2013-2016

TCMC Strategic Plan

Our Mission

The Commonwealth Medical College will educate aspiring physicians and scientists to serve society using a community-based, patient-centered, interprofessional and evidence-based model of education that is committed to inclusion, promotes discovery and utilizes innovative techniques.

Our Vision—In 2016 TCMC is:

- fully accredited and financially stable,
- nationally recognized for our contributions to community-based medical education and seen as a national model of community based education,
- offering high quality, high value educational programs to all of our medical, science and other health professional students.
- driven by our commitment to service—by our working collaboratively with partners to transform care meaningfully, by building educational partnerships that provide interprofessional opportunities for students to learn to work in teams, and by TCMC being known for contributing substantially to improving health in the region.
- working collaboratively with physicians, hospitals and payers in the region to develop innovative programs to improve health care and demonstrate national models for academic/clinical partnerships
- offering research programs that are mission-based and address the health and delivery issues that confront our region.
- providing an environment that is stable, exciting to work in, diverse and inclusive, exemplified by each person feeling valued, respected, informed, accountable for their work, supported in their professional goals and recognized for their contributions.
- managing financial and human resources to assure TCMC's long term financial sustainability and growth.
- conscious of the debt our students face and is implementing strategies to keep the cost of education reasonable.
- continually assessing and improving the quality of our work and using data to drive improvements.
- sought out as a desired partner in addressing regional and national health care problems—a partner that is generous and brings expertise and innovation to issues.
- becoming the community-based medical educator and employer of choice.
- developing a plan/program to ensure the re-population of physicians and improvement of clinical quality in northeastern and north central Pennsylvania.

Our Values

Integrity/Transparency
We operate as a community trust, supported and established by the citizens of northeastern Pennsylvania. We will conduct our business with integrity and steward our resources in an ethical manner.

Respect
We respect our colleagues, our students and our communities. We treat others and their ideas in a manner that conveys respect as we discuss our differences. We teach our students to respect their patients, other members of the health care team and their colleagues by modeling that behavior.

Compassion
Compassion defines a good physician, it is at the very center of all we do. We will seek students and faculty role models who have this trait and work to enhance it through education, research and service.

Collaboration/Generosity/Partnership
We value what everyone in the region has to offer and believe our collaboration strengthens all. We will work to create partnerships with educational and health related organizations that support our mission—to provide our students an interprofessional education and to improve the health of the citizens of northeastern Pennsylvania. We will share what we have learned with others and assist whenever possible to serve the people of our state, nation and beyond.

Discovery & Scholarship
Discovery and scholarship are what differentiates academic medicine. We will encourage faculty and students to continuously seek and advance the creation of knowledge to improve the human condition.

Student friendly
We are committed to students having an exceptional educational experience. We will seek feedback from students about improving the process of education and learn from their ideas. We will provide educational services in a manner that respects students, supports their efforts to be good doctors and scientists and provides a quality educational experience. Students will be partners in their education. We will seek to encourage students to develop a balance between work and activities to promote a healthy lifestyle.

Community health
We are committed to playing a role in improving the health status of the community. We will involve students, faculty and staff in creating projects and awareness of community health and work with other organizations who strive for the same goal.

Social responsibility
Our students, faculty and staff are part of a community, region, state and world. We will encourage all to get involved with their area, contribute to its wellbeing and be active volunteers in bettering life. Our educational focus will emphasize service to the community.

Best practices
We will not only teach our students that medicine is best if supported by sound scientific evidence, we will work to disseminate information to faculty and community physicians that will enable them to change practice as evidence dictates through the provision of access to library resources and continuing medical information.

Quality
We seek to produce an educational experience of quality—quality in the delivery of patient care and quality in our research and service efforts. Additionally we want to prepare our students to understand the process of quality improvement in the practice of medicine.

