

# School of Medicine Strategic Plan

## June 2016

v.11

### Mission

The F. Edward Hébert School of Medicine at the Uniformed Services University of the Health Sciences is the nation's Federal school of medicine. We educate, train, and comprehensively prepare uniformed military and U.S. Public Health Service physicians, as well as uniformed and civilian public health practitioners, psychologists and biomedical scientists to support our nation's military and public health systems, the National Security and National Defense Strategies of the United States, and the readiness of our Uniformed Services.

### Vision Statement

As "America's Medical School," we aspire to be our nation's preeminent institution for educating physicians, public health practitioners, clinical psychologists and biomedical scientists to serve the United States as expert clinicians, innovators and leaders in times of peace and war.

## EDUCATION AND TRAINING DOMAIN

USU Critical Tasks	SOM Specific Tasks	Color	Performance Measures & Stretch Initiatives
<p>“Strengthen recruitment, development, and retention that make learning, employment, and collaboration at USU attractive and rewarding for outstanding and diverse students, faculty, and staff.”</p>	<p>Strengthen recruitment, development, support and retention for SOM students and faculty</p> <p><b>ACTION OFFICERS:</b></p> <ul style="list-style-type: none"> <li>• <b>LTC SAGUIL (1)</b></li> <li>• <b>COL HUTCHINSON (2)</b></li> <li>• <b>COL MOORES (3,4,5)</b></li> <li>• <b>DR. SERVEY (6)</b></li> </ul>		1. Increase the quality & diversity of the entering medical and graduate student classes
			2. Increase diversity of newly recruited faculty and staff
			3. Develop an academic success program to decrease preventable student deceleration and disenrollment
			4. Develop a well-being program that enhances student and faculty life
			5. Develop an educational program on professional identity formation
			6. Increase academic support to our national faculty at affiliated MTFs.
<p>“Maintain accreditations at the University level and coordinate and support accreditations of constituent schools and programs”</p>	<p>Maintain accreditations at the SOM level and coordinate and support accreditations</p> <p><b>ACTION OFFICERS:</b></p> <ul style="list-style-type: none"> <li>• <b>DR. GILLILAND (1,2,6)</b></li> <li>• <b>DR. MUELLER (3,4,5)</b></li> </ul>		1. Maintain maximal compliance with LCME accreditation
			2. Conduct ongoing iterative review of required LCME standards and elements
			3. Achieve & maintain compliance with Graduate Program accreditations
			4. Maintain a completion rate of at least 80% in the Master’s Degree programs in the Graduate School
			5. Maintain a completion rate of at least 70% in the PhD Degree programs in the Graduate School
			6. Engage in continuous curricular improvement and innovation (e.g., Curriculum 2027)
<p>“Expand the use of the highest quality, evidence-based educational methods and teaching technologies.”</p>	<p>Develop and enhance the use of innovative educational methodologies and technologies in the curriculum</p> <p><b>ACTION OFFICERS:</b></p> <ul style="list-style-type: none"> <li>• <b>CDR SAPERSTEIN (1)</b></li> <li>• <b>DR. LOPREIATO (2)</b></li> <li>• <b>DR. BEADLING (3)</b></li> </ul>		1. Enhance and expand inter-professional education and inter-disciplinary health care delivery initiatives throughout the national campus
			2. Enhance & expand the use of innovative teaching methodologies, including simulation & distance learning technologies in medical and graduate education
			3. Create an evidence-based Military Medical Practice and Leadership curriculum to provide graduates with the skills, knowledge and attitudes to successfully practice and lead military medicine organizations.

## RESEARCH AND SCHOLARSHIP DOMAIN

USU Critical Tasks	SOM Specific Tasks	Color	Performance Measures & Stretch Initiatives
<p>“Conduct innovative scholarship in basic, translational, and clinical research relevant to the MHS, national health &amp; national security, at USU and within WRNMMC, in addition to collaborations with other research organizations where such collaborations will enhance global health and/or national security.”</p>	Improve Big Data and IT Capabilities		1. Increase the SOM’s ability to access and utilize data across the MHS and work with partners outside the MHS
	Promote innovative and collaborative scholarship		2. Establish reliance agreements with WRNMMC, the NIH, and other research partners
	Support civilian and uniformed faculty performing research		3. Increase the number and impact of peer-reviewed publications
	Support Unity of Effort research collaborations with the MHS and NIH		4. Boost total research funding in the SOM (2021 vs. 2016)
	Foster USU’s research portfolio to address the priorities of the MHS and the nation		5. Support and develop the SOM as a major MHS academic resource for innovative scholarship
	<p><b>ACTION OFFICERS:</b></p> <ul style="list-style-type: none"> <li>• <b>DR. RASMUSSEN</b></li> <li>• <b>DR. OTTOLINI</b></li> <li>• <b>DR. KOEHLMOOS</b></li> </ul>		6. Increase research opportunities for SOM students, trainees and post-docs
<p>Encourage and support participation of USU faculty, students, in DOD, Uniformed Service-specific, international and national health-related meetings</p>	<p>Improve the thought leadership impact of USU faculty and students at regional, national, international, DOD, scientific forums and advisory panels</p> <p><b>ACTION OFFICERS:</b></p> <ul style="list-style-type: none"> <li>• <b>DR. RASMUSSEN</b></li> <li>• <b>DR. OTTOLINI</b></li> </ul>		1. Increase participation of USU faculty on advisory boards, panels, study sections, and as leaders of professional societies
			2. Increase number and placement of USU faculty and student presentations at MHS meetings (e.g., MHSRS, AMSUS)
			3. Increase number and placement of USU faculty and student presentations at regional, national and international meetings
			4. Increase faculty engagement and service on editorial boards and societies

