

# University of South Dakota Sanford School of Medicine

## Strategic Plan Executive Summary

2014-2019

### **Mission**

The Mission of the Sanford School of Medicine of The University of South Dakota is to provide the opportunity for South Dakota residents to receive a quality, broad-based medical education with an emphasis on family medicine. The curriculum is to be established to encourage graduates to serve people living in the medically underserved areas of South Dakota, and is to require excellence in the basic sciences and in all clinical disciplines;

The Sanford School of Medicine of The University of South Dakota is to provide to its students and to the people of South Dakota excellence in education, research and service. To these ends, the School is to provide educational pathways leading to both the Doctor of Medicine and the Doctor of Philosophy Degrees; and

Quality health care for the people of South Dakota is addressed by undergraduate, graduate and continuing educational programs as well as by basic and applied medical research. The School of Medicine should serve as a technical resource in the development of health care policy in the state and provide extension and research initiatives to improve the health care of the citizens of the state.

### **Vision**

Be a leader in educating students who with knowledge, skill and compassion dedicate their lives to the well-being of their patients, their community and their profession.

### **Diversity Statement**

The University of South Dakota Sanford School of Medicine values diversity and its essential role in achieving the educational, scholarship, and service missions of the school. Therefore, the medical school is committed to both recruitment and retention of students, residents, faculty, and staff who through their diversity enrich the learning environment and promote inclusive excellence. We recognize diversity as relating to sex, race, color, creed, rural background, socioeconomic status, national origin, ancestry, citizenship, gender, gender identification, transgender, sexual orientation, religion, age, disability, genetic information and veteran status. In addition, we value persons with broad life experiences, with records of service to disadvantaged populations, and with other attributes that may enhance the learning community. The medical school has chosen three areas of emphasis on diversity to enrich the learning environment and promote inclusive excellence: American Indians, rural, and gender.

Adopted 2014

Updated 02/03/ 2016

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## **Context**

In 2014, when this planning process begins, the University of South Dakota Sanford School of Medicine (SSOM) admits 56 categorical MD students per year into a four-year program, 2 MD-PhD students, and offers a doctoral degree in Basic Biomedical Sciences. Graduate medical education programs (residencies) are available in Family Medicine, Internal Medicine, Pathology, Pediatrics, Psychiatry and Surgery (as of 7/2014). Fellowships are offered in Adolescent Psychiatry, Cardiology, and Geriatrics. For medical students, foundational training in biomedical science is offered on the Vermillion campus and clinical training is offered in three clinical campuses: Yankton, Sioux Falls, and Rapid City. Five additional clinical training sites were available through the Frontier and Rural Medicine program (FARM) with the first students entering these sites in July. Among its many attributes, the School is known for its emphasis on primary care, rural medicine, and interprofessional education. The School has been at the forefront of the curriculum reform effort through its Yankton Model Ambulatory Program, based on the longitudinal integrated curriculum (LIC). In FY 14, the School began implementation of a broad, far-reaching revision of the curriculum. In the fall of 2015, the medical school class size will expand by 11 students per class.

## **Strategic Themes**

This strategic plan follows the Themes from the 2013-2017 University of South Dakota Strategic Plan. The themes generate overlapping strategies that are designed to move the USD Sanford School of Medicine forward.



- I. Enhance student academic success through the continuing improvement of the curriculum.
  - a. Evaluate effectiveness of and continue to refine the new curriculum.
  - b. Use the accreditation self-study process for institutional improvement.
  
- II. Increase the number of students and clinical faculty participating in research and scholarly activity.
  - a. Increase the number of scholarly products being produced.
  - b. Enhance medical student involvement in scholarly activity
  
- III. Increase institutional diversity and inclusive excellence.
  - a. Implement the expanded INMED program.
  - b. Implement and assess institutional practices that enhance diversity.
  
- IV. Enhance and sustain faculty vitality.
  - a. Increase the number of faculty promotions.
  - b. Increase faculty numbers and engagement to meet the needs of class expansion.
  
- V. Engage community partners in medical education through the FARM program.
  - a. Evaluate the outcomes in existing sites and respond accordingly.
  - b. Establish additional sites.

