

SCHOOL OF MEDICINE STRATEGIC PLANNING STEERING COMMITTEE

February 25, 2021



TOPIC 1A: DISCUSSION QUESTION

What values (addressed in the Carolina Creed) or lessons learned from this discussion are relevant to moving to specific goals and actions in reshaping our SOM culture?

Note: To give everyone an opportunity to provide their inputs,

- Pat will facilitate the “round-robin” using the participation list to ask you to provide your comments.
- You may “pass” and Pat will circle back to you (time permitting)

TOPIC 2: WORKING TOWARDS SPECIFIC GOALS AND ACTION PLANS

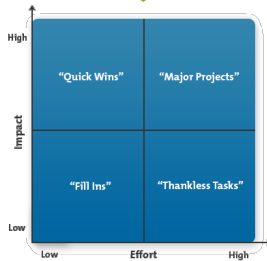
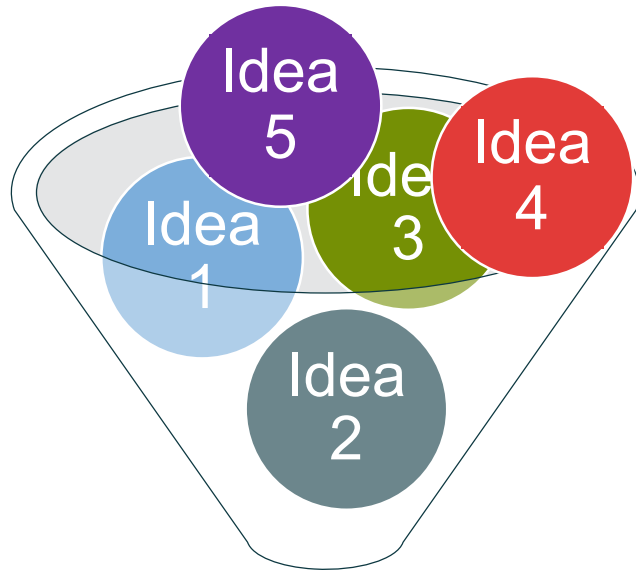
REMINDER: STRATEGIC FOCUS AREA FOR 2020-21

For the academic year 2020-21, the SOM will focus its planning efforts on strengthening our strategic initiatives related to diversity, inclusion and equity.

- SFA: Advance diversity and inclusion, to enhance effectiveness and to prepare a diverse workforce for the people we serve.

THE TASK

- To target 3 specific areas (culture, faculty/staff, and student/learners) based on the survey inputs
- Over the past few months, we have had numerous presentations and readings, and each of your teams have been doing research, discovery, and discussions to expand your thinking and understanding, develop ideas, and formulate potential goals and action plans.
- And now we are asking each of the 3 teams to identify at least:
 - 1 Long term(LT) Goals/Objective and Specific Action Plans and
 - 1 Short term (ST) Goals/Objective and Specific Action Plans



Quick Wins (from Idea 2) and / Or
Major Projects (Idea 5)



