

Oakland University William Beaumont School of Medicine

2022-25 Strategic Plan

Mission

To develop compassionate physicians who are dedicated to improving the health of their communities, collaboration, and lifelong learning.

Vision

To be a leader in medical education strengthened by an innovative curriculum, commitment to diversity and inclusion, dedication to community engagement, and advancing research.

Values

Collaboration

Compassion

Diversity, Equity, and Inclusion

Excellence

Professionalism

Value Statements

Collaboration

We are dedicated to collaboration and mutual respect that fosters the unique talents of our students, staff, and faculty.

Compassion

We are a school that cares about our communities by having a safe and secure environment that treats everyone with respect, sensitivity, dignity, and decency in all our endeavors.

Diversity, Equity, and Inclusion

We are committed to cultivating and nurturing an inclusive environment that values and respects a diverse and equitable community of students, staff, and faculty.

Excellence

We strive for excellence through an empathetic, humanistic, and altruistic approach to medical education and patient care.

Professionalism

We value integrity and ethical conduct when engaging with our students, patients, faculty, staff and the community we serve.



To achieve our strategic vision through 2025 and beyond, OUWB will focus on the following key goal areas:

- » Education
- » Diversity, Equity, and Inclusion
- » Community Engagement
- » Research
- » Stewardship

Education Goals

Goal 1: Provide students with an outstanding medical education.

Strategy: Provide medical students with outstanding career advising so that they are prepared to train in their fields of choice.

Actions:

- » Align students with the appropriate stakeholder to reach their goals and explore options.
- » Expand Alumni Career Mentor Program for M1 and M2 students.

Strategy: Ensure high-quality clinical training resources to support M3/M4 clerkships.

Actions:

- » Continued monitoring, evaluation, and addressing of potential clerkship overcrowding.

Strategy: Provide flexible pathways and alternatives of training for OUWB students.

Actions:

- » Develop and award Masters of Medical Science Degree in warranted situations.

Strategy: Create a body donation program within OUWB.

Actions:

- » Hire staff to manage program.
- » Develop policies and procedures.
- » Complete agreement with strategic partner and program supporter Pixley Funeral Home.
- » Implement IT solution.
- » Implement marketing plan.
- » Accept donations.

Goal 2: Enhance the OUWB curriculum to meet the needs of current and future students as well as meet current and future healthcare needs.

Strategy: Increase clinical opportunities for OUWB students within the first two years.

Actions:

- » Evaluate the availability, sustainability, and ability to increase curricular clinical opportunities for M1 and M2 students.

Strategy: Investigate and develop a plan to implement telehealth skills into the OUWB curriculum.

Actions:

- » Identify stakeholders related to telehealth/telemedicine.
- » Identify graduation competencies and entrustable professional activities surrounding telehealth/telemedicine.
- » Develop curricular activities to train students to meet those competencies.

Goal 3: Grow, launch, and support successful graduate programs within OUWB.

Strategy: Develop and launch a Master of Science in Health Professions Education program.

Actions:

- » Define the staffing, resources, and student services needed to recruit for and support the program.
- » Utilizing current OUWB and Oakland University 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.
- » Develop graduate certificate programs related to Simulation and Anatomical Studies Instruction.

Strategy: Develop graduate programs in Population Health.

Actions:

- » Recruit Population Health faculty.
- » Develop curriculum.
- » Launch programs.

Goal 4: Collaborate with other Oakland University schools to enhance graduate programming.

Strategy: Develop and launch a dual MD/MPH program collaborating with the Oakland University School of Health Sciences.

Actions:

- » Partner with the School of Health Sciences to define curriculum, define faculty teaching roles, receive program approval, and roll out new program.

Strategy: Partner with other Oakland University schools to participate in a Graduate Certificate in Data Science.

Actions:

- » Partnering with other schools across OU, work on identifying curricular gaps that could be addressed by OUWB FMS faculty.
- » Gain approval of OU graduate course listings, fulfilled by OUWB FMS faculty.

Strategy: Collaborate with Oakland University College of Arts and Sciences to support the Ph.D. in Biology and Biomedical Sciences Program.

Actions:

- » Partner with the OU College of Arts and Sciences to support Ph.D. students in OUWB FMS faculty laboratories.
- » Identify Biomedical Sciences curricular content that could be addressed by OUWB FMS faculty.
- » Obtain approval of OU graduate course listings, fulfilled by OUWB FMS faculty.
- » Develop a Vision Science Specialization in the Ph.D. in Biology and Biomedical Sciences Program.

