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

Indians Into Medicine (INMED)

Strategic Plan Purposes:

"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."

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.

INMED Strategic Plan Goal 1: INMED is working collaboratively with the Provost and with American Indian Studies to establish an **"INMED Pre-Med"** program in which undergraduate students will have the opportunity to major in American Indian Studies and to incorporate a strong preparation into the biomedical sciences.

Key Components

- **Biomedical Sciences**—35 credits, including Biology (8), Chemistry (8), Organic Chemistry (8), Physics (8), and Biochemistry (3).
- **American Indian Studies**
 - **Major (120 Credits)**—incorporate Biomedical Sciences curriculum into the AIS curriculum, and add new courses in
 - *American Indian Health* to be taught by existing INMED and MPH faculty and staff
 - *Indigenous STEM* focused on STEM fields through an Indigenous lens.

- **MCAT Prep / GRE Prep**—To improve preparation for medical school or other health sciences, beginning in the freshman year, students will participate in bi-weekly sessions that will take place at the American Indian Student Services Center (AISSC) at UND. These sessions will focus on test-taking skills and strategies as well as:
 - **MCAT**—basic sciences, including biochemistry and physiology, as well as verbal reasoning and writing.
 - **GRE**—verbal and quantitative skills and writing.
- **Advising & Tutoring**—Students will be provided appropriate advising from pre-health professions advisors as well as INMED faculty and staff throughout the curriculum. Tutoring in the biomedical sciences and in writing skills will be provided through the AISSC. INMED will place a rotating staff member at the AISSC on a daily basis to ensure connection and integration of efforts between the SMHS/INMED and the main campus.

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

- Year 1: The interdisciplinary curriculum for the INMED Pre-Med will be finalized in collaboration with American Indian Studies (AIS) and with the Provost’s office. Two faculty members in AIS will be hired in year 1, and students will be recruited into the new curriculum for fall 2020.
- Year 2: Assessment data will be collected including numbers of students enrolled and qualitative data regarding student and faculty satisfaction with curriculum instruction, and programming.
- 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. Ongoing data collection will include student performance (GPA, MCAT, GRE scores) as well as acceptance and matriculation into medicine and health sciences programs.
- Year 5: Assessment results based on curricular improvements will be analyzed and reported to the Director of AIS, Provost, SMHS FAC and the Dean.

LEARNING

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

INMED Strategic Plan Goal 2: INMED will expand current systems of student support to ensure continued high graduation rates and improve student satisfaction with the overall quality of their education.

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

- Year 1: INMED 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. INMED students will provide input regarding potential areas of improvement for student support, including academic, cultural, financial, and social support programs.
 - Years 2 and 3: INMED will implement the processes selected to improve or enhance student support and collect assessment data for the identified desired outcomes.
 - Year 4: INMED will analyze assessment data and design revised or new processes, if necessary, for improved student support on the basis of assessment results.
 - Year 5: INMED 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.

INMED Strategic Plan Goal 3: INMED 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: INMED will examine opportunities to enhance educational and support program delivery by employing state-of-the-art technologies, including interactive video to engage INMED clinical students outside of Grand Forks. Summer programs will also assess opportunities to utilize technologies to improve programming.

- Year 2: INMED will select a technology improvement(s) intended to enhance education and a method to assess its effectiveness. Resources will be pursued for implementation.
- 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

INMED Strategic Plan Goal 4: INMED 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.” INMED will support Goal 4 by increasing its extramural funding by 10% per year based on a three year rolling average to address Indigenous Health Disparities and community-driven health priorities.

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

- Year 1: The Research Committee (Dr. Warne is a member) 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. INMED will collaborate with the Research Committee to pursue appropriate funding mechanisms (COBRE, other NIH, etc.) to address Indigenous health disparities led by Indigenous Health faculty members.
- Year 2: By the end of Year 2, INMED faculty will pursue at least five grant opportunities to expand extramural research funding to address Indigenous Health.
- Year 3-4: INMED will increase extramural funding by at least 10% per year on average.

- 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

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

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

- Year 1: Dr. Warne serves as the Associate Dean for Diversity, Equity & Inclusion, and Lynn Mad Plume, MPH was hired in June 2019 as the Diversity and Equity Coordinator. 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 Lynn Mad Plume and 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

INMED is not actively engaged in engaging military personnel or veterans.

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

INMED Strategic Plan Goal 7: INMED will assist in achieving the targeted fund raising goals set for the SMHS Dean and Vice President for Health Affairs.

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

- Year 1: INMED will establish a database of INMED alumni, including MD graduates and participants in other INMED programming (e.g. Summer Institute). INMED will establish and INMED Alumni Association by the end of Year 1.
 - Year 2-5: With the assistance of the Office of Alumni and Community Relations and the UND Alumni Association and Foundation, INMED will formulate a strategy to raise \$10 million over seven years to establish five \$2M endowed scholarships for INMED students.
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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.

INMED Strategic Plan Goal 8: INMED will work collaboratively with Healthcare Workforce Initiative to enhance its purposes of education, service, and discovery by focusing on tribal engagement and tribal priorities to address workforce shortages.

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

- Year 1: INMED will select one or more of the HWI goals with the intention of implementing a program improvement or enhancement plan and assessing its effectiveness. All four tribes in ND will be engaged to determine tribal priorities for workforce development.
- Year 2: The chosen improvement or enhancement plans are implemented and assessment data are collected. INMED will collaborate with other health sciences units at UND to meet tribal priorities for workforce needs (nursing, social work, etc.).
- 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.