

Agendum
Oakland University
Board of Trustees Formal Session
December 2, 2015


**APPROVAL OF OAKLAND UNIVERSITY WILLIAM BEAUMONT
SCHOOL OF MEDICINE STRATEGIC PLAN**
A Recommendation

1. **Division and Department:** Academic Affairs, Oakland University William Beaumont School of Medicine
2. **Introduction:** This is a proposed revision to the School of Medicine Strategic Plan that was approved by the Board on May 21, 2014. The School of Medicine accrediting agency, the Liaison Committee for Medical Education (LCME) required a revision with broadened faculty input.
3. **Previous Board Action:** The Board approved the establishment of the School of Medicine and the School of Medicine Affiliation Agreement on July 31, 2008; approved the School of Medicine Constitution on June 29, 2010; approved the Doctor of Medicine Degree on June 29, 2010; amended the School of Medicine Affiliation Agreement on April 3, 2013; and approved the Strategic Plan on May 21, 2014.
4. **Budget Implications:** None
5. **Educational Implications:** The School of Medicine provides a high quality allopathic medical education to address the growing need for physicians in the State of Michigan as well as nationally. With a curriculum that integrates biomedical sciences and research with clinical practice, the School of Medicine offers a collaborative, diverse, and technologically advanced learning community intended to enhance the mission and goals of the University and expand opportunities for research and scholarship.
6. **Personnel Implications:** None
7. **University Reviews/Approvals:** This recommendation has been reviewed by the Strategic Planning Committee, the University community in campus forums, the Planning Review Committee of the University Senate, the full University Senate, the Vice President for Organizational Development and Strategic Planning, the President and the Board's School of Medicine Management Committee.

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8. **Recommendation:** RESOLVED, that the Board of Trustees authorizes the Vice President for Strategic Planning and the President of the University to move forward in development of a full and formal strategic plan, structured around the mission statement and goals as presented.
9. **Attachments:** A. Oakland University William Beaumont School of Medicine Strategic Plan.

Submitted to the President
on 11-25, 2015 by



James P. Lentini, D.M.A.
Senior Vice President for
Academic Affairs and Provost

Recommended on 11/30, 2015
to the Board for approval by



George W. Hynd
President



Oakland University William Beaumont School of Medicine

Strategic Plan

September 11, 2015

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I. Message From the Dean

I. Message From the Dean

From inception, the Oakland University William Beaumont (OUWB) School of Medicine was designed to transform medical education by emphasizing holistic physician development—a “liberal arts medical education” that is grounded in evidence-based medical science.

- We ***select*** students who bring attributes and experiences predictive of a future holistic approach to medical school and who demonstrate the academic aptitude to excel in the study of medical science.
- We ***immerse*** our students in a carefully designed learning environment that emerges from a generous investment of attention and care to every detail of our daily work. We aspire to facilitate the growth of a medical student into a physician who achieves at levels that surpass competency, who is compassionate, who listens with focused intensity, and who communicates clearly with elevated cultural awareness. We expect our graduates who become scientists and clinician-scientists to understand that the end point of every experiment is a patient awaiting an answer.
- We ***guide*** students along a path of personal and professional development designed to last a lifetime. Our students begin to learn communication skills within the first weeks of medical school. We promote the student’s own well-being through a structured program that emphasizes personal growth through reflective practice. We engage students in the study of the humanities and clinical bioethics throughout their training—not just in one course. Each student designs and executes a research program in one of many dimensions, including basic research, community and public health, global and international health, healthcare disparities, medical informatics and simulation, quality and safety, healthcare policy and advocacy, healthcare disparities, and the physician as an educator.
- We ***engage*** our students in serving the needs of the community in multiple ways. Some of these efforts have attracted national attention. That OUWB is committed to its community— local and global—should not be a surprise. For example, the 75 students in the Class of 2016 compiled more than 70,000 hours of meaningful community engagement before coming to OUWB.

Robert Folberg, M.D.
Founding Dean, OUWB School of Medicine;
Chief Academic Officer, William Beaumont Hospital

II. Mission, Vision, and Values

II. Mission, Vision, and Values

A. Mission

The OUWB School of Medicine is a collaborative, diverse, inclusive, and technologically advanced learning community, dedicated to enabling students to become skillful, ethical, and compassionate physicians, inquisitive scientists who are invested in the scholarship of discovery, and dynamic and effective medical educators.

