

Oakland University William Beaumont School of Medicine

Strategic Plan

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OAKLAND UNIVERSITY WILLIAM BEAUMONT

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I. Mission, Vision, and Values

A. Mission

The Oakland University William Beaumont 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 Oakland University William Beaumont 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.

II. School of Medicine Strategy

D. OUWB Strategic Goals

The Oakland University William Beaumont 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 and research.
 - Goal 3:* Increase collaboration between faculty members from OUWB and faculty members based in other Oakland University schools, colleges, and academic units and Beaumont Health.
- Community Engagement–Related Goals
 - Goal 1:* Increase the quality and impact of community engagement through COMPASS, OUWB'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 resources and 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 OUWB.
 - Goal 4:* Increase communication and access to resources available to students, staff, and faculty across all campuses.
 - Goal 6:* Develop a plan that readies the School for catastrophic disasters.

OUWB Strategic Initiatives

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 student satisfaction and will benchmark student performance against national norms.
 - Annually survey all OUWB faculty to assess and identify areas of perceived opportunity for growth and refinement within the curriculum.
 - » Outcomes:
 - Student and alumni surveys
 - Pass rates on national licensing examinations at or above national averages
 - Performance surveys of residency directors for graduates
 - Curriculum continuous quality improvement
 - » Responsible party:
 - Associate Dean for Pre-Clinical Medical Education
 - Associate Dean for Undergraduate Clinical Education
 - Curriculum Committee
 - » Timeline:
 - Ongoing
 - Curriculum gap assessment AY 2020-21
 - *Strategy 2: Provide medical students with outstanding career counseling so that they are pre-pared to train in their fields of choice.*
 - » Action plan:
 - Deliver exposure to career options through career interest groups.
 - Develop and maintain a robust roster of discipline-specific career counselors.
 - » Outcomes:
 - 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:
 - Ongoing
 - *Strategy 4: Provide flexible pathways and alternatives of training for OUWB students*
 - » Action plan:
 - Develop and award Masters of Medical Science Degree in warranted situations.
 - Investigate decompressed scheduling or alternative scheduling for students.
 - » Outcomes:

- Degree is available for award in warranted situations.
 - Curriculum Committee investigation of this option at OUWB.
 - » Responsible party:
 - Associate Dean for Graduate Studies and Community Integration
 - Curriculum Committee
 - » Deadline:
 - AY 2020-21
- *Strategy 5: Support OUWB student emotional wellness.*
 - » Action plan:
 - Ensure adequate access to counseling services for all students.
 - Monitor the OUWB learning environment.
 - » Outcomes:
 - AAMC student satisfaction surveys
 - Standardized surveys to evaluate learning environment
 - » Responsible parties:
 - Associate Dean for Student Affairs
 - Associate Dean for Pre-Clinical Medical Education
 - Associate Dean for Undergraduate Clinical Education
 - » Timeline:
 - 2020-21
- *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 M1 orientation.
 - Provide financial literacy training during M3 assemblies.
 - Perform exit interviews with student borrowers before graduation.
 - Reassessment of financial literacy timing and placement within student schedules.
 - » Outcomes:
 - Student satisfaction with financial wellness programming as documented through student surveys.
 - » Responsible party:
 - Associate Dean for Graduate Studies and Community Integration
 - Assistant Dean for Medical School Admissions and Financial Services
 - » Timeline:
 - Ongoing
 - *Strategy 2: Increase scholarship support.*
 - » Action plan:
 - Complete a philanthropic case document, feasibility study, and campaign strategy.
 - Ongoing review and monitoring of student tuition and fees.
 - » Outcomes:

- Sufficient scholarship support to keep student debt at or below averages for peer institutions.
- Reduced student debt.
- » Responsible parties:
 - Fundraising units of Oakland University and Beaumont Health
 - Medical School Management Committee
- » Timeline:
 - Annual reports of philanthropy targeted to scholarships beginning fall of 2017
 - Ongoing

- *Goal 3: Create an inclusive environment.*

- *Strategy 1: Augment existing faculty, staff, and student programs, and implement new programs.*