Goal 5: Address the physician shortage in Michigan.

Strategy: Assist in addressing the physician shortages and healthcare specialty needs that are relevant to the state of Michigan.

Actions:

- » Partner with Beaumont GME to understand the needs of Beaumont, Southeast Michigan, and the state.
- » Collaborate with Beaumont GME and OUWB Student Affairs to communicate and advise students of needs.
- » Expand clinical faculty roles in career advising programming to showcase departments to OUWB students.



Diversity, Equity, and Inclusion Goals

Goal 1: Cultivate and sustain an environment that promotes and celebrates diversity, equity, and inclusion for all.

Strategy: Openly declare that OUWB is an all-inclusive institution.

Actions:

- » Examine best practices across other medical schools.
- » Obtain OU support for declaration.
- » Implement.

Strategy: Evaluate OUWB's current environment.

Actions:

- » Assess current metrics related to an inclusive environment.
- » Deploy an inclusive environment survey.

Strategy: Increase DEI professional development training for all OUWB faculty and staff as well as extra-curricular training for students.

Actions:

- » Consider the ability to integrate diversity, equity, and inclusion efforts/ professional development into annual employee evaluations.
- » Investigate the expansion of DEI professional development opportunities and programs.

Strategy: Enhance student DEI training within all four years of the curriculum.

Actions:

- » Investigate ability to integrate DEI systematically throughout all four years of the OUWB curriculum.

Goal 2: Strengthen OUWB's infrastructure and systems to support Diversity, Equity, and Inclusion efforts.

Strategy: Evaluate OUWB's current infrastructure.

Actions:

- » Hire an Associate Dean for Diversity, Equity, and Inclusion.
- » Assess current infrastructure.

Strategy: Evaluate systems and services in place to support DEI efforts.

Actions:

- » Once Associate Dean is in place, evaluate current systems and services.
- » Consider the designation of a Diversity Liaison in all Clinical and Foundational Medical Studies Departments.

Strategy: Consolidate and improve coordination of DEI efforts.

Actions:

- » Evaluate DEI efforts to ensure there is a cohesive, consolidated, and organized approach.
- » Ensure adequate communication of efforts to OUWB community.

Goal 3: Build a more diverse community, reflective of those we serve.

Strategy: Create programming aimed at providing pathways for students at all education levels.

Actions:

- » Develop programs aimed at pre-med/health science undergraduate students.
- » Expand K-12 programs to create direct pathways to OUWB.

Strategy: Develop and implement equitable strategies to recruit and retain underrepresented minority students.

Actions:

- » Align, where applicable with Oakland University student and employee diversity goals.
- » Evaluate current URM recruitment strategies.
- » Evaluate current URM student support services.

Community Engagement Goals

Goal 1: Foster and support a climate of community engagement and service.

Strategy: Centralize the infrastructure to support OUWB community engagement efforts.

Actions:

- » Evaluate the current structure of support.
- » Identify needs to centralize efforts.
- » Refine processes and procedures to support community engagement efforts across OUWB.
- » Communicate changes to OUWB stakeholders.

Strategy: Consolidate and coordinate data collection efforts.

Actions:

- » Procure a suitable software for employee and community member use.
- » Establish associated processes to capture and track all OUWB CE efforts and align efforts with community needs.

Strategy: Support clinician participation in community engagement activities.

Actions:

- » Create a Beaumont clinical role to coordinate OUWB championed CE efforts.

Strategy: Partner with Development and the Research Office to raise needed funds.

Actions:

- » Proactively fundraise to support community engagement efforts.
- » Identify programs and associated funds needed.
- » Identify available foundational grants to support efforts.

Strategy: Expand support of community-based research efforts.

Actions:

- » Establish/refine processes associated with community-based research.

Strategy: Establish a process to clearly define community engagement relationships.

Actions:

- » Create a clear set of definitions indicating type of relationship and activity associated with the service.
- » Implement and communicate definitions to stakeholders.

Goal 2: Partner with, and serve, our communities.

Strategy: Align community needs and OUWB service efforts.

Actions:

- » Compile needs assessment data from surrounding communities.
- » Evaluate what community engagement efforts OUWB faculty, staff, and students are currently participating in.
- » Prioritize community needs and deploy OUWB efforts appropriately.
- » Communicate community needs to OUWB faculty, students, and staff.