B. Vision

The OUWB School of Medicine will be recognized by its students and faculty members—and by its peers in the global medical community—as a premier educational environment for individuals to become physicians and to study medicine throughout their lives; to transform the practice of medicine through research; and to lead in promoting, maintaining, and restoring health to individuals and communities served by the school and its graduates.

C. Values

- *Compassion* — We are a “school that cares” by having a safe and secure environment that treats everyone with respect, sensitivity, dignity, decency, and empathy in all our endeavors.
- *Partnership, Collaboration, and Teamwork* — We are dedicated to collegiality, collaboration, teamwork, and mutual respect as we enthusiastically work together within and across organizational boundaries in pursuit of our mission.
- *Innovation* — We pursue all avenues to energize and encourage creativity while cultivating and nurturing the school environment to foster the unique talents of our students, staff, and faculty.
- *Professionalism* — We value honesty, integrity, and ethical conduct in dealing with our students, patients, faculty, staff, and the community we serve.
- *Quest for Excellence* — We commit to doing the best for everyone who interacts with the school by always striving to build upon and enhance what already has been achieved.

III. School of Medicine Strategy

III. School of Medicine Strategy

A. OUWB Strategic Goals

The OUWB School of Medicine is committed to:

- Achieving and sustaining excellence in medical education, research, and patient care.
- Serving our community through the faithful execution of our mission.

Our mission is accomplished through the following goals, which exemplify a student-centered approach to biomedical education, a patient-centered approach to the delivery of healthcare, and a focus on highly original research that includes the biomedical sciences and extends beyond the laboratory to all disciplines that impact the health of patients and their communities:

- Medical Student–Related Goals
 - Goal 1:* Provide students with an outstanding medical education.
 - Goal 2:* Maintain student debt levels at or below averages for peer institutions.
 - Goal 3:* Create an inclusive environment.
- Faculty-Related Goals
 - Goal 1:* Ensure a high-quality and balanced faculty workforce.
 - Goal 2:* Increase faculty scholarship.
 - Goal 3:* Increase collaboration between faculty members from the School of Medicine and faculty members based in other Oakland University schools, college, and academic units, including the development of graduate degree programs, such as M.B.A., M.P.H., and M.D.-Ph.D. programs.
 - Goal 4:* Strengthen and expand clinical faculty development programs and the associated resources available to faculty.
- Community Engagement–Related Goals
 - Goal 1:* Increase the number of community engagement affiliations through COMPASS, the School of Medicine's Center for Community Engagement.
 - Goal 2:* Increase community awareness of OUWB's impact on the health of the community.
 - Goal 3:* Develop and promote a distinct identity for OUWB.
 - Goal 4:* Partner with the health system to provide needed community services and resolve gaps in care for population health.
- Administration-Related Goals
 - Goal 1:* Ensure facilities will support the educational program.
 - Goal 2:* Ensure long-term funding to support the educational program.
 - Goal 3:* Establish a continuous quality improvement program for the School of Medicine.
 - Goal 4:* Increase communication and access to resources available to students and faculty across all campuses.

B. OUWB Strategic Initiatives

To achieve OUWB's strategic goals, the following specific initiatives have been identified:

1. Medical Student–Related Goals

- **Goal 1: Provide students with an outstanding medical education.**
 - **Strategy 1: Consistently review the effectiveness of the integrated curriculum through continuous quality improvement.**
 - » Action plan:
 - The curriculum committee and its subcommittees will monitor “in real time” faculty and student satisfaction and will benchmark student performance against national norms.
 - » Outcome measures:
 - Student and faculty surveys
 - Pass rates on national licensing examinations at or above national averages
 - Performance surveys of residency directors for graduates
 - » Responsible party:
 - Associate Dean for Medical Education
 - » Timeline
 - Annual reports to the Medical School Management Committee beginning in fall of 2017
 - **Strategy 2: Provide medical students with outstanding career counseling so that they are prepared to train in their fields of choice.**
 - » Action plan:
 - Deliver career counseling through the PRISM course (www.oakland.edu/medicine/prism).
 - Deliver exposure to career options through career interest groups, including “lunch and learn programs.”
 - Develop and maintain a robust roster of discipline-specific counselors.
 - » Outcome measures:
 - Achieve a placement rate for graduating classes in the National Residency Match Program that is at or above national averages.
 - Student satisfaction through the Graduation Questionnaire (GQ).
 - » Responsible party:
 - Associate Dean for Student Affairs
 - » Timeline
 - Annual reporting to the Curriculum Committee, the Dean, and the Medical School Management Committee beginning fall of 2017

