



College of Osteopathic Medicine Strategic Plan, 2022-2027

Duquesne University of the Holy Spirit Mission: Serving God by Serving Students Through:

Commitment to excellence in liberal and professional education

Profound concern for moral and spiritual values

Maintaining an ecumenical atmosphere open to diversity

Service to the Church, the community, the nation, and the world

Duquesne University College of Osteopathic Medicine Mission

The mission of the Duquesne University College of Osteopathic Medicine is to provide excellence in medical education. The College will train physicians who will serve God, in the Spiritan tradition, by caring for all people in all communities, including in underserved urban and rural communities of Western Pennsylvania, the nation, and the world, addressing healthcare disparities among these communities. The College will graduate physician leaders in all medical specialties with a focus on primary care.

I. ACADEMIC EXCELLENCE

Recruit and Retain Mission-Minded Faculty and Students

Curriculum based on Core Competencies

Team-Based, Experiential Learning with Clinical Application and Critical Thinking

Foster a Culture of Lifelong Learning

Assessment-Driven Continuous Quality Improvement of Curriculum

DU SI #1: DU will identify bold pathways to offer students the knowledge and skills they will need for productive and fulfilling lives

STRATEGIC DOMAINS

I. Academic Excellence

II. Living our Faith through Community and Global Health

III. COM Interprofessional Community Engagement

IV. Diversity, Equity, Inclusion

V. Research, Innovation and Entrepreneurship

IV. DIVERSITY, EQUITY, AND INCLUSION

Faculty Recruitment and Training, Mentorship, and Assessment

Educate Faculty, Staff, and Students in Cultural Sensitivity & the Social Determinants of Health

Social Justice and Health Equity

Develop Outreach Programs and Partnerships in Diverse Communities

DU SI #4: DU will create a vibrant campus community that fosters the achievements of its talented faculty, students and staff.

II. LIVING OUR FAITH THROUGH COMMUNITY AND GLOBAL HEALTH

Foster a Culture of Community and Global Outreach as Opportunities for Medical Ministry

Provide Opportunities for Students to Engage in Leadership Development

Develop Ongoing Projects to Help Address Health Disparities

Develop Community Health Research

DU SI #2: DU will become the region's flagship institution for community engagement through mutually beneficial partnerships that advance the city, the region and the world.

III. COM INTERPROFESSIONAL COMMUNITY ENGAGEMENT

Interprofessional Education and Research Collaborations between Duquesne Campus and Community Partners

Strong Presence in the Community through Partnerships with Regional Healthcare Systems and FQHCs

Create an Interprofessional Clinic that is Managed by DU Faculty and Students, to Provide Care for Underserved Patients

DU SI #3: DU's academic programs will transcend traditional boundaries, position it as a leader in interdisciplinary and interprofessional programs.

V. RESEARCH, INNOVATION, AND ENTREPRENEURSHIP

Culture of Entrepreneurship and Fiscal Responsibility

Faculty Recruitment, Training and Mentorship

Develop Educational, Biomedical Science, and Clinical Research Programs

Faculty-Mentored Student Research and Scholarly Activity

Faculty Development Programs for Grantsmanship and Scholarship

DU SI #5: DU will encourage an entrepreneurial spirit that will allow it to creatively steward University assets, adapt to changing environments and enhance its financial vitality to fulfill its mission for a new era.



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Duquesne University of the Holy Spirit is a Catholic university founded by members of the Congregation of the Holy Spirit, the Spiritans, and sustained through a partnership of laity and religious. Duquesne University of the Holy Spirit serves God by serving students through:

Commitment to excellence in liberal and professional education
Profound concern for moral and spiritual values
Maintaining an ecumenical atmosphere open to diversity
Service to the Church, the community, the nation, and the world

In 2017, Duquesne University adopted a new [5-year strategic plan](#) to guide the University into 2023. The plan includes five strategic imperatives, namely:

- DU Strategic Imperative #1: DU will identify bold pathways to offer students the knowledge and skills they will need for productive and fulfilling lives and careers in the 21st century.
- DU Strategic Imperative #2: DU will become the region's flagship institution for community engagement through mutually beneficial partnerships that advance the city, the region and the world.
- DU Strategic Imperative #3: DU's academic programs will transcend traditional boundaries, position it as a leader in interdisciplinary and interprofessional programs.
- DU Strategic Imperative #4: DU will create a vibrant campus community that fosters the achievements of its talented faculty, students and staff.
- DU Strategic Imperative #5: DU will encourage an entrepreneurial spirit that will allow it to creatively steward University assets, adapt to changing environments and enhance its financial vitality to fulfill its mission for a new era.

