

UND SCHOOL OF MEDICINE & HEALTH SCIENCES

STRATEGIC PLAN

2024–2028

The primary purpose of the UND School of Medicine & Health Sciences (SMHS), as outlined in the North Dakota Century Code, is to “educate physicians and other health professionals for subsequent service in North Dakota and to enhance the quality of life of its people.” An additional purpose is the discovery of knowledge that benefits the people of this state and enhances the quality of their lives.

UND SMHS’s strategic plan aligns with the foundational goals of the UND LEADS “Today, Tomorrow, and Forever” strategic vision that was created to inspire a sense of wonder, a love of discovery, and a commitment to serve. Five core values—Learning; Equity; Affinity; Discovery; and Service—form the pillars of the plan and are designed to guide actions to assist in the implementation of the UND SMHS purpose.

Learning	Equity	Affinity	Discovery	Service
A culture of curiosity and life-long pursuit of greater knowledge, skills, and abilities by learners at all levels.	An environment of inclusion and equity that embraces diverse populations, ideas, and perspectives.	A sense of belonging and connectedness with our partners and communities.	A spirit of inquiry, innovation, and sharing of knowledge to improve health for all.	An alliance with others to address evolving health challenges and opportunities within the state.

This strategic plan emphasizes the importance of collaboration and partnership to achieve an improved quality of life for the people of North Dakota. The plan establishes processes that are inclusive, reflects evidence-based practice, and supports the UND SMHS commitment to interprofessional education and collaboration.

The strategic plan reflects our unwavering commitment toward a healthier future for all North Dakotans.

The strategic plan is intended as a dynamic document that embodies continuous quality improvement and self-assessment.



LEARNING

UND SMHS maintains an enduring commitment to learning that empowers learners (students, staff, and faculty) to pursue successful outcomes for themselves and those they serve.

Goal 1: Deliver robust learning experiences that are grounded in best practices

The SMHS will:

- Model best-practices in teaching and learning strategies to equip learners with the knowledge and skills that positively impact health and healthcare.
- Encourage innovative, motivational, and engaging teaching that incorporates real-world and interprofessional applications.
- Build and maintain learning tools and resources that facilitate best-practices in teaching and keep student preferences and input in mind.
- Continue its commitment to multicultural education, equity, inclusion, and accessibility as essential elements needed to optimize learning outcomes.

Goal 2: Foster growth, well-being, and achievements of all SMHS learners

The SMHS will:

- Support learners through best-practices by meeting identified needs.
- Reduce obstacles to inclusive and accessible educational environments.
- Strive for inclusion of learners in decision-making regarding education-related approaches and policies.
- Recognize both internally and externally effective and important achievements in learning and scholarship.



EQUITY

UND SMHS cultivates an inclusive and equitable culture that ensures that our students are well-equipped to care for the diverse needs of a multicultural patient population; by doing so, we will enrich our learning environment, foster groundbreaking research, and elevate the accessibility and quality of care in North Dakota and beyond.

Goal 1: Determine the current state of perceptions of the effectiveness of our multicultural educational programs among students, staff, and faculty members.

The SMHS will:

- Utilize survey tools to gather comprehensive insights into perceptions of the effectiveness of our multicultural educational programs among students, staff, and faculty members.
- Prepare a report summarizing any identified areas for improvement and an associated action plan.
- Develop targeted initiatives to address identified challenges.

Goal 2: Effectively address identified concerns regarding the effectiveness of our current multicultural education programs.

The SMHS will:

- Ensure that the foundations of multicultural education are understood as an essential part of optimal learning outcomes.
- Identify and reduce barriers for learners to foster a more inclusive and accessible educational environment.
- Establish partnerships and programs that actively contribute to advancing diversity and inclusion goals.
- Respond to student requests across programs for more training on caring for diverse populations.
- Encourage the Associate Dean for Multicultural Education to work with internal and external constituencies to realize the goals as outlined.



AFFINITY

UND SMHS promotes a sense of belonging by building safe and inclusive learning environments that promote an authentic, welcoming culture that values diverse viewpoints and experiences.