- *Strategy 3:* Ensure high-quality clinical training resources to support M3/M4 clerkships with a class enrollment of 125 medical students.
 - » Action plan:
 - Hire the Director of Ambulatory Recruitment and Education to train physicians who will recruit clinical placement sites.
 - Provide faculty development to new and legacy sites.
 - » Outcome measures:
 - Sufficient numbers of high-quality clinical training sites to support the educational objectives of all clerkships
 - Student performance on end-of-clerkship Objective, Structure, Clinical, Examination (OSCE), as well as “subject” examinations and licensing examinations
 - » Responsible party:
 - Associate Dean for Undergraduate Clinical Education
 - » Timeline:
 - 2016-2018 Status reporting beginning fall of 2017
- *Goal 2:* Maintain student debt levels at or below averages for peer institutions.
 - *Strategy 1:* Develop and assess a financial literacy program.
 - » Action plan:
 - Provide financial literacy training during orientation.
 - Provide “lunch and learn” opportunities through the M1 and M2 years.
 - Provide financial literacy training during M3 assemblies.
 - Perform exit interviews with students before graduation.
 - » Outcome measures:
 - Total student debt at graduation
 - » Responsible party:
 - Associate Dean for Student Affairs
 - » Timeline:
 - Annual reporting to the Dean, School of Medicine/Chief Academic Officer, William Beaumont Hospital and the Medical School Management Committee beginning fall of 2017
 - *Strategy 2:* Increase scholarship support.
 - » Action plan:
 - Complete a philanthropic case document, feasibility study, and campaign strategy.
 - » Outcome measures:
 - Sufficient scholarship support to keep student debt at or below averages for peer institutions

- » Responsible parties:
 - Fundraising units of Oakland University and Beaumont Health System
 - Medical School Management Committee
- » Timeline:
 - Annual reports of philanthropy targeted to scholarships beginning fall of 2017
- **Goal 3: Create an inclusive environment.**
 - **Strategy 1: Augment existing faculty and student programs, and implement new programs.**
 - » Action plan:
 - Increase programming to address conscious and unconscious biases.
 - Initiate a professionalism training program for medical students based on the Vanderbilt model that is being implemented at Beaumont Health System.
 - Complete the implementation of SAFE Space Training for faculty, staff, and students.
 - » Outcome measures:
 - C-change surveys to assess faculty (OUWB participates in the C-change initiative based at Brandeis for medical schools)
 - Ongoing student focus groups as part of continuous quality improvement
 - Graduation Questionnaire
 - » Responsible parties:
 - Associate Dean for Academic and Faculty Affairs
 - Associate Dean for Student Affairs
 - » Timeline:
 - 2016-2020 Status report beginning fall of 2017
 - **Strategy 2: Expand the curriculum for medical students to foster competency in population health and community medicine.**
 - » Action plan:
 - Determine resources necessary to expand opportunities for students to participate in community medicine, population health, and related scholarly activities.
 - Expand student opportunities in underserved or rural areas.
 - » Outcome measures:
 - Population management is integrated into clinical opportunities.
 - Available medical student opportunities in underserved or rural areas.
 - » Responsible parties:
 - Associate Dean for Undergraduate Clinical Education
 - Associate Dean for Medical Education
 - » Timeline:
 - 2016-2019 Status report beginning fall of 2017

