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

## Master of Public Health (MPH) Program

### 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."

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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 addresses **undergraduate** education, the School of Medicine and Health Sciences is largely a graduate institution.

**Public Health Strategic Plan Goal 1:** Public Health has worked collaboratively with Public Health Education in the College of Public Health and Human Development to establish an **Accelerated Bachelor's to Master's (ABM)** program in which undergraduate students now have the opportunity to complete both the Bachelor's degree and MPH in five years.

#### Public Health Strategic Plan Goal 1: processes, responsibilities, outcome measures, and timelines:

- Year 1: Enroll students into the ABM program.
- 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.
- Year 5: Assessment results based on curricular improvements will be analyzed and reported to the SMHS FAC and the Deans of SMHS and CEHD.

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## LEARNING

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

**MPH Strategic Plan Goal 2: MPH will expand the number of specializations offered and student recruitment and retention efforts. We will also offer a new PhD in Indigenous Health.**

**Public Health Strategic Plan Goal 2 processes, responsibilities, outcome measures, and timelines:**

- Year 1: MPH will offer a new specialization in Indigenous Health.
- Year 2: Public Health will implement a new PhD in Indigenous Health. Data collection to assess, improve or enhance student support for public health students at the Bachelor's, Master's, and doctorate levels.
- Year 3-4: Public Health will analyze assessment data and design revised or new processes, if necessary, for improved student support on the basis of assessment results.
- Year 5: Public Health 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.

**Public Health Strategic Plan Goal 3: Public Health 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: Public Health will offer the MPH degree in an online, asynchronous format. Public Health will continue to collaborate closely with TTaDA to continuously improve the quality of online teaching.
  - Year 2: Public Health will select technology improvement(s) intended to enhance education and a method to assess its effectiveness. Student and faculty satisfaction data will also be collected.
  - Year 3: Technology improvements are 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.
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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

**Public Health Strategic Plan Goal 4: Public Health 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.” Public Health 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.**

**Public Health 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. Public Health will collaborate with the Research Committee to pursue appropriate funding mechanisms (COBRE, other NIH, etc.) to address public health and Indigenous health priorities.

- Year 2: By the end of Year 2, Public Health faculty will pursue at least five grant opportunities to expand extramural research funding to address population health.
- Year 3-4: Public Health 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.

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## 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

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

**Public Health 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

**Public Health is not actively engaged in engaging military personnel or veterans.**

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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

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

**Public Health Strategic Plan Goal 7 processes, responsibilities, outcomes, measures, and timelines:**

- Year 1: Public Health will establish a database of Public Health alumni, including MPH graduates. Public Health will establish an MPH Alumni Association by the end of Year 1.

- Year 2-5: Public Health will establish a database of Public Health alumni, including Bachelor's, MPH, and PhD graduates. With the assistance of the Office of Alumni and Community Relations and the UND Alumni Association and Foundation, Public Health will formulate a strategy to raise \$1 million over seven years.
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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.

**Public Health Strategic Plan Goal 8: Public Health 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.**

**Public Health Strategic Plan Goal 8 processes, responsibilities, outcome measures, and timelines:**

- Year 1: Public Health 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 and other underserved populations will be engaged to determine priorities for public health workforce development.
- 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.