- » Action plan:
 - Increase programming to address conscious and unconscious biases.
 - Complete the implementation of SAFE On Campus Training for faculty, staff, and students.
 - Identify, monitor, and share school-wide inclusive measures.
- » Outcomes:
 - Faculty surveys
 - Student and alumni surveys
 - Staff surveys
- » Responsible parties:
 - Associate Dean for Academic Affairs, Faculty Affairs, Diversity and Inclusion
 - Director of Diversity and Inclusion
 - Diversity, Equity, and Inclusion Council
- » Timeline:
 - 2020-21

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 multi-year faculty workforce needs of OUWB.
- » Outcomes:
 - Faculty workforce plan
- » Responsible parties:
 - Dean, OUWB / Chief Academic Officer OUWB / Chief Academic Officer
 - Associate Dean for Academic and Faculty Affairs
 - Associate Dean for Pre-Clinical Medical Education
 - Associate Dean for Undergraduate Clinical Education
 - Department Chair of Foundational Medical Studies
 - Vice President for Research/Associate Dean for Research

- Associate Dean for Clinical Affairs
- » Timeline:
 - Fall 2021

— *Strategy 2: Explore new models to promote a culture in which volunteerism thrives.*

- » Action plan:
 - Identify non-compensation reward mechanisms that foster and encourage volunteerism.
 - Identify best practices.
 - Develop a volunteer reward plan.
- » Outcomes:
 - Volunteer and paid clinical faculty reward plan
 - Faculty satisfaction
- » Responsible parties:
 - Dean, OUWB / Chief Academic Officer OUWB / Chief Academic Officer
 - Chief Medical Officer
 - Associate Dean for Academic and Faculty Affairs
 - Associate Dean for Pre-Clinical Medical Education
 - Associate Dean for Undergraduate Clinical Education
- » Timeline:
 - 2020-21

— *Strategy 3: Recognize when clinical faculty effort warrants compensation for their commitment to teaching.*

- » Action plan:
 - Determine an objective basis and associated thresholds to determine clinical faculty effort levels that warrant compensation.
- » Outcomes:
 - Rubric to determine when teaching effort of clinical faculty warrants compensation, beyond Meaningful Participation.
- » Responsible:
 - Associate Dean for Academic and Faculty Affairs
 - Vice Dean of Business and Administration
- » Timeline:
 - Development: 7/1/20-1/1/21
 - Ongoing annual review

• *Goal 2: Increase faculty scholarship and research.*

— *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.
- » Outcomes:
 - Publications in peer-reviewed journals or media (e.g., MedEd Portal)
 - Presentations at regional and national meetings

- Extramural grant funding
 - Faculty academic progress
 - Faculty participation in formal mentoring program
 - » Responsible parties:
 - Associate Dean for Academic and Faculty Affairs
 - Chair, Foundational Medical Studies
 - Department chairs
 - » Timeline:
 - 2020-21
 - Ongoing review
- *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 OUWB.
 - 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.
 - » Outcomes:
 - Research business plan
 - » Responsible parties:
 - Vice President for Research/Associate Dean for Research
 - Medical School Management Committee
 - Senior Vice President for Academic Affairs and Provost
 - Chair, Foundational Medical Studies
 - » Timeline:
 - 2020-21
- *Strategy 3: Recruit investigator track faculty*
- » Action plan:
 - Identify funding for those positions
 - Identify space and additional resources to support these positions
 - Identify research disciplines that would support external funding
 - » Outcomes:
 - Number of faculty recruited
 - Funding obtained for positions
 - Development of the OUWB Eye Research Center
 - Development of other research programs
 - » Responsible parties:
 - Vice President for Research/Associate Dean for Research
 - Medical School Management Committee
 - Dean, OUWB / Chief Academic Officer OUWB
 - Senior Vice President for Academic Affairs and Provost
 - Chair, Foundational Medical Studies

Goal 3: Increase collaboration between faculty members from OUWB and faculty members based in other Oakland University schools, colleges, and academic units and Beaumont Health.

— *Strategy 9:* Increase communication and showcase examples of collaboration between faculty members from OUWB 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.