2. Faculty-Related Goals

- **Goal 1:** Ensure a high-quality and balanced faculty workforce.
 - **Strategy 1:** Develop a faculty workforce plan that balances the needs of educational, research, and clinical programs, particularly in light of healthcare reform, changing funding models impacting the clinical delivery system, and the evolving interprofessional requirements of the university's health sciences programs.
 - » Action plan:
 - Study and project the multiyear faculty workforce needs of OUWB.
 - » Outcome measures:
 - Faculty workforce plan
 - » Responsible parties:
 - Dean, School of Medicine/Chief Academic Officer, William Beaumont Hospital
 - Chief Medical Officer
 - Associate Dean for Academic and Faculty Affairs
 - Associate Dean for Medical Education
 - Associate Dean for Under Graduate Clinical Education
 - » Timeline:
 - 2016-2017 Status report beginning fall of 2017
 - » **Strategy 2:** Explore new models to promote a culture in which volunteerism thrives while recognizing when clinical faculty effort warrants compensation for their commitment to teaching.
 - » Action plan:
 - Identify non-compensation reward mechanisms that foster and encourage volunteerism.
 - Determine an objective basis and associated thresholds to determine clinical faculty effort levels that warrant compensation.
 - » Outcome measures:
 - Volunteer and paid clinical faculty reward plan
 - » Responsible parties:
 - Dean/Chief Academic Officer, William Beaumont Hospital
 - Chief Medical Officer
 - Associate Dean for Academic and Faculty Affairs
 - Associate Dean for Undergraduate Clinical Education
 - » Timeline:
 - 2016-2017 Status report beginning fall of 2017

- *Goal 2: Increase faculty scholarship.*
 - *Strategy 1: Sustain and grow scholarship-related faculty mentoring programs.*
 - » Action plan:
 - Train department chairs in best practices for faculty mentoring.
 - Identify faculty mentors.
 - Provide resources for faculty mentoring.
 - » Outcome measures:
 - Publications in peer-reviewed journals or media (e.g., MedEd Portal)
 - Presentations at regional and national meetings
 - Extramural grant funding
 - » Responsible parties:
 - Associate Dean for Academic and Faculty Affairs
 - Department chairs
 - » Timeline:
 - Annual reporting of outcomes measures beginning fall of 2017
 - *Strategy 2: Provide resources for faculty members to engage in research within their disciplines, including research in the scholarship of medical education and healthcare delivery science.*
 - » Action plan:
 - Develop a business plan for research in the School of Medicine.
 - Ensure adequate support/infrastructure to promote research across the organization consistent with the research business plan.
 - Increase overall communication, including the availability of resources (e.g., research), and disseminate updates on research priorities across the organization.
 - » Outcome measures:
 - Research business plan
 - » Responsible party:
 - Medical School Management Committee
 - Vice President for Research/Associate Dean for Research
 - Senior Vice President for Academic Affairs and Provost
 - » Timeline:
 - 2016-2017 (Report due to LCME December, 2016)

- *Goal 3:* Increase collaboration between faculty members from the School of Medicine and faculty members based in other Oakland University schools, colleges, and academic units, including the development of graduate degree programs, such as M.B.A., M.P.H., and M.D.-Ph.D. programs.
 - *Strategy 1:* Pursue joint education and research initiatives between the Center for Biomedical Research and the Department of Radiation Oncology.
 - » Action plan:
 - Initiate dialogue between the director of the Center for Biomedical Research and the chair of the Department of Radiation Oncology.
 - » Outcomes measures:
 - Joint research
 - New academic programs to train clinically focused radiation physicists
 - » Responsible parties:
 - Dean, School of Medicine/Chief Academic Officer, William Beaumont Hospital.
 - Director of the Center for Biomedical Research
 - Chair of the Department of Radiation Oncology
 - Senior Vice President for Academic Affairs and Provost
 - » Timeline:
 - 2015-2017
 - *Strategy 2:* Design joint degree and/or certificate programs between the School of Business Administration and the School of Medicine.
 - » Action plan:
 - Assist the School of Business Administration in setting up certificate and master's programs for Beaumont Health System-based faculty and administrative staff members.
 - Develop certificate programs in medical management and healthcare delivery science for medical students.
 - » Outcome measures:
 - Initiation of instruction at Beaumont Health System and within the School of Medicine
 - » Responsible parties:
 - Dean, School of Medicine/Chief Academic Officer, William Beaumont Hospital.
 - Dean, School of Business Administration
 - Senior Vice President for Academic Affairs and Provost
 - » Timeline:
 - 2015-2018

