USA College of Medicine Strategic Plan 2018-2021

Mission: As a diverse community focused on the science and practice of medicine for Alabama, the Central Gulf Coast, and beyond: We educate; We discover; We serve

Vision: To excel as a College of Medicine recognized for its education, diversity, outreach, discovery, compassion and service.

Priority 1: Student Success and Access

1.1 Promote diversity and an inclusive learning environment through recruitment and retention efforts across the COM community of students, faculty, and leadership
   1.1a. Enhance effectiveness of student pipeline programs
   1.1b. Utilize holistic admissions review for degree programs
   1.1c. Establish procedures to encourage a diverse applicant pool for faculty and leadership positions
   1.1d. Provide development/training in unconscious bias for faculty, staff, residents, fellows and leadership participating in admissions and search committees
   1.1e. Construct databases for longitudinal tracking of student, faculty, residents, fellows and administration recruitment and retention, as well as placement and career paths of graduates

1.2 Enhance linkage of COM educational program objectives to measurable student achievement and progression
   1.2a. Align assessments with course and lecture objectives
   1.2b. Ensure that curricular objectives are tied to overall program objectives
   1.2c. Track and evaluate student achievement in COM educational programs
   1.2d. Assess the effectiveness of curricula in COM educational programs

1.3 Enhance strategies for learning in COM educational programs that foster intellectual challenge, inquiry and life-long learning
   1.3a. Increase the number and assess effectiveness of problem-solving sessions in COM educational programs
   1.3b. Enhance integration of the scientific method and research principles into the MD curriculum
   1.3c. Challenge students to learn and apply principles of hypothesis-driven inquiry and/or evidence-based practice throughout their training

1.4 Increase resources needed to provide up-to-date infrastructure for curriculum delivery, and recruitment
   1.4a. Increase scholarship endowment funds targeted for MD student recruitment and retention
   1.4b. Increase funds available for student pipeline programs
   1.4c. Maintain a stipend and benefits structure for the PhD program which is competitive in the southeast region
   1.4d. Work with University leadership to develop plans and identify funding mechanism for a new medical school building with increased capacity for education and research

1.5 Increase emphasis on faculty development, professionalism, mentoring and advising
1.5a. Fill position of Associate Dean of Faculty Affairs to oversee faculty affairs process and develop a comprehensive program for educational faculty development
1.5b. Develop strategies across programs for faculty, staff, residents, fellows and others involved in the education of students to develop skills in instruction, mentoring and advising
1.5c. Increase emphasis on professionalism in COM educational programs, both in the curriculum and in expectations for modeling professionalism

1.6 Create a learning environment that supports student health and wellbeing
1.6a. Incorporate principles of health promotion and wellness in COM educational programs
1.6b. Increase opportunities for and participation of COM students in wellness events/programs
1.6c. Increase the skills of COM faculty, staff, residents, fellows and students in mental health first aid
1.6d. Provide students with access to coaching, counseling, and/or health care resources to facilitate their wellbeing and adjustment to demands of COM degree programs

Priority 2: Research and Graduate Education
2.1 Increase resources and infrastructure needed to support growth in faculty research and scholarly activity
2.1a. Create Associate Dean for Research position to oversee, promote, and administer research activities including grant writing across the College of Medicine
2.1b. Increase funds available for focused faculty recruitment and growth in identified areas of research excellence
2.1c. Build faculty development opportunities around scholarship and research
2.1d. Work with University leadership to explore planning for a new medical school building with increased capacity for education and research

2.2 Increase extramural funding and other evidence of scholarly activity
2.2a. Leverage intramural research development funds and intramural review to enhance faculty success with extramural funding
2.2b. Work with chairs and faculty to increase proposal submission rate
2.2c. Increase utilization of writing service by College of Medicine professional community
2.2d. Align LCME and ACGME expectations for scholarship with annual faculty evaluation and faculty promotion guidelines

2.3 Increase student participation in research
2.3a. Increase the number of medical students participating in the Summer Medical Student Research program (or in similar outside programs)
2.3b. Increase the number of medical students in the MD with Research Honors program
2.3c. Increase the number of undergraduate students participating in research with COM faculty
2.3d. Increase recruitment and retention of students in the BMS PhD program

2.4 Increase career development opportunities for graduate students, postdoctoral fellows and research fellows
2.4a. Increase the number of career development opportunities for PhD students, postdoctoral fellows and research fellows around skills in teaching, writing, business and entrepreneurship
2.4b. Increase the number of workshops or other career development opportunities for PhD students, postdoctoral fellows and research fellows to explore the breadth of career options.

Priority 3: Global Engagement
3.1 Increase opportunities for students to participate in elective courses, workshops and/or conferences outside the US
  3.1a. Increase the number of approved international electives or service experiences for medical students
  3.1b. Increase the attendance of PhD students at international skills workshops and conferences

Priority 4: Excellence in Health Care
4.1 Expand the portfolio of learning experiences for medical students in interprofessional teams across the health professions
  4.1a. Increase the number of simulation exercises and live experiences for medical students involving interprofessional teams
  4.1b. Explore opportunities for small group discussions around communication in interprofessional teams
4.2 Expand the undergraduate medical education curriculum to increase discussion of common societal problems, cultural competency, and bias
  4.2a. Increase learning opportunities focused on aging, end-of-life issues, and health disparities
  4.2b. Increase learning opportunities focused on communications skills in diverse populations and unconscious bias
  4.2c. Review societal issues facing the regional population to determine which issues are most appropriate for inclusion in the curriculum

Priority 5: COM/Community Engagement
5.1 Provide diverse medical student educational experiences
  5.1a. Increase affiliations with clinical care providers in the region to provide diverse patient settings for medical student education
5.2 Increase outreach through service-learning and other volunteer activities in the community
  5.2a. Increase opportunities for students to participate in service-learning and other volunteer activities in the community
  5.2b. Increase emphasis on community service and outreach among faculty and leadership

NOTE: "course" as used in this plan is broadly intended to cover any MD or PhD educational offering (e.g., courses, modules, clerkships, selectives, etc.)

Responsibility: COM Dean’s Office
Version: May 2018
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