The mission of the proposed Duquesne University College of Osteopathic Medicine is to provide excellence in medical education. The College will train physicians who will serve God, in the Spiritan tradition, by caring for all people in all communities, including in underserved urban and rural communities of Western Pennsylvania, the nation, and the world, addressing healthcare disparities among these communities. The College will graduate physician leaders in all medical specialties with a focus on primary care.



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The Vision of the proposed Duquesne University College of Osteopathic Medicine is to create a culture of servant leaders who are dedicated to treating the whole person, mind, body, and spirit.

The Values of the proposed Duquesne University College of Osteopathic Medicine are:

- **(L) Love and Mercy:** Treating others as you would want to be treated, with empathy and compassion. Creating a culture of tolerance and non-judgementalism.
- **(E) Ethics and Morality:** Creating a culture committed to practicing medicine with the highest moral and ethical standards.
- **(A) Advancement and Personal Development:** Empowering faculty, staff, and students to develop lives of self-fulfillment through service.
- **(D) Diversity and Social Justice:** Creating a culture that promotes diversity, equity and inclusion in the treatment of others, and seeks to address inequities in access to health care.
- **(E) Excellence:** Creating a culture where students, faculty, and staff can excel and reach their full potential both academically and professionally.
- **(R) Responsibility to Profession and Community:** Equipping and training the next generation of health care leaders in all medical specialties with a particular focus on primary care.
- **(S) Servant Leadership:** Creating a culture of service to God consistent with the historic Mission of Duquesne University.

The mission, vision, values, goals, and strategic plan for the proposed Duquesne University College of Osteopathic Medicine, therefore, are aligned with the strategic imperatives within the larger University context.

The proposed DUQCOM is informed and guided by the following 21 goals, which align with the 5 COM strategic domains and the 5 strategic imperatives of the university, for the purpose of training physicians who will serve God, in the Spiritan tradition, by caring for all people in all communities and addressing healthcare disparities among these communities. Within the context of each goal, there are objectives and action items, which allow the proposed DUQCOM to implement, measure, and assess progress towards fulfillment of the goals set forth in the strategic plan.



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The Duquesne University College of Osteopathic Medicine's Five Strategic Domains and Goals include:

I. Academic Excellence (AE)

- AE. G1: Recruit and retain mission-minded faculty and students.*
- AE. G2: Design and implement a curriculum based on core competencies.*
- AE. G3: Develop student's knowledge, skills, and abilities through a team-based, experiential learning program with clinical applications and critical thinking.*
- AE. G4: Foster a culture of lifelong learning.*
- AE. G5: Create and foster a culture of curricular assessment driven by continuous quality improvement.*

II. Living our Faith through Community and Global Health (LF)

- LF. G1: Foster a culture of community and global outreach as opportunities for medical ministry.*
- LF. G2: Provide opportunities for students to engage in leadership development.*
- LF. G3: Develop ongoing projects focused on addressing health disparities.*
- LF. G4: Develop ongoing projects focused on community health research.*

III. COM Interprofessional Community Engagement (ICE)

- ICE. G1: Create and foster a culture of interprofessional education and research collaboration between Duquesne University and community partners.*
- ICE. G2: Create and foster a strong presence in the community through partnerships with regional healthcare systems and federally qualified health centers (FQHCs).*
- ICE. G3: Create an interprofessional clinic managed by Duquesne University faculty and students, to provide healthcare to underserved patients in our community.*