- *Strategy 3:* Clarify the relationship between the Eye Research Institute and the School of Medicine.
 - » Action plan:
 - Identify collaboration opportunities, specifically between the Eye Research Institute and the Departments of Biomedical Science and Ophthalmology.
 - » Outcome measures:
 - Development of interdisciplinary research initiatives
 - » Responsible parties:
 - Senior Vice President for Academic Affairs and Provost, Oakland University
 - Director of the Eye Research Institute
 - Chair of the Department of Biomedical Science
 - Chair of the Department of Ophthalmology
 - » Timeline:
 - 2015-2017

- *Strategy 4:* Expand interprofessional education programs between the School of Nursing and the School of Medicine.
 - » Action plan:
 - Identify and implement new interprofessional education programs across the continuum of medical education (undergraduate, graduate, and continuing medical education).
 - » Outcome measures:
 - Increase in the number of interprofessional education programs
 - Increase in the number of common instructional hours between medical and nursing students
 - » Responsible parties:
 - Dean, School of Medicine/Chief Academic Officer, William Beaumont Hospital.
 - Associate Dean for Medical Education, School of Medicine
 - Dean, School of Nursing
 - Senior Vice President for Academic Affairs and Provost
 - » Timeline:
 - 2015-2017

- *Strategy 5:* Design joint educational research activities, including joint certificate programs between the School of Health Sciences and the School of Medicine.
 - » Action plan:
 - Following the collaborative model for the School of Business Administration and the School of Medicine, develop programs in epidemiology, population management, and public health
 - Consider joint M.D.-Master of Public Health program.

- » Outcome measures:
 - Initiation of instruction in public health certificate programs
- » Responsible parties:
 - Dean, School of Medicine/Chief Academic Officer, William Beaumont Hospital.
 - Dean, School of Health Sciences
 - Senior Vice President for Academic Affairs and Provost
- » Timeline:
 - 2016-2019
- *Strategy 6: Design joint certificate programs between the School of Education and Human Services (SEHS) and the School of Medicine.*
 - » Action plan:
 - Prepare a feasibility study for offering a master of health professions education (MHPE).
 - Develop certificate programs in medical education for medical students, residents, and faculty members.
 - » Outcome measures:
 - Presentation of the feasibility study to the Oakland University Senior Vice President for Academic Affairs and Provost for consideration
 - Initiation of instruction in certificate programs
 - » Responsible parties:
 - Dean, School of Medicine/Chief Academic Officer, William Beaumont Hospital.
 - Dean, SEHS
 - Senior Vice President for Academic Affairs and Provost
 - » Timeline:
 - 2016-2019
- *Strategy 7: Pursue joint research initiatives between the College of Arts and Sciences and the School of Medicine.*
 - » Action plan:
 - Establish joint biomedical research initiatives between faculty members in the College of Arts and Sciences and in the School of Medicine.
 - » Outcome measures:
 - Grant applications, publications, and presentations at regional and national meetings
 - » Responsible parties:
 - Dean, School of Medicine/Chief Academic Officer, William Beaumont Hospital.
 - Dean, College of Arts and Sciences

- Vice President for Research/Associate Dean for Research
 - Senior Vice President for Academic Affairs and Provost
 - » Timeline:
 - 2016-2019
- *Strategy 8: Pursue joint research initiatives between the School of Engineering and Computer Science and the School of Medicine.*
 - » Action plan:
 - Establish joint biomedical research initiatives between faculty members in the School of Engineering and Computer Science and in the School of Medicine.
 - » Outcomes measures:
 - Grant applications, publications, and presentations at regional and national meetings
 - » Responsible parties:
 - Dean, School of Medicine/Chief Academic Officer, William Beaumont Hospital.
 - Dean, School of Engineering and Computer Science
 - Vice President for Research/Associate Dean for Research
 - Senior Vice President for Academic Affairs and Provost
 - » Timeline:
 - 2016-2019
- *Strategy 9: Increase communication and showcase examples of collaboration between faculty members from the School of Medicine and faculty members based in other Oakland University schools, colleges, and academic units.*
 - » Action plan:
 - Track interschool collaboration between medical school faculty and other Oakland University faculty.
 - Identify barriers and impediments to collaboration.
 - Promote and support faculty collaborative efforts.
 - » Outcome measures:
 - Design of interventions to remove impediments
 - Communications and tracking plan
 - » Responsible parties:
 - Dean, School of Medicine/Chief Academic Officer, William Beaumont Hospital
 - Associate Dean for Academic & Faculty Affairs
 - Deans of other Oakland University schools and colleges
 - Senior Vice President for Academic Affairs and Provost
 - » Timeline:
 - Annual reporting of activities and communication initiatives beginning fall of 2017