Goal	Strategic Initiatives	Operating Plan
<b>I. Enhance student academic success</b>		
	a. Evaluate effectiveness of and continue to refine the new curriculum	<ol style="list-style-type: none"> <li>1. Fully implement 3 Pillar curriculum</li> <li>2. Evaluate curriculum for content, integration, and accomplishment of objectives</li> <li>3. Provide faculty development that prepares faculty to teach and model professionalism</li> </ol>
	b. Use the accreditation self-study process for institutional improvement	<ol style="list-style-type: none"> <li>1. Coordinate LCME self-study and DCI completion</li> <li>2. Implement ongoing quality improvement (CQI) activities between accreditation visits</li> </ol>

Goal	Strategic Initiatives	Operating plan
<b>II. Increase the number of students and clinical faculty participating in research and scholarly activity</b>		
	a. Increase the number of scholarly products being produced	<ol style="list-style-type: none"> <li>1. Further develop clinical faculty mentoring program</li> <li>2. Provide faculty development activities that prepare faculty for scholarly activity</li> <li>3. Encourage Grand Round presentations by BBS</li> <li>4. Develop a second niche research area in basic sciences</li> </ol>
	b. Enhance medical student involvement in scholarly activity	<ol style="list-style-type: none"> <li>1. Provide presentations during Foundations on research projects for student involvement</li> <li>2. Develop “evergreen” projects for students</li> <li>3. Develop a strategic plan to increase opportunities and participation</li> </ol>

Goal	Strategic Initiatives	Operating plan
<b>III. Increase institutional diversity and inclusive excellence</b>		
	a. Implement the expanded INMED program	<ol style="list-style-type: none"> <li>1. Establish effective communications</li> <li>2. Enhance SSOM-INMED admissions materials</li> <li>3. Enhance SSOM-INMED admissions process</li> <li>4. Develop support for INMED students</li> </ol>
	b. Implement and assess institutional practices that enhance diversity	<ol style="list-style-type: none"> <li>1. Assess and improve SSOM campus climate relative to Diversity and Inclusive Excellence</li> <li>2. Enhance student understanding and appreciation of diversity especially with respect to Native Americans, gender and rural diversity, within all components of the medical school curriculum</li> <li>3. Focus outreach to high school age Native American students, within SD and surrounding region, with demonstrated interest and capabilities for careers in medicine</li> <li>4. Establish SSOM Native American Advisory Cabinet comprised of SSOM Native American MDs.</li> <li>5. Enhance shadowing and mentoring opportunities for pre-med and medical students in rural settings</li> <li>6. Enhance opportunities for mentoring of female students</li> <li>7. Address gender equity among the faculty</li> </ol>

Goal	Strategic Initiatives	Operating plan
<b>IV. Enhance and Sustain Faculty Vitality</b>		
	a. Increase the number of faculty promotions	<ol style="list-style-type: none"> <li>1. Small committee to be formed looking at and revising current promotion guidelines</li> <li>2. Workshops to be developed to assist promotion candidates in CV, dossier preparation</li> </ol>
	b. Increase faculty numbers and engagement to meet the needs of class expansion	<ol style="list-style-type: none"> <li>1. Offer faculty development to enhance teaching skills: <ul style="list-style-type: none"> <li>• A faculty needs survey will be distributed to identify topics important to the faculty</li> <li>• Funding will be identified to send faculty to quality faculty development programs outside our institution and the outcomes assessed</li> <li>• Funding available will be identified to bring outside speakers to our institution</li> </ul> </li> <li>2. Offer high quality resources for career development: <ul style="list-style-type: none"> <li>• Develop online resources including resources for new and prospective faculty</li> <li>• Continue to develop mentorship program</li> </ul> </li> <li>3. Assess the adequacy of faculty on each campus and in each Pillar</li> <li>4. Add evaluation for performing and supporting scholarship to Chair's evaluation</li> </ol>

Goal	Strategic Initiatives	Operating Plan
<b>V. Engage community partners in medical education through FARM program</b>		
	a. Evaluate the outcomes in existing communities/sites and respond accordingly	<ol style="list-style-type: none"> <li>1. Review data on student outcome</li> <li>2. Review faculty numbers in sites</li> <li>3. Respond to student concerns</li> </ol>
	b. Establish additional sites	<ol style="list-style-type: none"> <li>1. Select additional FARM sites</li> <li>2. Prepare sites to receive students</li> </ol>