## LEADERSHIP DOMAIN

USU Critical Tasks	SOM Specific Tasks	Color	Performance Measures & Stretch Initiatives
<p>“Maintain and expand leadership development education and training relevant to the MHS, PHS, national health and security.”</p>	<p>Foster the development of USU students into high-performing military, science and public health leaders of character</p>	Yellow	1. Work with the Services to sustain and enhance a comprehensive vertically integrated Leadership Education Development program (LEAD)
	<p>Maintain and expand leadership development and education research relevant to the DOD</p>	Red	2. Apply the LEAD program to Inter-professional Education
	<p><b>ACTION OFFICERS:</b></p> <ul style="list-style-type: none"> <li>• <b>LTG (RET) SCHOOMAKER (1-3, 5)</b></li> <li>• <b>LTCOS (4)</b></li> </ul>	Yellow	3. Assess short-term leadership outcomes of USU medical students using the FourCe-PITO model as a metric
		Yellow	4. Assess long-term leadership outcomes of USU graduates (medical and graduate students)
		Yellow	5. Develop resources to advance leadership research
<p>“Maintain &amp; expand USU’s role in thought leadership for the MHS, PHS, &amp; health of the nation”.</p>	<p>Serve as the subject matter expert for thought leadership in the MHS</p>	Yellow	1. Increase number of citations of USU as a leading institution for the development of health and science leaders
	<p><b>ACTION OFFICER:</b></p> <ul style="list-style-type: none"> <li>• <b>LTG (RET) SCHOOMAKER (3,4)</b></li> <li>• <b>SOM Chief of Staff (with Chair support (1,2))</b></li> </ul>	Yellow	2. Increase number of requests for USU faculty to participate or advise in leadership development and health policy with other Schools of Medicine, healthcare systems, and federal agencies
		Red	3. Increase leadership consultation provided to the MHS
		Red	4. Conduct public outreach to the MHS, AAMC and ASPPH, and other organizations to establish USU as a nationally-leading University in educating health leaders

## NATIONAL HEALTH SECURITY AND GLOBAL HEALTH DOMAIN

USU Critical Tasks	SOM Specific Tasks	Color	Performance Measures & Stretch Initiatives
Expand USU's role supporting national health security	Develop and mature strategic partnerships nationally and internationally	Red	1. Increase the number of invited participants in international global health engagement and national security forums.
	Develop and mature USU's role in national and global health security		2. Increase the number of graduate students and international military officers pursuing study at USU
	<b>ACTION OFFICERS:</b>	Red	3. Increase the annual number of reports and publications relevant to global health
	<ul style="list-style-type: none"> <li>• <b>CAPT DIEHL</b></li> </ul>		4. Develop an International organization of military medical institutions
		Yellow	5. Increase participation and leadership in organizations like the Consortium of Universities for Global Health (CUGH), the National Defense University (NDU), and senior service colleges.
Develop USU's capacity to support U.S. global health programs	Integrate new curriculum in global health education at the UME, GME and graduate student levels	Red	1. Increase the number of course offerings in global health topics and develop a pathway for medical & graduate students, residents, and faculty to attain a global health concentration
	<b>ACTION OFFICERS:</b>		2. Increase the number of students enrolled from international partners
	<ul style="list-style-type: none"> <li>• <b>Lt Col BOETIG</b></li> <li>• <b>CAPT DIEHL</b></li> </ul>	Yellow	3. Increase the number of students successfully completing distance learning GH certificate program coursework
		Red	4. Develop & professionalize a GHE career through enhanced educational options at the UME, GME and Graduate levels.

## SERVICE DOMAIN

USU Critical Tasks	SOM Specific Tasks	Color	Performance Measures & Stretch Initiatives
Continue and expand service to the MHS and local community	Foster a respectful culture of community and national and international service  <b>ACTION OFFICER:</b> • <b>COL HUTCHINSON</b>	Yellow	1. Increase the number of service activity options, locally and nationally, for students and faculty
		Yellow	2. Increase the number of international service activity options
		Yellow	3. Advance and sustain “Unity of Effort” with WRNMMC, FBCH, NIH, VA and other regional partners to create “America’s Academic Health Center”
		Red	4. Increase the number of requests for USU support and education to combatant /service component commands or other agencies
		Red	5. Support a strategic communication plan to foster a culture of service
		Yellow	6. Increase national and international referrals to NCR