- **Goal 4:** Strengthen and expand clinical faculty development programs and the associated resources available to faculty.
 - **Strategy 1:** Develop a more formal mentor program for clinical faculty, particularly early-career faculty.
 - » Action plan:
 - Engage clinical faculty through small focus groups to identify key orientation, performance and productivity, and career development initiatives upon which to design mentoring programs.
 - Design mentoring programs, and identify mentoring-related resources.
 - Communicate mentoring program resources available to clinical faculty, and target specific cohorts of faculty for mentoring initiatives.
 - » Outcome measures:
 - Rates of faculty participation in mentoring programs
 - Faculty satisfaction with mentoring programs
 - » Responsible parties:
 - Associate Dean for Academic and Faculty Affairs
 - Department chairs
 - » Timeline:
 - Annual reporting of outcomes measures beginning fall of 2017
 - 2014–2017.

3. Community Engagement–Related Goals

- **Goal 1:** Increase the number of community engagement affiliations through COMPASS, the School of Medicine’s Center for Community Engagement.
 - **Strategy 1:** Partner with School of Education and Human Services (SEHS) to provide healthcare education and services in distressed school districts.
 - » Action plan:
 - Encourage student Capstone projects with SEHS through the Capstone-related scholarship program.
 - Engage faculty members whose research interests are in public health and nutrition.
 - » Outcome measures:
 - Number of sites served by the School of Medicine in partnership with SEHS
 - Assessment of community satisfaction with these programs through focus groups and affiliation feedback
 - Number of students engaged in service learning and Capstone projects

- » Responsible parties:
 - Associate Dean for Medical Education
 - Assistant Dean for Community Integration and Outreach
 - Dean of SEHS
- » Timeline:
 - 2016-2021 Status report beginning fall of 2017
- *Goal 2: Increase community awareness of OUWB's impact on the health of the community.*
 - *Strategy 1: Implement a mini-medical school program that is "portable," taking it to a variety of sites within our service area.*
 - » Action plan:
 - Form a community advisory board to suggest topics of interest.
 - Secure funding for the project.
 - Develop the infrastructure and curriculum based on the University of Colorado model.
 - » Outcome measures:
 - Community participation in programming
 - Satisfaction with programming through surveys and focus groups
 - » Responsible party:
 - Senior Director of Development
 - Assistant Dean for Community Integration & Outreach
 - Associate Dean for Medical Education
 - » Timeline:
 - 2016-2020
 - *Strategy 2: Increase awareness across the Oakland and Beaumont campuses of the medical school's impact on the community.*
 - » Action plan:
 - Document, promote, and communicate the medical school's community-related initiatives and programs.
 - Ensure appropriate resources in support of such programs.
 - » Outcome measures:
 - Communication plan
 - » Responsible party:
 - Associate Dean for Medical Education
 - Assistant Dean for Community Integration and Outreach
 - Senior Director of Development
 - » Timeline:
 - 2016-2020