IV. Diversity, Equity, Inclusion (DEI)

- DEI. G1: Develop diversity, equity, and inclusion initiatives related to recruitment and training, mentorship, and assessment.*
- DEI. G2: Develop diversity, equity, and inclusion programs to educate faculty, staff, and students in cultural sensitivity and the social determinants of health.*
- DEI. G3: Increase awareness and understanding of social justice and health equity.*
- DEI. G4: Develop outreach programs and partnerships in diverse communities.*



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V. Research, Innovation and Entrepreneurship (RIE)

- RIE. G1: Create and foster a culture of entrepreneurship and fiscal responsibility.*
- RIE. G2: Develop and assess processes for faculty recruitment, training, and mentorship.*
- RIE. G3: Develop programs in educational, biomedical science, and clinical research.*
- RIE. G4: Develop curricular and extracurricular opportunities for faculty-mentored student research and scholarly activity.*
- RIE. G5: Offer faculty development programs for grantsmanship and scholarship.*

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Strategic Domain I: Academic Excellence (AE)

Goals	Objectives Measurable Outcomes	Focus (Time-Frame)	Accountable Parties	Relevant DU Strategic Imperative	Relevant COCA Standard/ Element
AE. G1: Recruit and retain mission-minded faculty and students.	<u>Objective:</u> Recruit and retain individuals who demonstrate the potential to become faculty and student leaders and future academic, research, and community leaders who will help DUQCOM achieve its mission. <u>Measurable Outcomes:</u> <ul style="list-style-type: none"> Percent retention of students and faculty Percentage of students and faculty involved in regional and international mission trips and community service activities Evidence of student alignment with mission in secondary applications Student and faculty achievements in mission and research Alumni practice in primary care vs. specialty med positions Alumni practice in rural and urban underserved regions 	All Matriculants Students Alumni Faculty (Annually)	Assoc Deans, Asst Dean for Academic Affairs and Assessment, Admissions Committee, Director of Admissions, Appointment and Promotion Committee	DU Strategic Imperative #1	1.1 11.1 11.3
AE. G2: Design and implement a curriculum based on core competencies.	<u>Objective:</u> Train physicians who are competent to enter residency. <u>Measurable Outcomes:</u> <ul style="list-style-type: none"> Course grades Board examination scores: Comprehensive Medical Licensing Exam of the US (COMLEX) Level 1, Level 2 CE, Level 2 PE attestation, USMLE Step 1, Step 2 CK Objective Structured Clinical Exam (OSCE) performance, to include Entrustable Professional Activities (EPAs) Graduation rates 	MS-4 Students (Annually)	Assoc Deans, Asst Dean of Simulation, Student Academic Progress Promotion Committee, Faculty Council	DU Strategic Imperative #1	11.1 11.3
	<u>Objective:</u> All courses and rotations have objectives and assessments that are mapped to competencies/program learning objectives. <u>Measurable Outcome:</u> <ul style="list-style-type: none"> Completed and implemented curriculum map 	All Courses Clinical Rotations (Annually)	Asst Dean for Academic Affairs and Assessment, Curriculum Committee	DU Strategic Imperative #1	6.2 11.1 11.3

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Goals	Objectives Measurable Outcomes	Focus (Time-Frame)	Accountable Parties	Relevant DU Strategic Imperative	Relevant COCA Standard/ Element
AE. G3: Develop student's knowledge, skills, and abilities through a team-based, experiential learning program with clinical applications and critical thinking.	<u>Objective:</u> Train students who are able to evaluate patients in a clinical environment and write progress notes using the SOAP format including a differential diagnosis and appropriate assessment and treatment plan that is education-level appropriate. <u>Measurable Outcomes:</u> <ul style="list-style-type: none"> • Student performance on OSCEs • Course and rotation grades • Preceptor evaluations 	All Students (Annually)	Assoc Deans, Asst Dean for Simulation, Clinical Site Preceptors	DU Strategic Imperative #1	11.1
	<u>Objective:</u> Train students who are able to think critically and apply biomedical and clinical knowledge to clinically-based and team-based learning activities such as Friday morning patient-based or problem-based cases. <u>Measurable Outcomes:</u> <ul style="list-style-type: none"> • Course and rotation grades • Preceptor and faculty evaluations • Surveys 	MS-1, MS-2 (Relevant Courses) (Annually)	Assoc Deans for Academic, Biomedical, and Clinical Affairs, Course Directors	DU Strategic Imperative #1	11.1
	<u>Objective:</u> Trains students who are able to lead and participate in team-based learning and care. <u>Measurable Outcomes:</u> <ul style="list-style-type: none"> • OSCEs • Performance in simulation exercises • Preceptor evaluations • Surveys 	MS1-MS2 Simulations MS-3, MS-4 Clinical Rotations (Annually)	Assoc Dean for Clinical Affairs, Regional Asst Deans, Clinical Site Preceptors	DU Strategic Imperative #1	11.1