» Outcomes:

- Design of interventions to remove impediments
- Communications and tracking plan
- Number of presentations and participation in events across campus

» Responsible parties:

- Dean, OUWB / Chief Academic Officer OUWB / Chief Academic Officer
- Associate Dean for Academic & Faculty Affairs
- Deans of other Oakland University schools and colleges
- Senior Vice President for Academic Affairs and Provost

» Timeline:

- 2020-21
- Ongoing

— *Strategy 10:* Develop and launch a Certificate in Simulation Training/Clinical Skills Training.

» Action plan:

- Define the staffing, resources, and student services needed to recruit for and support the program.
- Utilizing current OUWB and School of Nursing faculty, define and develop teaching needs.
- Conduct marketing survey and create an enrollment projections plan.
- Develop program curriculum and receive approval.
- Admit and enroll students into the program.

» Outcomes:

- Certificate program approved and deployed.
- Students enrolled and completing the program

» Responsible parties:

- Associate Dean for Graduate Studies and Community Integration
- Partnerships with School of Nursing
- Partnerships across OUWB

» Deadline:

Students enrolled September, 2022

— *Strategy 11:* Develop and launch a Graduate Certificate in Anatomical Sciences Instruction

» Action plan:

- Define the staffing, resources, and student services needed to recruit for and support the program.
 - Utilizing current OUWB and School of Nursing faculty, define and develop teaching needs.
 - Conduct marketing survey and create an enrollment projections plan.
 - Develop program curriculum and receive approval.
 - Admit and enroll students into the program.
 - » Outcomes:
 - Certificate program approved and deployed.
 - Students enrolled and completing the program
 - » Responsible parties:
 - Associate Dean for Graduate Studies and Community Integration
 - Partnerships with School of Health Sciences
 - Partnerships across OUWB
 - » Deadline:
 - Students enrolled September, 2022
- *Strategy 12: Develop and launch a Master of Science in Health Professions Education program.*
- » Action plan:
 - Define the staffing, resources, and student services needed to recruit for and support the program.
 - Utilizing current OUWB and School of Nursing faculty, define and develop teaching needs.
 - Conduct marketing survey and create an enrollment projections plan.
 - Develop program curriculum and receive approval.
 - Admit and enroll students into the program.
 - » Outcomes:
 - Certificate program approved and deployed.
 - Students enrolled and completing the program
 - » Responsible parties:
 - Associate Dean for Graduate Studies and Community Integration
 - Partnerships with School of Health Sciences
 - Partnerships across OUWB
 - » Deadline:
 - Students enrolled September, 2022
- *Strategy 13: Develop and launch a Master of Population Health Informatics.*
- » Action plan:
 - Define the staffing, resources, and student services needed to recruit for and support the program.
 - Utilizing current OUWB and School of Nursing faculty, define and develop teaching needs.
 - Conduct marketing survey and create an enrollment projections plan.
 - Develop program curriculum and receive approval.
 - Admit and enroll students into the program.

- » Outcomes:
 - Program approved and deployed.
 - Students enrolled and completing the program.
 - » Responsible parties:
 - Associate Dean for Graduate Studies and Community Integration
 - Vice President for Research/Associate Dean for Research
 - Founding Director of Population Health
 - Partnerships with School of Health Sciences
 - Partnerships across OUWB
 - » Deadline:
 - Students enrolled September, 2022
- *Strategy 14: Develop and launch a Certificate in Population Health Informatics.*
- » Action plan:
 - Define the staffing, resources, and student services needed to recruit for and support the program.
 - Utilizing current OUWB and School of Nursing faculty, define and develop teaching needs.
 - Conduct marketing survey and create an enrollment projections plan.
 - Develop program curriculum and receive approval.
 - Admit and enroll students into the program.
 - » Outcomes:
 - Program approved and deployed.
 - Students enrolled and completing the program.
 - » Responsible parties:
 - Associate Dean for Graduate Studies and Community Integration
 - Vice President for Research/Associate Dean for Research
 - Founding Director of Population Health
 - Partnerships with School of Health Sciences
 - Partnerships across OUWB
 - » Deadline:
 - Students enrolled September, 2022
- *Strategy 15: Pursue joint research initiatives across Oakland University and Beaumont Health.*
- » Action plan:
 - Hold a joint meeting at OU between researchers from OUWB, Beaumont Health, and Oakland University departments of Biological Sciences, Medical Physics, Chemistry, Computing, etc.
 - Secure funding from different entities to award joint start-up grants for collaborative research.
 - » Outcomes:
 - Number of joint collaborations
 - » Responsible parties:
 - Dean, OUWB / Chief Academic Officer OUWB
 - Associate Dean for Research

