

SANFORD SCHOOL OF MEDICINE STRATEGIC PLAN

Academic Excellence

Goal 1.1

Be recognized among the best liberal arts institutions in the country for undergraduate teaching and learning resulting in graduates who are citizens well-prepared to make a positive contribution to our world.

Strategy 1.1c Examine, and revise as necessary, the undergraduate curriculum, including a focus on the first year, to ensure that learning outcomes are integrated-both within the disciplines and with general education-and aligned with the goals and breadth of a liberal arts education.

Action 1. Assess undergraduate service course needs and align with needs of USD's various health career programs.

Strategy 1.1e Recognizing the increasingly multi-campus nature of the University, and especially the growth in Sioux Falls, develop deliberate, ambitious, and responsive approaches to distance delivery that are consistent with the quality of a USD education.

Action 1. Assess undergraduate service course needs and align with needs of USD's various health career programs.

Goal 1.2

Strengthen graduate and professional programming to a breadth and rigor characteristic of Carnegie Doctoral/Research Extensive institutions.

Strategy 1.2a Increase doctoral-level programming in a deliberate manner that builds on the strengths of the University.

Action 1. Implement the Physician Scientist (MD/PhD) Program by establishing an interdisciplinary academic home for translational and clinical science research.

Strategy 1.2b Add and strengthen other graduate and professional programming that is responsive to the needs of students, the state, and the region.

Action 1. Foster leadership by developing a service, teaching and research focused program based upon an integrated basic science and clinical science curriculum enhancing pre-medical and medical education and career opportunities.

Goal 1.3

Significantly increase learning, retention, and graduation through the creation of a culturally and intellectually diverse environment that supports and engages all students through the integration of rich academic and social experiences.

Strategy 1.3c Embrace diversity in all aspects, with special recognition to the Native American heritage of our state and region.

- Action 1. Continued evaluation and enhancement of existing, as well as the development of new diversity initiatives:*
- *Observed Structured Clinical Exam (OSCE)*
 - *ASNIYA*
 - *INMED*
 - *Colloquium Weeks x 3*
 - *Cultural Immersion Week*
 - *Multidisciplinary Team Workshop*
 - *Healer's Art*
 - *Global Health Opportunities*

Research and Creative Activity

Goal 2.1

Conduct competitive research and creative activity comparable to that at the smaller Carnegie Research/Doctoral Extensive institutions.

Strategy 2.1a Develop specific research and creative centers in a deliberate manner that is consistent with the financial and human resources of the University.

- Action 1. Develop and expand relationships with external research partners to increase overall research funding.*

Strategy 2.1b Develop a campus infrastructure, faculty development programs, and external relationships supportive of a competitive research environment.

Strategy 2.1c Recruit and develop a faculty that reinforces the ideal of integrating competitive research/creative activity and student learning.

Strategy 2.1d Promote interdisciplinary research and creative activity.

- Action 1. Collaborate with our external and internal research partners to expand the research infrastructure.*

Goal 2.2

Create a process and infrastructure to foster research aligned with South Dakota's 2010 Initiative for economic development

Strategy 2.2a Increase doctoral-level programming in a deliberate manner that builds on the strengths of the University.

Action 1. Implement the Physician Scientist (MD/PhD) Program by establishing an interdisciplinary academic home for translational and clinical science research.

Action 2. Raise awareness of intellectual property issues and national trends in research commercialization through faculty and administration.

Institutional Positioning

Goal 4.1

Ensure the University is portrayed appropriately and to all key constituents.

Strategy 4.1a Create an integrated campus-wide marketing communications plan that includes tactics to manage our relationships with such constituents as: prospective and current students and their parents, high school guidance counselors, peer institutions, media, alumni, donors, current and prospective employees, the Board of Regents, legislators, community members, and third-party rating agencies.

Action 1. Through shared resources, enhance the University institutional positioning by establishing a SOM marketing communications plan furthering collaborative efforts between the University and the School of Medicine.

- Three-year Transition with USD Alumni Association/USD Foundation*
- Recruit Major Gifts Officer*
- HR Integration*
- High School Visits*
- Promote SOM Branding*
- Collaboration with the University in their undergraduate recruitment program for potential medical students*

Funding and Resource Development

Goal 5.1

Ensure that adequate resources are in place to fund operations over the next five years.

Strategy 5.1a Identify the financial resources needed to implement strategic plan goals.

Action 1. Secure the financial resources to adequately support current operations and advance the SOM strategic plan initiatives.

- *Continue to build and nurture relationships with our financial partners, including University allocations*
- *Increase scholarships for medical students*
- *Expand SOM research infrastructure dollars through increased allocations of in-directs*

Organizational Effectiveness and Change

Goal 6.1

Define and develop a high performance culture that values strong leadership, sound planning, and excellent execution, leading to the achievement of goals and distinction for USD.

Strategy 6.1a Identify and define the core competencies of leadership.

Action 1. Expand the application of medical professional competencies throughout the continuum.

Action 2. Develop comprehensive faculty and administrative mentoring programs.

Action 3. Design and implement broad and rigorous professional assessment tools to evaluate the effectiveness of SOM leadership.