Brody School of Medicine 2017-2022 Strategic Plan

Unit Mission:
1. To increase the supply of primary care physicians to serve the state;
2. To improve the health status of citizens in eastern North Carolina;
3. To enhance the access of minority and disadvantaged students to a medical education.

Commitment 1. Maximize Student Success

University Goal 1.2. We will improve retention and graduation rates. We will retain and graduate students at a rate that is consistently higher than our peer-average to achieve a five-year graduation rate that exceeds 67 percent.

Unit Objective 1: Increase class first attempt pass rate on all NBME licensing examinations from the current 94% to 96%.

Metrics:
1. Class average performance on all three NBME licensure examinations
2. Class pass rate on all three NBME licensure examinations

Actions:
1. Develop a dashboard that tracks student performance on examinations administered by the National Board of Medical Examiners (NBME). The dashboard will include all NBME developed subject examinations that are administered throughout all 4 years of the Medical Education program. Student performance will be compared to national norming data by May 2017.
2. Review of the dashboard by the Executive Curriculum Committee every 2 months as part of a Continuous Quality Improvement process to identify trends and curriculum areas where student performance is lower than national norms.
3. When a gap between the goal and the actual performance is identified, the Executive Curriculum Committee will guide the development of a plan of curricular change to improve outcomes in the deficient area.

University Goal 1.4: We will reflect a global workplace and society by diversifying our faculty, staff, and students. We will increase the number of international students on our campus. We will provide 25 percent of ECU graduates with study abroad experience and increase scholarship opportunities to improve accessibility. We will increase those with competency in a second language and leverage our success with the Global Partners in Education.
Unit Objective 2: Increase the number of students participating in elective opportunities that have a required international experience from the 2017-2018 academic year baseline by 25%.

Metrics:
1. Number of students participating in an international elective experience in the M4 year during each academic year
2. Number of elective opportunities available that have a required international experience

Actions:
1. We will increase the emphasis on the international experience component of the service learning distinction track during presentations to M1 students.
2. We will develop a catalogue of international experiences suitable for medical students in the summer between the M1 and M2 year.
3. We will expand the number of elective courses at international sites.
4. We will work with Global Affairs to identify prerequisites for international travel to specific countries/regions (visas, immunizations, etc.).

Commitment 2. Serve the Public

University Goal 2.3: We will be a national leader in the integration of health sciences instructional, research, and clinical programs. We will expand the number of Brody School of Medicine graduates who practice as primary care physicians and we will be ranked as the nation’s top producer of family physicians. We will leverage our network of Community Service Learning Centers to benefit dental health sciences and our patients. ECU will continue to lead North Carolina in the number and the quality of nursing and allied health professional graduates.

Unit Objective 3: Complete planning for an increase in the number of students matriculating at Brody School of Medicine from 82 in academic year 2017-2018 to 120 students while remaining one of the top-rated schools for percentage of students entering primary care.

Metrics:
1. Number of students matriculating at BSOM each academic year
2. Number of BSOM graduates matching into primary care specialties
3. Number of graduates practicing in primary care fields five years after graduation

Actions:
1. By July 2018, form a committee to guide the expansion of the class.
2. Work closely with the Chancellor’s division and University Advancement to advocate for expansion of BSOM and identify funding sources by July 2019.
3. By July 2019, develop plans for a new medical education building to house the expanded class size.
4. By July 2020, develop plans for the expansion in teaching faculty and clinical training sites needed to accommodate the increased class size.

Commitment 3: Lead Regional Transformation
**University Goal 3.1:** We will grow ECU into the third-largest research institution in the UNC system by investing in our people, tools, and facilities. We will seek solutions to the challenges of our region, including health issues, coastal community resiliency, advanced manufacturing, and assisting the military.

**Unit Objective 4:** We will increase the total annual research expenditures to $27 million a year by 2022 with $23.7 million coming from external sources and $3.3 million coming from internal sources.

**Metrics:**
1. Total extramural awards and expenditures
2. BSOM annual research expenditures reported in NSF HERD
3. Number of PIs with RO1 or equivalent funding

**Actions:**
1. Increase support for intramural grants in support of pilot projects and faculty buyouts with potential for significant return.
2. Invest in faculty and infrastructure that increases institutional competitiveness for multidisciplinary program funding.
3. Develop research around themes that integrate disciplines and build on the existing strengths of the institution and our close partners.

**University Goal 3.2:** We will double the volume of clinical trials of promising medicines, treatments, and devices and be a national leader in patient-centered outcomes research and community-based behavioral medicine.

**Unit Objective 5:** The BSOM will increase clinical trial (CT) expenditures to $3 million/yr beginning in year 2022.

**Metric:**
1. Amount of clinical trial awards

**Actions:**
1. Return 100% of the F&A recovered from clinical trials to the clinical trials office to improve the infrastructure and ultimately increase throughput. Investments of F&A will be made to staff the office with contract and budget specialists, and insure investigator access to qualified study coordinators
2. Implement a clinical trials management system to enable feasibility studies and improve management of trials
3. Coordinate with Vidant to increase efficiency in processes for approving and tracking clinical trials

**Unit Objective 6:** The BSOM will increase the number of extramurally funded faculty by 20% by 2022.
Metrics:
1. Increase the percentage of faculty awarded major extramural funding within five years of joining the ECU tenure-track faculty.
2. Number and amounts of grants submitted and awarded

Actions:
1. Build a recurring fund of $1 million/year for to fund seed grants and maintain state of the art analytical capacity that directly supports interdisciplinary research groups.
2. Implement research performance-based contract language to promote increased recruitment and retention of extramurally funded faculty.

Our Responsibilities

University Goal 4.1 We will embrace an inclusive university community and are committed to recruiting and retaining faculty and staff with diverse backgrounds.

Unit Objective 7: We will enhance diversity of faculty at the Brody School of Medicine, with a focus on recruitment and retention of women and underrepresented minority faculty;

Metric:
1. Demonstrated increases in the numbers of women and URM faculty recruited and retained in the Brody School of Medicine, as compared to mid-August data on the same metric from 2015 and 2016;

Action:
1. The Dean’s office, through the Office of Academic Affairs, will commission an ad hoc group to develop a hiring incentive program for underrepresented faculty.

University Goal 4.2 We will launch the largest, University-wide comprehensive campaign in our history.

Unit Objective 8: We will initiate a capital campaign to increase the reserves of the Medical & Health Sciences Foundation in coordination with the University Advancement plan

Metric:
1. Through the university-wide comprehensive capital campaign, we will increase funding to the Brody School of Medicine by $82.5 million by July 2024.

Actions:
1. Identify strong volunteer leadership – including Trustees, Foundation Boards, alumni, donors and friends.
2. Develop a compelling case for support – the Chancellor has already identified ECU as “America’s Next Great National University,” and hired the communications and marketing firm 160/90 to build the infrastructure necessary to convince our donors that now is the time to invest in ECU.
3. Validate our goals and case for support – we’re using data and analytics to support our campaign feasibility process and conducting a thorough analysis of more than 185,000 donors in our donor base.
4. Identify adequate resources – the University must invest considerable resources in growing and developing the University Advancement team and to invest in campaign success. On a smaller scale, we’ve asked the M&HSF Board to provide additional resources, but must have the University’s overall investment.