- Beaumont Health Department Chairs
- Oakland University Department Chairs
- Foundational Medical Studies Chair
- » Timeline
 - 2020-21 and ongoing

3. Community Engagement-Related Goals

- *Goal 1: Increase the quality and impact of community engagement through COMPASS, OUWB's Center for Community Engagement.*
 - *Strategy 2: Provide healthcare education and services in underserved communities.*
 - » Action plan:
 - Design and implement Medical Student as Educator service-learning assignment to schools within the Pontiac and Avondale districts.
 - Design and implement programming for medical student service participation in the City of Pontiac.
 - Expand health education/outreach activities for Beaumont Health served communities
 - » Outcomes:
 - A positive and measurable impact on community partners
 - Number of programs served by OUWB
 - Number of OUWB students engaged in Pontiac projects
 - Number of health education/outreach sessions aligned with Beaumont Health priorities and service zip codes
 - Amount of intramural and extramural funds awarded in support of projects in Beaumont Health served zip codes
 - » Responsible parties:
 - Associate Dean for Graduate Studies and Community Integration
 - Assistant Dean for Community Integration and Outreach
 - COMPASS and Community Integration staff
 - Foundational Medical Studies Faculty
 - Director, Research & Evaluation, William Beaumont Hospital
 - » Timeline:
 - AY 2020-21
 - *Strategy 3: Ensure alignment of OUWB community integration with that of our partners, Oakland University, and Beaumont Health*
 - » Action plan:
 - Participate in the Oakland University Pontiac Initiative
 - Identify opportunities for OUWB to collaborate with OU in community outreach activities inside and outside of Pontiac and participate in collaborative activities with other OU students, staff and faculty.
 - Identify opportunities for alignment of OUWB community outreach efforts with Beaumont Health Community Outreach including the Healthy Communities Initiative and participate in collaborative events with Beaumont Health
 - » Outcomes:

- Increased integration, impact, and recognition of OUWB efforts in the OU-Pontiac community programming.
- Increased integration and impact of OUWB community outreach efforts and enhanced interprofessional collaborations with other OU schools
- Increased integration, impact, and recognition of OUWB efforts in the Beaumont Health community programming.
- Increased number of interprofessional collaborations for community programs and services with Beaumont.
- Improved recognition of OUWB's impact on community health and wellness
- » Responsible parties:
 - Associate Dean for Graduate Studies and Community Integration
 - Assistant Dean for Community Integration and Outreach
 - COMPASS and Community Integration staff
 - Foundational Medical Studies Faculty
 - Director, Research & Evaluation, William Beaumont Hospital
 - Oakland University Coordinator for community service partnerships
- » Timeline:
 - January, 2020-January, 2021

● *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.
 - » Outcomes:
 - Community participation in programming
 - Satisfaction with programming through surveys and focus groups
 - » Responsible party:
 - Senior Director of Development
 - Associate Dean for Graduate Studies & Community Integration
 - Beaumont Health Chairs
 - » Timeline:
 - Infrastructure determined during AY 2021
- *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.
 - » Outcomes:
 - Communication plan
 - » Responsible parties:
 - Associate Dean for Graduate Studies and Community Integration

- Senior Director of Development
- Director of Marketing and Communications, OUWB
- Marketing Writer, OUWB
- Graphic Designer / Communication Specialist, OUWB
- Marketing and Communications units of Beaumont Health
- » Timeline:
 - Ongoing

- *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 to develop a brand.
- » Outcomes:
 - Identifiable brand
- » Responsible parties:
 - Director of Marketing and Communications, OUWB
 - Marketing Writer, OUWB
 - Graphic Designer / Communication Specialist, OUWB
- » Timeline:
 - Ongoing