Strategy: Promote and encourage service activities by OUWB employees.

Actions:

- » Establish set of criteria to support employee service.
- » Implement and communicate.
- » Investigate employee service awards within OUWB.
- » Support OU recognition program.

Strategy: Enhance service-learning within the OUWB curriculum.

Actions:

- » Align competencies with community needs.

Goal 3: Support Oakland University's goal of reaching Carnegie Community Engagement Classification.

Strategy: Partner with Oakland University to ensure necessary infrastructure is in place and appropriate data is being collected.

Actions:

- » Work with University leadership to identify needs.
- » Implement at OUWB.

Research Goals

Goal 1: Establish an infrastructure to fully support research in the areas of neuroscience and population health.

Strategy: Identify and address funding.

Actions:

- » Determine startup funding needed to build successful programs.
- » Establish bridge funding to support ongoing research efforts.
- » Set clear external funding goals for each foci.
- » Identify opportunities to collaborate with philanthropy to increase funding opportunities including seed/pilot funding.

Strategy: Identify and address space.

Actions:

- » Based on research foci, identify and procure appropriate lab space to sustain and grow research efforts.
- » Based on research foci, identify and procure needed office and support space to sustain and grow research efforts.

Strategy: Identify and address appropriate technology and data needs.

Actions:

- » Identify and procure technology needed to successfully support research foci.
- » Identify and procure data, systems, and associated policies to successfully support research foci.

Strategy: Identify and address faculty personnel needs.

Actions:

- » By foci, identification of faculty count and timing to support growth efforts.
- » Through 2025, ongoing reevaluation of research faculty expansion.

Strategy: Identify/address support staff and support needed.

Actions:

- » Identify the support staff needed to obtain, manage, and assist with funded research.

Goal 2: Sustain our commitment to medical education, social science, and community health research.

Strategy: Identify and address faculty research support.

Actions:

- » Establish incentive models.
- » Explore external partnership and funding opportunities.
- » Enhance peer faculty mentoring.

Goal 3: Expand research collaborations across OUWB, Oakland University, and Beaumont as well as with other institutions.

Strategy: Increase collaborative research efforts.

Actions:

- » Announce initiative to promote collaborations between OUWB, Oakland University, and Beaumont Health.
- » Develop support tools for inter-institutional collaborations.
- » Publicize inter-institutional collaborations across institutions.



Stewardship Goals

Goal 1: Decrease OUWB student median debt.

Strategy: Continue to support student scholarships through operating revenue sources.

Actions:

- » Implement approved guidelines to optimize the student scholarship awards for current and future students in a way that demonstrates continual improvement for the medical student debt burden.

Strategy: Maintain cost of attendance.

Actions:

- » Evaluate current cost of attendance.
- » Maintain OUWB cost of attendance.

Strategy: Increase philanthropic support for student scholarships.

Actions:

- » Develop and execute a philanthropy plan to increase donor funded scholarships.

Goal 2: Ensure OUWB's facilities support the needs of the school.

Strategy: Ensure facilities align with OUWB's short-term needs through 2025.

Actions:

- » Develop a plan for OUWB to remain on the 'split campus' model to ensure optimum utilization of current space at OU and BH campuses.

Strategy: Formulate and commit to a plan for a new medical school building to meet OUWB's long-term needs.

Actions:

- » Identify the funding needed to support a new building.
- » Finalize building location.
- » Establish a building, facilities, and staffing plan. to support the entire four-year curriculum.

Goal 3: Ensure a high quality, balanced, and engaged workforce.

Strategy: Increase employee satisfaction and retention.

Actions:

- » Improve communication and transparency across OUWB.
- » Create a culture of respect, recognition and collegiality.
- » Expand opportunities for training and development.

Strategy: Provide continuity of positions.

Actions:

- » Create a structure of succession planning.

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

Actions:

- » Establish block grants for clinical faculty volunteerism.

Goal 4: Support the wellness of all OUWB students, faculty, and staff.

Strategy: Develop a comprehensive wellness program for OUWB students, faculty, and staff.

Actions:

- » Hire a .5 FTE Associate Dean for Wellness.
- » Reframe what our wellness plan should be for OUWB students, faculty, and staff.

Goal 5: Ensure philanthropic efforts support the goals of OUWB.

Strategy: Consistently align philanthropy efforts with OUWB strategic goals.

Actions:

- » Establish funding priorities.
- » Partner with Oakland University Development office to ensure alignment.