
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 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.

http://med.und.edu/administration/files/docs/org_chart_may2018.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.
- 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.
- 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.

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.
- 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 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 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.
- 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.
- 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.

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.
- 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.

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.

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.
- 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.