- *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 to develop a communications and marketing plan.
- » Outcomes:
 - Communications and marketing plan
- » Responsible parties:
 - Director of Marketing and Communications, OUWB
 - Marketing Writer, OUWB
 - Graphic Designer / Communication Specialist, OUWB
- » Timeline:
 - Ongoing

- *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.
- » Outcomes:

- Infrastructure plan for population health research and education
- » Responsible party:
 - Associate Dean for Research
 - Founding Director of Population Health Informatics
- » Timeline:
 - 2019-20
- *Strategy 2: Partner with health system to identify community needs and design interventions.*
 - » Action plan:
 - Identifying interventions to address community health needs identified by the Beaumont Health Community Health Needs Assessment and collaborate with Beaumont Health in the design and delivery of those interventions.
 - » Outcomes:
 - Collaborative community health needs initiatives
 - » Responsible party:
 - OUWB Director of Community Health
 - COMPASS staff
 - » Timeline:
 - 2020-21

4. Administration-Related Goals

- *Goal 1: Ensure resources and facilities will support the educational program.*
 - *Strategy 1: Evaluate opportunities to improve the effectiveness of the multi-campus model.*
 - » Action plan:
 - Identify tactics and alternative approaches to improve the efficiency and effectiveness of the multi-campus model.
 - » Outcomes:
 - A well-communicated report with recommendations
 - » Responsible party:
 - Medical School Management Committee
 - Assigned OUWB taskforce
 - » Timeline:
 - 2020-22
 - *Strategy 2: Complete a facilities master plan for all sites.*
 - » Action plan:
 - Conduct regular facilities evaluations of the sites, and confirm that needed resources are available at each site.
 - Formulate a facilities plan for the next five years that includes milestones.
 - Formulate and commit to a plan for a new medical school building that is able to house the core classroom and other facilities for the entire four-year curriculum.
 - » Outcomes:
 - A report that communicates the recommendations and plans, and is communicated to key stakeholders.

- Annual evaluations
- Future plan for an OUWB building.
- » Responsible party:
 - Medical School Management Committee
- » Timeline:
 - 2020-22

— *Strategy 3: Ensure appropriate resources are available to support medical students*

- » Action plan:
 - Define faculty workloads, classroom space, and other resources appropriate to maintaining a quality educational experience.
 - Align resources to meet projected needs.
- » Outcomes:
 - Multiyear budget, staffing, and resource plan.
 - Establish clear accountability and transparency in faculty and administrative roles.
- » Responsible parties:
 - Dean, OUWB / Chief Academic Officer OUWB
 - Associate Dean for Pre-Clinical Medical Education
 - Associate Dean for Undergraduate Clinical Education
 - Associate Dean for Academic & Faculty Affairs
 - Vice Dean for Business Administration
- » Timeline:
 - 2020-22

— *Strategy 4: Ensure an adequate and effective OUWB administrative structure.*

- » Action plan:
 - Systematically review administrative functions to support efficient operations and resource utilization.
 - Determining opportunities to consolidate and/or streamline administrative and other support functions.
- » Outcomes:
 - Personnel workload report.
 - Administrative staffing and efficiency plan.
 - Reports on outcomes of improvement efforts
- » Responsible parties:
 - Dean, OUWB / Chief Academic Officer OUWB
 - Vice Dean for Business and Administration
 - Medical School Management Committee
- » Timeline:
 - 2020-22

● *Goal 2: Ensure long-term funding to support the educational program.*

— *Strategy 1: Establish a multiyear business plan for OUWB.*

- » Action plan:

- 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.
- Explore options for formulation of a single budget for the medical school to assist with financial and strategic planning.
- Form a business planning sub-committee with authority to make recommendations to the appropriate decision-making body.
- » Outcomes:
 - Approval of the business plan by the Oakland University and Beaumont Health Boards.
 - Run report demonstrating diversification of revenue streams.
- » Responsible party:
 - Medical School Management Committee
- » Timeline:
 - 2020-21