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Goals	Objectives Measurable Outcomes	Focus (Time-Frame)	Accountable Parties	Relevant DU Strategic Imperative	Relevant COCA Standard/ Element
AE. G4: Foster a culture of lifelong learning.	<u>Objective:</u> Train students who engage in self-directed learning, utilizing evidence-based research to make recommendations for appropriate patient care. <u>Measurable Outcomes:</u> <ul style="list-style-type: none"> • Capstone project in the Foundations of Medical Research course, completed by all students • Course grades • Student performance on OSCEs • Preceptor evaluations • End of rotation exams 	All Students (Annually)	Assoc Deans for Academic, Biomedical, and Clinical Affairs, Asst Dean for Research, Foundations of Medical Research Course Director	DU Strategic Imperative #1	6.7 11.1
AE. G5: Create and foster a culture of curricular assessment driven by continuous quality improvement.	<u>Objective:</u> Develop and implement a process to periodically assess and redesign courses and rotations which is operational and effective, includes student feedback, and leads to overall quality improvement of the curriculum. <u>Measurable Outcomes:</u> <ul style="list-style-type: none"> • Curriculum committee minutes • Preceptor course and rotation student evaluation • End of course and rotation exam outcomes • Student surveys to evaluate courses, rotations, and faculty • National board examination outcomes including first time pass rates • Clinical site assessments 	All Students All Faculty (Annually)	Assoc Deans for Academic, Biomedical, and Clinical Affairs, Curriculum Committee, Course Directors	DU Strategic Imperative #1	6.1 11.1 11.3

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Strategic Domain II: Living our Faith through Community and Global Health (LF)

Goals	Objectives Measurable Outcomes	Time-Frame	Accountable Parties	Relevant DU Strategic Imperative	Relevant COCA Standard/ Element
LF. G1: Foster a culture of community and global outreach as opportunities for medical ministry.	<u>Objective:</u> Students engage in community and global outreach with opportunities available for all four years of the curriculum. <u>Measurable Outcomes:</u> <ul style="list-style-type: none"> Evaluations and surveys related to longitudinal early clinical learning opportunity in MS1 an MS2 curriculum Student involvement in student-run free clinic Third year underserved medicine rotation in US or abroad Fourth year international elective 	All Students (Annually)	Division Chief of Community and Global Health	DU Strategic Imperative #2	6.8
	<u>Objective:</u> Faculty & staff participate in community and global outreach. <u>Measurable Outcomes:</u> <ul style="list-style-type: none"> Annual evaluations 	All Faculty, Staff (Annually)	Associate Deans	DU Strategic Imperative #2	7.6
LF. G2: Provide opportunities for students to engage in leadership development.	<u>Objective:</u> Provide student opportunities to serve as leaders within the COM, University, region, state, and the nation. <u>Measurable Outcomes:</u> <ul style="list-style-type: none"> Student club and organization participation at the COM Student membership and participation in clubs and organizations nationally 	All Students (Annually)	Assoc Dean for Clinical Affairs, Asst Dean for Admissions and Student Affairs, Director of Student Affairs	DU Strategic Imperative #2	11.1
LF. G3: Develop ongoing projects focused on addressing health disparities.	<u>Objective:</u> Train students, with faculty mentorship, develop projects to address health disparities. <u>Measurable Outcomes:</u> <ul style="list-style-type: none"> All students complete a capstone project completion Number and percentages of projects that were presented, published, and implemented Number of students and faculty presenting/participating in DUQCOM Research Symposium Day Student and faculty participation in regional, state, and national meetings 	All students (Annually)	Assoc and Asst Deans for Research, Foundations of Medical Research Course Director, Underserved Medicine Course Director	DU Strategic Imperative #2	8.4