**Action
Plan**

- Do X by Y to accomplish A
- Do Q by U to accomplish B

THE HOW: GOING FROM IDEAS TO SPECIFIC GOALS / OBJ AND ACTION PLANS

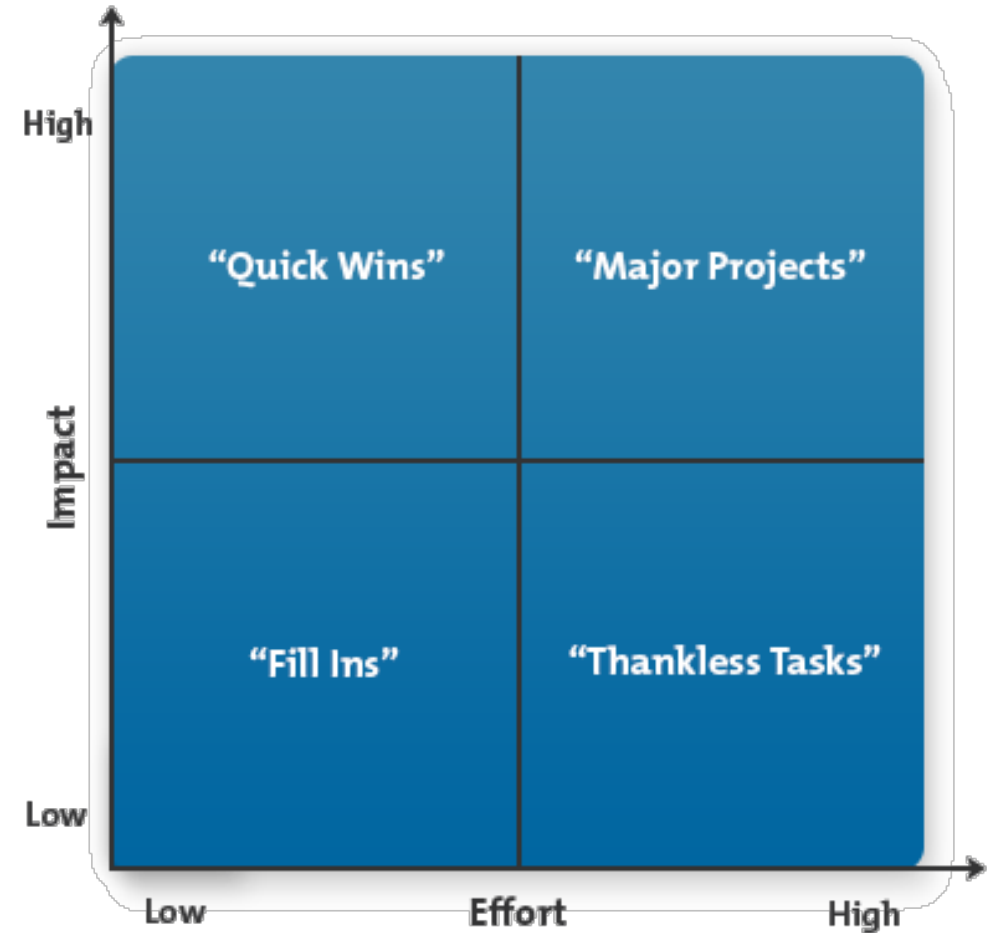
- Short term = approx. 1 year
- Long term = approx. 2-3 years

THE TOOLS:

- Brainstorming informed ideas for potential focused goals/objectives
- Impact-Effort Matrix
 - To narrow down potential Short term and Long Term for more effective implementation
- Goal/Objective and Action Plan Template to capture your recommendations
 - Using SMART concepts (Specific, Measurable, Actionable, Realistic, Time-bound)
- Timeline for Deliverables

PRIORITIZE IDEAS USING IMPACT-EFFORT MATRIX

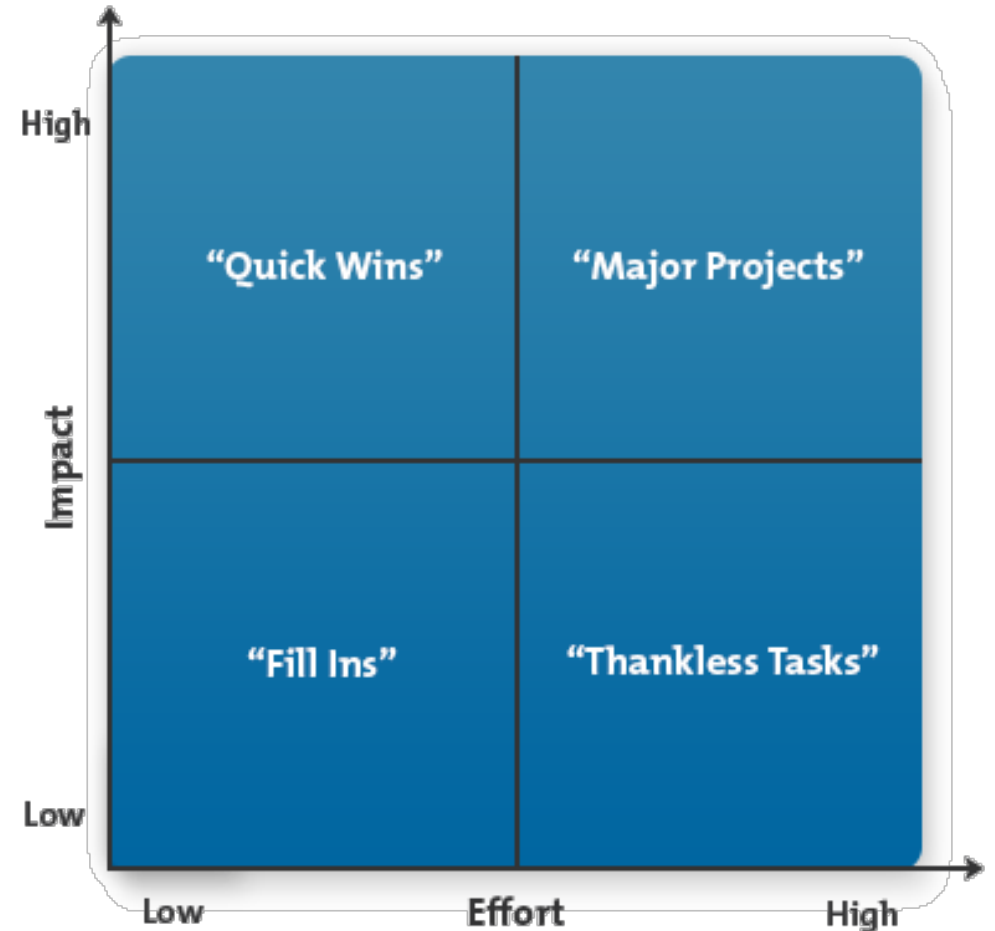
- The left axis is based on Impact of the effort (objective) to the organization
 - Impact = Culture, Students, Faculty/Staff, Educational Process, Recruitment, etc)
- The bottom axis is based on effort to the organization to implement (objective)
 - Effort = time, resources (\$, FTEs, IT, etc.)