— *Strategy 2: Expand philanthropic support for OUWB.*

- » Action plan:
 - Complete a philanthropic case document, feasibility study, and campaign strategy for OUWB.
 - Outline a strategy for a unified plan for expansion of the philanthropic support of OUWB that explicitly defines roles of OU, BH, and OUWB in contributing to the plan.
- » Outcomes:
 - Cash gifts
 - Endowed chairs
 - Endowed facilities
 - Endowments to fund ongoing programs
 - Increased scholarships
 - Reduced student debt
- » Responsible parties:
 - Senior Director for Development
 - Fundraising units of Oakland University and Beaumont Health
 - Medical School Management Committee
- » Timeline:
 - 2020-21

● *Goal 3: Establish a continuous quality improvement program for OUWB.*

— *Strategy 1: Review and ensure that the affiliation agreement is contemporary and continues to support the mutual objectives of Oakland University and Beaumont Health.*

- » Action plan:
 - Implement an ongoing review in accordance to the existing affiliation agreement.
 - Clarify the OUWB administrative and clinical organizational structure under Beaumont Health and any other organizational changes.
 - Clarify the responsibilities of OU and BH in assuring the long-term sustainability and success of OUWB.
- » Outcomes:

- Report by the Medical School Management Committee to the Oakland University and Beaumont Health System Boards.
 - Updated affiliation agreement.
 - Communication to the OUWB community.
 - » Responsible party:
 - Medical School Management Committee
 - Dean, OUWB / Chief Academic Officer OUWB
 - » Timeline:
 - Once updated affiliation agreement is complete, provide a deadline to Administrative Workgroup on cycle of review and update.
- *Strategy 2: Implement processes that establish short- and long-term programmatic goals.*
- » Action plan:
 - Review this strategic plan annually.
 - Refine strategic plan, if required.
 - » Outcomes:
 - Tracking progress against the goals of this strategic plan.
 - » Responsible party:
 - Strategic Planning Oversight Committee
 - Strategic Planning Workgroups
 - Senior Planning Analyst
 - » Timeline:
 - Annually
- *Strategy 3: Maintain compliance with accreditation standards.*
- » Action plan:
 - Stratify standards into priorities for scheduling internal institutional review.
 - » Outcomes:
 - Ongoing compliance with existing and emerging standards
 - Annual reports to the Medical School Management Committee
 - CQI Committee and other LCME reports copied to the Administrative Strategic Planning Workgroup
 - Annual Curriculum Committee report copied to the Administrative Strategic Planning workgroup
 - » Responsible party:
 - Associate Dean for Institutional Effectiveness and Technology
 - » Timeline:
 - Ongoing

Goal 4: Increase communication and access to resources available to students, staff, 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 and compile a list of resources and programs available at all sites.
 - Assess awareness and usage of resources and programs.
 - Identify gaps.
 - » Outcomes:
 - Usage study.
 - Plan to resolve impediments.
 - Communication about resources and programs that should be accessible at all locations.
 - » Responsible party:
 - Associate Dean for Academic and Faculty Affairs
 - Vice Dean for Business Administration
 - Associate Dean for Institutional Effectiveness and Technology
 - OUWB IT Director
 - Oakland University CIO
 - Office of Undergraduate Medical Education, Operations Manager
 - » Timeline:
 - 2020-21

Goal 6: Develop a plan that readies the School for catastrophic disasters.

- *Strategy 1:* Develop an OUWB disaster plan.
 - » Action plan:
 - Establish an OUWB disaster preparedness group that collaborates with OU and Beaumont to establish this plan.
 - Outline the types of disasters the School could encounter in consultation with other schools within AAMC.
 - Detail the potential impacts on key components such as facilities, personnel, processes, etc.
 - Develop communication protocols for when a disaster may occur.
 - Outline critical actions aligned with each disaster.
 - » Outcomes:
 - Creation of OUWB disaster plan
 - Communication of plan
 - Regular review of the plan
 - Ensure, to the best of our ability, the safety of OUWB employees, students, facilities.
 - » Responsible party:
 - OUWB Disaster Planning Taskforce
 - » Timeline:
 - July, 2020- June, 2021
 - Review annually