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Goals	Objectives Measurable Outcomes	Time- Frame	Accountable Parties	Relevant DU Strategic Imperative	Relevant COCA Standard/ Element
LF. G4: Develop ongoing projects focused on community health research.	<u>Objective:</u> Students engage with COM and other university faculty and students in research projects and service activities to impact the community. <u>Measurable Outcomes:</u> <ul style="list-style-type: none"> • Number of faculty and student projects and related written and oral presentations • Publications in community health journals • Number of summer research opportunities developed • Number of research electives • Curriculum map showing areas of community and public health education 	All students (Annually)	Division Chief of Integrative Health and Wellness, Chair of Primary Care, Division Chief of Community and Global Health	DU Strategic Imperative #2	6.2 8.3 8.4

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Strategic Domain III: COM Interprofessional Community Engagement (ICE)

Goals	Objectives Measurable Outcomes	Time-Frame	Accountable Parties	Relevant DU Strategic Imperative	Relevant COCA Standard/ Element
ICE. G1: Create and foster a culture of interprofessional education and research collaboration between Duquesne University and community partners.	<u>Objective:</u> Students and faculty engage with other university program faculty and students in research projects, interprofessional education, and service activities. <u>Measurable Outcome:</u> <ul style="list-style-type: none"> Numbers of interprofessional education programs, service opportunities, and research projects 	All students All faculty (Annually)	Associate Deans, Asst Dean for Research, Asst Dean for Academic Excellence and Accreditation	DU Strategic Imperative #3	6.8 7.6 8.4
ICE. G2: Create and foster a strong presence in the community through partnerships with regional healthcare systems and FQHCs.	<u>Objective:</u> Students and faculty engage with healthcare systems, practices, and FQHCs within the region in research projects, interprofessional education, and service activities. <u>Measurable Outcomes:</u> <ul style="list-style-type: none"> Collect data regarding the COM's geographic footprint to include student rotations, service opportunities, student presence and clinical experiences in underserved urban & rural settings Graduates practicing in rural & underserved areas 	All students (Annually)	Assoc Dean for Clinical Affairs, Chair of Primary Care, Division Chief of Integrative Health and Wellness, Division Chief of Community and Global Health	DU Strategic Imperative #3	6.8 8.4
ICE. G3: Create an interprofessional clinic managed by Duquesne University faculty and students, to provide healthcare to underserved patients in our community.	<u>Objective:</u> Students will support the mission of DU and the COM by partnering with Duquesne University faculty in managing an interprofessional free clinic that will provide care to patients in underserved communities in our area. <u>Measurable Outcomes:</u> <ul style="list-style-type: none"> Number of students participating in the program Number of patients seen in the clinic 	All students Clinical faculty (Annually)	Chair of Primary Care, Division Chief of Community and Global Health	DU Strategic Imperative #3	11.1

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Strategic Domain IV: Diversity, Equity, Inclusion (DEI)