PRIORITIZE IDEAS USING IMPACT-EFFORT MATRIX

Work group Activity:

- Define with your group what “Impact” and “Effort” will mean for your matrix
- Brainstorm with stickies the potential ideas for your Goal/Objectives;
- Assess the impact & the effort for each idea (each sticky)
- Place each sticky on the Impact-Effort Matrix to help see where they land
- The “quick wins” quadrant may give your team a ST goal/objective;
- The “major project” quadrant may give your team a LT goal/objective.
- Don’t over think it!



**USC School of Medicine Strategic Plan
Goals and Action Plan Example and Template**

EXAMPLE

Strategic Focus Area	Specific Area	Specific Strategic LT and ST Goal	Objective (aka: What will success look like)	Specific actions to accomplish (Identify specific steps to take to reach objective)
<p>4.0: Advance diversity and inclusion, to enhance effectiveness and to prepare a diverse workforce for the people we serve.</p>	<p>Culture</p>	<p>Long Term: Create a culture that fosters diversity and inclusion best practices in the SOM</p>	<p>LT: By 2025 USC-SOM-C will be recognized as one of top 10 medical schools for DEI in medical education; and by 2028 recognized by the ACGME as a academic leader in closing the gaps in health disparities in rural SC.</p>	<ul style="list-style-type: none"> Identify SOM, PH, and campus resources already in existence for diversity/inclusion training during 2xx. Host at least two diversity forums for faculty and/or students in 2017.
		<p>Short Term: Strengthen or introduce processes that will contribute to a more diverse and inclusive SOM student body, faculty, and staff.</p>	<p>ST: Offer annual recurring learning opportunities around diversity and inclusion to 100% of SOM faculty, staff, and students by end of academic year 2021. Training opportunities may include symposia, forums, community engagement, or online training.</p>	
			<p>ST: Integrate additional diversity and inclusion training into medical school curriculum by end of academic year 2021 and improve Culture DEI impact rating on cultural sensitivity and awareness by 25%.</p>	<ul style="list-style-type: none"> Develop plan for additional training during 2021-22 academic year Implement plan for additional training during 2021-22 academic year Assess impact via cultural DEI survey.
	<p>Faculty / Staff</p>			
	<p>Students / Learners</p>			

DELIVERABLES TIMELINE AND NEXT STEPS

Timelines for each working group:

- **March**—Initial draft of of at least
 - 1 short term goal/objective and
 - 1 LT goal/objective
- **April**—Draft of action plans to support the ST and LT goals/objectives
- **May**—“Final” language for the Goals/Objectives and Action Plans
- Please be prepared to bring your deliverables to the larger group to share and seek validation/alignment



TOPIC 3: MEETING PLUS/Delta

INPUT FROM OUR STUDENTS/RESIDENTS AND OTHER COMMITTEE MEMBERS

- What have you heard today that is encouraging?
- What have you heard today that is concerning?
- What important issues have not yet been addressed that merit future discussion?
- What might we change at future meetings to increase value?

MEETING PLUS / DELTA

- Tool to continuously improve the effectiveness of our strategic planning efforts
- + What brought value today?
- △ What might we change at future meetings to increase value?

THANKS!



**School of Medicine
Columbia**