- *Goal 3: Develop and promote a distinct identity for OUWB.*
 - *Strategy 1: Develop and implement a branding strategy.*
 - » Action plan:
 - Engage the communications and marketing units of Oakland University and Beaumont Health System to develop a brand.
 - Engage an outside consultant, if required.
 - » Outcome measures:
 - Identifiable brand
 - » Responsible parties:
 - Senior Director for Development
 - Communications and marketing units of Oakland University and Beaumont Health System
 - » Timeline:
 - 2016-2017
 - *Strategy 2: Develop and implement a communications and marketing plan for OUWB.*
 - » Action plan:
 - Engage the communications and marketing units of Oakland University and Beaumont Health System to develop a communications and market plan.
 - Engage an outside consultant, if required.
 - » Outcome measures:
 - Communications and marketing plan
 - » Responsible parties:
 - Senior Director for Development
 - Communications and marketing units of Oakland University and Beaumont Health System
 - » Timeline:
 - 2016-2017
- *Goal 4: Partner with the health system to provide needed community services and resolve gaps in care for population health.*
 - *Strategy 1: Develop an infrastructure to support research and education in population health.*
 - » Action plan:
 - Inventory existing infrastructure and resources appropriate to population health research and education.
 - Identify desired infrastructure and resources.
 - Determine gaps in infrastructure and resources, and prepare a plan for developing necessary resources.
 - » Outcome measures:
 - Infrastructure plan for population health research and education

- » Responsible party:
 - Medical School Management Committee
- » Timeline:
 - 2016-2017
- *Strategy 2: Partner with health system to identify community needs and design interventions.*
 - » Action plan:
 - Assist the health system in preparing a community health needs assessment.
 - Determine the types of interventions for resolving community health needs through which the School of Medicine could be particularly effective, and collaborate with the health system in the design of such initiatives.
 - » Outcome measures:
 - Community health needs assessment report
 - Collaborative community health needs initiatives
 - » Responsible party:
 - Medical School Management Committee
 - » Timeline:
 - 2016 Annual Report
 - 2014–2015.

4. Administration-Related Goals

- *Goal 1: Ensure resources will support the educational program.*
 - *Strategy 1: Evaluate opportunities to improve the efficiency of the two-campus model.*
 - » Action plan:
 - Engage a medical school facilities consultant to evaluate the efficiency and costs of operating a two-campus model and to make recommendations to improve the model.
 - Consider if the two-campus model is sustainable in the long term.
 - » Outcome measures:
 - Consultancy report
 - » Responsible party:
 - Medical School Management Committee
 - » Timeline:
 - 2015-2017
 - *Strategy 2: Complete a facilities master plan for both campuses.*
 - » Action plan:
 - Engage a medical school facilities consultant to evaluate the efficiency and costs of operating a two-campus model and to make recommendations to improve the model.

- Conduct regular evaluations of the sites, and confirm that needed resources are brought to each site to ensure parity and state-of-the-art updated space.
 - » Outcome measures:
 - Consultancy report
 - Annual evaluations
 - » Responsible party:
 - Medical School Management Committee
 - » Timeline:
 - 2015-2016 Annual Report
- *Strategy 3:* Ensure appropriate resources are available to support medical students, especially in light of the rapid growth in the program.
 - » Action plan:
 - Determine faculty workloads, class room space, and other resources appropriate to maintaining a quality educational experience.
 - Project process needs aligned with projected growth in class size.
 - » Outcome measures:
 - Multiyear budget, staffing, and resource plan to accommodate the growth that will occur over the next 4 years
 - » Responsible parties:
 - Dean, School of Medicine/Chief Academic Officer, William Beaumont Hospital
 - Associate Dean Undergraduate Clinical Education
 - Associate Dean for Medical Education
 - Associate Dean for Academic & Faculty Affairs
 - Vice Dean for Business Administration
 - » Timeline:
 - 2016-2020
- *Goal 2:* Ensure long-term funding to support the educational program.
 - *Strategy 1:* Establish a multiyear business plan for OUWB.
 - » Action plan:
 - Form a business planning subcommittee of the Medical School Management Committee.
 - Complete a funds flow analysis, and identify opportunities to diversify revenue streams.
 - Establish a business plan based on assumptions and analytics associated with market assessment, organization and management requirements, services expectations, and financial projections.
 - Engage an outside consultant, if required.

