcome data analyzed and reported to the FC and the Dean; and revisions are instituted as necessary.

Year 5: Educational revisions continue and ongoing outcome metrics are reported to the FC and the Dean.

## **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, VP, and President

**UND SMHS Strategic Plan Goal 7: The SMHS will achieve the targeted and fund raising goals set for the Vice President for Health Affairs as stated in One UND Strategic Plan.**

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

1. 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 of the UND Alumni Association and Foundation, will formulate a strategy to raise a total of \$35 million over seven years (\$5 million/year average).
2. SMHS leadership will assist in meeting two philanthropic goals: (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.
  - a. Year 1. Each academic unit, each department, the Center for Rural Health and the Simulation Center will submit to the Dean a written concept (i.e., informal position description) for an endowed chair or professorship. The purpose of this is to provide the Dean and the Director of Development with some direction when fund raising for those 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 FC.

## **Purpose Driven Additional Goal**

This additional UND SMHS strategic plan goal addresses the School's efforts 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 on the broad goals stated in the School's Healthcare Workforce Initiative.**

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

1. Year 1: The SMHS Units will choose one or more of the above HWI goals with the intention of implementing a program improvement or enhancement plan if possible.
2. Year 2: The chosen improvements or enhancement plans are implemented by the participating units and outcome metrics are identified.
3. Year 3: The outcome metrics data are collected, analyzed and reported; and plan revisions are created as necessary.
4. Year 4: The plan revisions are implemented and new outcome metrics identified.
5. Year 5: The initial plans or the plan revisions continue. Outcome metrics data are collected, analyzed and reported to the Dean and the FC.