Goal 1: The SMHS will determine perceptions of belonging among students, staff, and faculty members.

The SMHS will:

- Survey faculty, staff, and students about their perceptions of belonging, summarize the survey results, and highlight identified areas for improvement.
- Create and implement an action plan to address any improvement areas identified in the survey.

Goal 2: The SMHS will nurture a sense of belonging among students, staff, and faculty members.

The SMHS will:

- Investigate and adopt best practices for fostering a greater sense of belonging within diverse communities.
- Foster collaboration and open communication channels to strengthen relationships with partners and communities.



DISCOVERY

UND SMHS cultivates an environment of scholarship that generates new knowledge and enhances the lives of people in North Dakota and beyond.

The UND SMHS approach to scholarship follows the definitions of Boyer (Scholarship Reconsidered: Priorities of the Professoriate, 1990) and includes the concepts of discovery, integration, application, and teaching and learning. The scholarship of discovery is defined as the creation of new knowledge; integration is “making connections across the disciplines, placing the specialties in larger context, illuminating data in a revealing way”; the scholarship of application (or “translation”) is applying knowledge to solve problems for individuals and institutions and society; and the scholarship of teaching and learning is the dynamic process of improving teaching and learning.

Goal 1: Departments and units will establish measurable outcomes for scholarship.	Goal 2: Provide students with expanded opportunities to conduct transformative scholarship.	Goal 3: Provide appropriate institutional support to encourage innovative approaches in all areas of scholarship.
<p>The SMHS will:</p> <ul style="list-style-type: none">• Identify scholarly strengths and support priority growth areas.• Review/revise promotion and tenure expectations as necessary to include scholarly activities that reflect the broad dimensions of scholarship as defined above.• Establish tools/procedures to better measure the growth of scholarly output, as defined by presentations, publications in high-impact journals, success in extramural funding, patent applications, and patents.	<p>The SMHS will:</p> <ul style="list-style-type: none">• Ensure a core curriculum for the scholarship of discovery for students in each program or center.• Define discipline-specific expectations for student competencies, skills, and participation in scholarship.• Work to identify any needed additional sources of funding needed to support UND SMHS student scholarship as broadly defined above.• Continue to assess student success in scholarly pursuits through measurement of student and resident presentations, publications, and postgraduate placement/employment.	<p>The SMHS will:</p> <ul style="list-style-type: none">• Ask each department and center to identify any support, service, or regulatory needs.• Maintain and augment as needed and as appropriate core and service unit support.• Measure progress in these activities through serial measurements of funding by extramural grants, presentations, publications, and philanthropy.



SERVICE

UND SMHS serves the community by collaborating with state agencies, health providers, and regional partners to improve health status for all North Dakotans.

Goal 1: Support the health needs of our community, state, and region through our services via research, educational efforts, and program development.	Goal 2: Encourage a culture of community engagement that fosters flexibility, growth, and service-learning.	Goal 3: Partner with external organizations that share our commitment to service.
<p>The SMHS will:</p> <ul style="list-style-type: none">• Promote initiatives that address UND SMHS program needs, especially those that offer a broad community impact.• Conduct research and educational efforts that align with health priorities in the region.• Participate in programs that endeavor to enhance community health outcomes.• Collaborate with local partners in efforts to ensure that services are tailored to meet specific community health needs.	<p>The SMHS will:</p> <ul style="list-style-type: none">• Plan and execute community events designed to foster open dialogue and collaboration.• Utilize flexible approaches to community engagement that adapt to evolving community needs and preferences.• Facilitate service-learning opportunities for both internal and external partners to promote a culture of growth and innovation.	<p>The SMHS will:</p> <ul style="list-style-type: none">• Identify and establish partnerships with external organizations that align with the SMHS commitment to service.• Plan and host community engagement events in collaboration with external organizations to enhance collective impact.• Evaluate collaborative efforts with external organizations to optimize efficiency and effectiveness.

