

## **Mercer University School of Medicine Strategic Planning 2006-2009**

**Mercer Univ. Mission:** Mercer University is a church-related institution of higher learning that seeks to achieve excellence and scholarly discipline in the fields of liberal learning and professional knowledge. The university is guided by the historic principles of religious and intellectual freedom, while affirming the religious and moral values that arise from the Judeo-Christian understanding of the world.

**MUSM Mission:** To educate physicians and health professionals to meet the primary care and health care needs of rural and medically underserved areas of Georgia.

**MUSM Vision:** To improve access to quality health care and enhance the health status of Georgia residents and to be a recognized leader in educating primary care, rural and community-based health professionals.

### **Long-term Strategic Priorities**

1. To be recognized for excellence in medical education. Steps that should be taken to support this imperative include:
  - Achieving and maintaining full compliance with LCME standards
  - Achieving and maintaining high student satisfaction rates
  - Maintaining a high rates of graduates obtaining a residency of choice
  - Collaboration with the school of education to support graduate learning experiences and in medical education and medical education research
  - Maintaining USMLE board score averages and first time pass rates that meet or exceed the national means.
2. To successfully transition the Savannah campus to a four year medical school campus of MUSM, including
  - A parallel basic science department structure
  - An identical curriculum (to the Macon campus) with equivalency in student and curriculum outcomes
  - A fully integrated faculty governance structure
  - Administrative structure under one Dean
3. To develop a robust research operation with the following characteristics:
  - Emphasis on hypothesis-driven research
  - A grants development office
  - Research infrastructure supported by the University and clinical teaching affiliates
  - A budget for research development
  - Emphasizes collaborative research between clinicians and basic scientists

4. Establish a multi-specialty faculty practice clinic – to be known as Mercer Medicine – with the following characteristics:
  - Administered through MUSM
  - Recognized as a leading outpatient clinic and referral center for primary care and specialty care and consultation
  - Serves as a high-quality outpatient teaching site for MUSM students and residents
  - Is financially self-sustaining
  - Provides a setting for faculty practice that is gratifying for and supported by the clinicians while providing quality, evidence-based care
5. To position the educational program for the MD degree and MUSM for continued growth by identifying and developing additional quality clinical teaching sites for our medical students in the clinical years.
6. To establish long-term financial stability through:
  - Establishing and maintaining automatic increases in state funding lines that parallel inflation rates
  - Increasing endowments for the school
  - Increasing the availability of scholarships for medical students
  - Increasing the capitation cap to match enrollment
  - Develop a clinical income funding stream
7. To offer master's degree programs that
  - support the mission of the school,
  - are financially self-sustaining,
  - are competitive in their respective markets,
  - produce graduates that work in mission –targeted, degree-related fields
  - maintain high academic standards
  - are meeting local, state, and regional workforce needs
  - are fully accredited by the appropriate specialty body
  - offer placement services for their graduates

### **Strategic Goals for 2007-2008**

1. Maintain full accreditation status by the LCME without stipulations.
2. Obtain LCME permission to proceed with plans for opening a four-year medical school on the Savannah campus in August 2008.

3. Develop research collaborations with the MHUMC research faculty.
4. Establish a Dean's discretionary fund.

### **Strategic Goals for 2006-2007**

1. Increase MUSM faculty research and scholarly activity
2. provide high quality educational programs that prepare graduates for the challenges of health care in the 21<sup>st</sup> century
3. promote improvements in patient safety through the use of evidence-based practices
4. Successfully correct the citations from the 2005 LCME accreditation survey in the 2006 follow-up survey.

### **Strategic Goals for 2005-2006**

1. Stabilize finances
2. Increase grants and contract
3. Improve the retention and success of learners in all programs

### **University Priorities**

Enrollment (8,000, majority on ATL campus, undergrad retention 85%)

Facilities (Macon quadrangle structures)

Faculty Scholarship (increase research and scholarly productivity of faculty)

Planning process (enhance strategic planning)

Technology (upgrade)

Community Engagement ( expand campus involvement in the educational, social, and economic development of the community)

Financial Health

Quality Enhancement Plan (...to provide collaborative, interdisciplinary opportunities that nurture students' moral development and enhance the climate of student engagement)