Goals	Objectives Measurable Outcomes	Time- Frame	Accountable Parties	Relevant DU Strategic Imperative	Relevant COCA Standard/ Element
DEI. G1: Develop diversity, equity, and inclusion initiatives related to recruitment and training, mentorship, and assessment.	<u>Objective:</u> Diversity among student, faculty, and staff. <u>Measurable Outcome:</u> Disaggregate and report key sociodemographic indicators	All Students, Faculty, & Staff (Annually)	Dean and Assoc Deans, Asst Deans of Academic Affairs and Assessment, Director of Admissions, Director of DEI	DU Strategic Imperative #4	5.2
	<u>Objective:</u> Participation in leadership programs with mentorship to grow diverse leadership. <u>Measurable Outcome:</u> Numbers & percentages related to participation in such programs	All Students, Faculty, & Staff (Annually)	Asst Dean of Academic Excellence and Accreditation, Director of DEI	DU Strategic Imperative #4	11.1
	<u>Objective:</u> Faculty, staff, & student training in diversity, equity, & inclusion. <u>Measurable Outcome:</u> Completion of training modules by all faculty, staff, and students	All Students, Faculty, and Staff (Annually)	Asst Dean for Academic Excellence and Accreditation, Director of DEI	DU Strategic Imperative #4	5.2 7.6
DEI. G2: Develop diversity, equity, and inclusion programs to educate faculty, staff, and students in cultural sensitivity and in the social determinants of health.	<u>Objective:</u> Graduate physicians who have achieved competency in the areas of cultural sensitivity and the social determinants of health as well as the impact of the social determinants on healthcare outcomes. <u>Measurable Outcomes:</u> <ul style="list-style-type: none"> • Capstone project completion by all students • Competency-based assessment results • Surveys 	MS-4, Alumni (Annually, Periodically)	Dean, Associate Deans	DU Strategic Imperative #4	11.1
	<u>Objective:</u> Increase faculty and staff awareness in the areas of cultural sensitivity and the social determinants of health as well as the impact of the social determinants on healthcare outcomes. <u>Measurable Outcome:</u> <ul style="list-style-type: none"> • Completion of educational programs, faculty development, & curriculum map related to AACOM IX. Cultural Competency 	All Faculty All Staff (Annually)	Asst Dean for Academic Excellence and Accreditation, Director of DEI	DU Strategic Imperative #4	6.2 7.6

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Goals	Objectives Measurable Outcomes	Time-Frame	Accountable Parties	Relevant DU Strategic Imperative	Relevant COCA Standard/ Element
DEI. G3: Increase awareness and understanding of social justice and health equity.	<u>Objective:</u> Graduate physicians who have gained greater understanding in the areas of social justice and health equity and how these impact access to healthcare as well as patient outcomes. <u>Measurable Outcomes:</u> <ul style="list-style-type: none"> Capstone project completion Competency-based assessment results and surveys 	MS-4, Alumni (Annually, Periodically)	Assoc Deans for Clinical Affairs and Postgraduate Affairs	DU Strategic Imperative #4	11.1
	<u>Objective:</u> Increase faculty and staff awareness and understanding in the areas of social justice and health equity and how these impact access to healthcare as well as patient outcomes. <u>Measurable Outcomes:</u> <ul style="list-style-type: none"> Completion of educational modules Faculty development sessions Curriculum map related to the AACOM core competency: Cultural Competency 	All Faculty All Staff (Annually)	Asst Dean for Academic Excellence and Accreditation, Director of DEI	DU Strategic Imperative #4	6.2 7.6
DEI. G4: Develop outreach programs and partnerships in diverse communities.	<u>Objective:</u> Students recruited from diverse communities and engaged in outreach to diverse communities with opportunities available for all four years of the curriculum. <u>Measurable Outcomes:</u> <ul style="list-style-type: none"> Numbers and percentages of students from diverse communities who matriculate Disaggregate and report percentages related to key sociocultural indicators such as race, gender, 1st generation student, geographic, educationally disadvantaged, etc. Numbers of pathway programs developed as well as numbers of students coming from those programs Analysis of utilization of the pathway programs 	All matriculants All students (Annually)	Director of Admissions, Director of DEI, Division Chief of Community and Global Health	DU Strategic Imperative #4	9.1
	<u>Objective:</u> Faculty & staff recruited from diverse communities and participate in outreach to diverse communities. <u>Measurable Outcomes:</u> <ul style="list-style-type: none"> Numbers of faculty and staff who are underserved in medicine 	All Faculty All Staff (Periodically)	Dean, Assoc Deans	DU Strategic Imperative #4	7.1

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Strategic Domain V: Research, Innovation and Entrepreneurship (RIE)