- » Outcomes measures:
 - Approval of the business plan by the Oakland University and Beaumont Health System Boards
- » Responsible party:
 - Medical School Management Committee
- » Timeline:
 - 2015-2016
- *Strategy 2: Expand philanthropic support for OUWB.*
 - » Action plan:
 - Complete a philanthropic case document, feasibility study, and campaign strategy for the School of Medicine.
 - » Outcome measures:
 - Cash gifts
 - Endowed chairs
 - Endowed facilities
 - Endowments to fund ongoing programs
 - » Responsible parties:
 - Fundraising units of Oakland University and Beaumont Health System
 - Medical School Management Committee
 - » Timeline:
 - 2016-2019
- *Strategy 3: Ensure an adequate and effective OUWB administrative structure to support the growing medical school program.*
 - » Action plan:
 - Determine workloads and administrative staffing needs for the medical school aligned with projected increases in class size, research enterprise growth, and other expansion initiatives.
 - » Outcome measures:
 - Multiyear administrative staffing plan
 - » Responsible parties:
 - Dean, School of Medicine/Chief Academic Officer, William Beaumont Hospital
 - Medical School Management Committee
 - » Timeline:
 - 2015-2016

- *Goal 3: Establish a continuous quality improvement program for the School of Medicine.*
 - *Strategy 1: Review and ensure that the affiliation agreement is contemporary and continues to support the mutual objectives of Oakland University and Beaumont Health System.*
 - » Action plan:
 - Implement an ongoing review in accordance to the existing affiliation agreement.
 - » Outcome measures:
 - Report by the Medical School Management Committee to the Oakland University and Beaumont Health System Boards
 - » Responsible party:
 - Medical School Management Committee
 - » Timeline:
 - 2016 and every five years thereafter
 - *Strategy 2: Implement processes that establish short- and long-term programmatic goals.*
 - » Action plan:
 - Review this strategic plan annually.
 - Refine strategic plan, if required.
 - » Outcome measures:
 - Tracking progress against the goals of this strategic plan
 - » Responsible party:
 - Medical School Management Committee
 - » Timeline:
 - Annually
 - *Strategy 3: Maintain compliance with accreditation standards.*
 - » Action plan:
 - Stratify standards into priorities for scheduling internal institutional review.
 - » Outcome measures:
 - Ongoing compliance with existing and emerging standards
 - Annual reports to the Medical School Management Committee
 - » Responsible party:
 - Associate Dean for Institutional Effectiveness and Technology
 - » Timeline:
 - Annual report beginning fall of 2017

- *Goal 4: Increase communication and access to resources available to students and faculty across all campuses.*
 - *Strategy 1: Strengthen the awareness and consistency with which Oakland University–based faculty members have access to Beaumont specific resources and programs commonly available to Beaumont-based faculty and vice versa.*
 - » Action plan:
 - Identify impediments and barriers to consistency of access.
 - » Outcome measures:
 - Plan to resolve impediments.
 - » Responsible party:
 - Associate Dean for Academic and Faculty Affairs
 - Vice Dean for Business Administration
 - Medical School Management Committee
 - » Timeline:
 - Annual report beginning fall of 2017
 - *Strategy 2: Develop greater integration and consider opportunities for consolidating administrative functions across organizations, and/or develop closer linkages to ensure the infrastructure is available and resources are identified for the faculty/students at the appropriate location.*
 - » Action plan:
 - Identify specific administrative functions and associated infrastructures that contribute to inefficiencies or performance impediments.
 - Determine opportunities to consolidate and/or streamline administrative and other support functions between OUWB’s Oakland and Beaumont campuses.
 - » Outcome measures:
 - Administrative efficiency plan
 - » Responsible party:
 - Dean, School of Medicine/Chief Academic Officer, William Beaumont Hospital
 - Vice Dean for Business Administration
 - Assistant Dean for Clinical Affairs
 - Medical School Management Committee
 - » Timeline:
 - Annually beginning fall of 2017

- Goal 5: Clarify the OUWB administrative and clinical organizational structure under the newly formed Beaumont Health.
 - Strategy 1: Identify and strengthen the individual and collaborative responsibilities of Oakland University and Beaumont Health in assuring the long-term sustainability and success of OUWB, while also maintaining existing and future affiliations with other medical schools such as WSU and MSU.
 - Action Plan:
 - Deliver a status report to the Management Committee by January 31, 2016, and a preliminary report for the Management Committee to consider by May 30, 2016. Outcome measure:
 - » Outcome Measure:
 - Articulation of the administrative and organizational relationships.
 - » Responsible party:
 - Working Group of the Management Committee
 - » Timeline:
 - 2015-2016