



Oakland University William Beaumont School of Medicine

Strategic Plan

9/11/15- Original

5/28/19- Updated

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.

D. 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.
 - *Strategies:*
 - » Consistently review the effectiveness of the integrated curriculum through continuous quality improvement.
 - » Provide medical students with outstanding career counseling so that they are prepared to train in their fields of choice.
 - » Ensure high-quality clinical training resources to support M3/M4 clerkships with a class enrollment of 125 medical students.

- *Goal 2:* Maintain student debt levels at or below averages for peer institutions.
 - *Strategies:*
 - » Develop and assess a financial literacy program.
 - » Increase scholarship support.

- *Goal 3:* Create an inclusive environment.
 - *Strategies*
 - » Augment existing faculty and student programs, and implement new programs.
 - » Expand the curriculum for medical students to foster competency in population health and community medicine.

2. Faculty-Related Goals

- *Goal 1:* Ensure a high-quality and balanced faculty workforce.
 - *Strategies:*
 - » 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.
 - » Explore new models to promote a culture in which volunteerism thrives while recognizing when clinical faculty effort warrants compensation for their commitment to teaching.

- *Goal 2:* Increase faculty scholarship.
 - *Strategies:*
 - » Sustain and grow scholarship-related faculty mentoring programs.
 - » Provide resources for faculty members to engage in research within their disciplines, including research in the scholarship of medical education and healthcare delivery science.

- *Goal 3:* Increase collaboration between faculty members from OUWB 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.
 - *Strategies:*
 - » Pursue joint education and research initiatives between the Center for Biomedical Research and the Department of Radiation Oncology.
 - » Clarify the relationship between the Eye Research Institute and OUWB.
 - » Pursue joint research initiatives between the College of Arts and Sciences and OUWB.
 - » Pursue joint research initiatives between the School of Engineering and Computer Science and OUWB.
 - » 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.
 - » Develop and launch a Certificate in Simulation Training/Clinical Skills Training.
 - » Develop and launch a Master of Science in Health Professions Education program.

- *Goal 4:* Strengthen and expand clinical faculty development programs and the associated resources available to faculty.
 - *Strategies:*
 - » Develop a more formal mentor program for clinical faculty, particularly early-career faculty.

3. **Community Engagement–Related Goals**

- *Goal 1:* Increase the number of community engagement affiliations through COMPASS, OUWB's Center for Community Engagement.
 - *Strategies:*
 - » Provide healthcare education and services in underserved communities.

- *Goal 2:* Increase community awareness of OUWB's impact on the health of the community.
 - *Strategies:*
 - » Implement a mini–medical school program that is “portable,” taking it to a variety of sites within our service area.
 - » Increase awareness across the Oakland and Beaumont campuses of OUWB's impact on the community.

- *Goal 3:* Develop and promote a distinct identity for OUWB.
 - *Strategies:*
 - » Develop and implement a branding strategy.
 - » Develop and implement a communications and marketing plan for OUWB.

- *Goal 4:* Partner with the health system to provide needed community services and resolve gaps in care for population health.
 - *Strategies:*
 - » Develop an infrastructure to support research and education in population health.
 - » Partner with the health system to identify community needs and design interventions.

4. Administration-Related Goals

- *Goal 1:* Ensure resources will support the educational program.
 - *Strategies:*
 - » Evaluate opportunities to improve the efficiency of the two-campus model.
 - » Complete a facilities master plan for both campuses.
 - » Ensure appropriate resources are available to support medical students, especially in light of the rapid growth in the program.

- *Goal 2:* Ensure long-term funding to support the educational program.
 - *Strategies:*
 - » Establish a multiyear business plan for OUWB.
 - » Expand philanthropic support for OUWB.
 - » Ensure an adequate and effective OUWB administrative structure to support the growing medical school program.

- *Goal 3:* Establish a continuous quality improvement program for OUWB.
 - *Strategies:*
 - » Review and ensure that the affiliation agreement is contemporary and continues to support the mutual objectives of Oakland University and Beaumont Health System.
 - » Implement processes that establish short- and long-term programmatic goals.
 - » Maintain compliance with accreditation standards.

- *Goal 4:* Increase communication and access to resources available to students and faculty across all campuses.
 - *Strategies:*
 - » 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.
 - » 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.

- *Goal 5:* Clarify the OUWB administrative and clinical organizational structure under the newly formed Beaumont Health.
 - *Strategies:*
 - » 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 Wayne State University and Michigan State University.