Goals	Objectives Measurable Outcomes	Time- Frame	Accountable Parties	Relevant DU Strategic Imperative	Relevant COCA Standard/ Element
RIE. G1: Create and foster a culture of entrepreneurship & fiscal responsibility.	<u>Objective:</u> Foster a creative, innovative culture through curriculum, research. <u>Measurable Outcome:</u> <ul style="list-style-type: none"> New curricular programs, grants, patents, awards, etc. 	All Students Faculty (Annually)	Assoc Deans, Asst Dean for Research, Department Chairs	DU Strategic Imperative #5	6.1 8.1 8.4
	<u>Objective:</u> Developing and maintaining a budget process that fosters a culture of fiscal responsibility. <u>Measurable Outcome:</u> <ul style="list-style-type: none"> Completion and submission of annual budget by end of fiscal year 	All key COM stakeholders (Annually)	Dean, Key COM Stakeholders, Director of Business Administration	DU Strategic Imperative #5	3.2 8.2
	<u>Objective:</u> Create interprofessional research and entrepreneurship collaborations between DU undergraduate, graduate, and professional programs <u>Measurable Outcome:</u> <ul style="list-style-type: none"> New curricular programs, grants, patents, awards, etc. 	All Students Faculty (Annually)	Assoc Deans, Asst Dean for Research, Research Faculty	DU Strategic Imperative #5	6.8 11.1
RIE. G2: Develop and assess processes for faculty recruitment, training, and mentorship.	<u>Objective:</u> Recruit faculty who are recognized as excellent educators, researchers, scholars, and leaders in their field. <u>Measurable Outcome:</u> <ul style="list-style-type: none"> Faculty appointments and promotions 	All Faculty (Annually)	Dean, Assoc Deans, Appointment and Promotion Committee	DU Strategic Imperative #5	7.1
	<u>Objective:</u> Train and mentor faculty to grow as successful educators, researchers, scholars, and leaders in their field. <u>Measurable Outcome:</u> <ul style="list-style-type: none"> Faculty development programs 	All Faculty (Annually)	Asst Dean for Academic Excellence and Accreditation, Dept Chairs	DU Strategic Imperative #5	7.6
	<u>Objective:</u> Provide opportunities for students to become successful educators, researchers, scholars, and leaders in their field. <u>Measurable Outcome:</u> <ul style="list-style-type: none"> New curricular programs, grants, patents, awards, etc. 	All Students (Annually)	Assoc Deans, Asst Deans for Research, Academic Excellence and Accreditation	DU Strategic Imperative #5	8.4 11.1

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Goals	Objectives Measurable Outcomes	Time- Frame	Accountable Parties	Relevant DU Strategic Imperative	Relevant COCA Standard/ Element
RIE. G3: Develop programs in educational, biomedical science, and clinical research.	<u>Objective:</u> Faculty and students demonstrate excellence in educational, biomedical science, clinical research, and scholarly activity, with an emphasis on population health and community medicine. <u>Measurable Outcomes:</u> <ul style="list-style-type: none"> Numbers and percentages of new curricular programs, grants, scholarships, patents, awards, educational scholarly activity Achievements such as national membership organization positions, academic positions, research awards, etc. 	All Faculty & Students Alumni (Annually, Periodically)	Associate Deans, Assistant Dean for Research, Dept Chairs, Research Faculty	DU Strategic Imperative #5	8.4 11.1
RIE. G4: Develop curricular and extracurricular opportunities for faculty-mentored student research and scholarly activity.	<u>Objective:</u> Student participation in research projects with faculty mentorship for projects; development of proposals, posters, and papers. Provide students with the necessary skills to represent the COM when presenting at local, regional, or national professional meetings. <u>Measurable Outcomes:</u> <ul style="list-style-type: none"> Numbers and percentages of proposals and posters, new curricular programs, grants, scholarships, patents, awards, educational scholarly activity Achievements: student research, publications, national organization memberships, academic positions, research awards, etc. 	All students (Annually)	Associate Deans, Asst Dean for Research, Dept Chairs, Research Faculty	DU Strategic Imperative #5	8.4
RIE. G5: Offer faculty development programs for grantsmanship and scholarship.	<u>Objective:</u> Provide faculty development programming related to identifying grant opportunities, supporting grant applications and writing, grant management, and research ethics. <u>Measurable Outcomes:</u> <ul style="list-style-type: none"> Number and percentage of faculty participants in faculty development programs, completion of faculty development needs assessment programs Funded research grants 	All Faculty (Annually)	Asst Dean for Academic Excellence and Accreditation	DU Strategic Imperative #5	7.6