Innovation
Innovation is the heart of our school. We are open to new ideas from faculty, students, staff and others. We seek out new ideas and will evaluate them with open minds in order to continue to improve the efficacy of health care and the health system.

Stewardship
We have been entrusted with a great responsibility—the education of the next generation of physicians. This mandates that we live our values and focus on our mission to serve through education, research, clinical care and community service.

Communication
We want to instill in our students an understanding that good communication is a large part of being a good doctor. We will work to develop communication skills in students. We will also remember that many people support the school from throughout the region and work to not only communicate our progress but to listen to their feedback and hopes for the school. We will communicate also with our students, faculty, other members of the health care team and staff both by listening to ideas and sharing our plans.

Lifelong learning

We want our students to understand the process of growth and learning is continual. We will seek faculty who model the desire to learn and improve practice. We will develop continuing medical education offerings to the region and we will prepare students to modify practice based on new evidence.

The Planning Process

In the fall of 2012 with a new President at TCMC and two accreditation processes on schedule for 2014 it was apparent a new strategic plan was needed. A process was put together that would engage a wide cross section of the College in discussing the future, looking at options and determining strategies. The process began with a TCMC communitywide meeting to explain the process, timeline and to put out a call for volunteers among the full time, part time and volunteer faculty, the staff and students. Volunteers were grouped into Work Groups that addressed the following areas:

1. The Student Experience
2. The Educational Experience
3. The Faculty Experience
4. Leadership, Governance and Administration
5. Educational and Financial Resources

Desiring a planning process that was grass roots based (almost 2/3 of the faculty and staff at the college participated) each Work Group was led by two leaders who were faculty or middle management (primarily). Senior leadership was designated to be "mentors" and content experts for the groups. In addition to completing the strategic plan the Work Groups were also charged with completing sections of the two self studies required for LCME and Middle States accreditation and, led by a Green Belt trained in Lean/6 sigma techniques, completing two process improvement projects. The Work Groups, guided by a weekly workbook of required activities, work group charters and job descriptions, began working in January of 2013. (*See Appendix A for a summary of topics the Work Groups addressed & work group membership.*)

To ensure that the process had ample time for both Board and Senior Leadership input, a Steering Committee was empowered in December comprised of all Vice Presidents, Associate Deans and the Work Group Leaders led by the Chair and Vice Chair of the Faculty Council. Monthly meetings began in January with reports on progress from the Work Groups. *(See Appendix B for the Steering Committee Charter containing the summary of topics addressed at monthly meetings & Steering Committee membership.)*

TCMC for some time had been looking at the part of their mission that related to improving regional health care. A strategy to embrace Lean/6 sigma concepts was decided on in late 2012. Lean/6 sigma has been embraced by many leading health care organizations and it was felt TCMC could benefit from these same principles, the students could benefit from learning them, and this might lead to a role in regional quality improvement for the College. Rutgers Business School was selected as a training vendor and it was determined a core group of College individuals would undergo the

week long Green Belt training at Lockheed Martin in the late fall/early winter and the entire College would be exposed to the principles of Lean/6 sigma in December. In December over 150 people participated in one of two four hour seminars offered in Lean/6 sigma receiving their "Yellow Belts". This group identified college wide opportunities for quality improvement in their seminars.

In February the Steering Committee had a full day retreat facilitated by the Rutgers Business School that focused on identifying the vision for 2016, addressing the issues raised by an environmental review commissioned by the new President in the fall of 2012, and developing a new leadership compact that delineated ground rules for senior leadership behavior.

Also in February the Board conducted its annual self assessment identifying areas for improvement in the governance process. As a follow up to the assessment the Board set goals for improving satisfaction scores and developed an action plan to achieve those goals.

All this time the work groups met and began by defining the ideal experience that they believed should exist at TCMC and identified gaps between the ideal and the current TCMC reality. As the groups explored their assigned area they developed answers to the LCME and Middle States self study questions and developed goals and strategies to form the basis for the TCMC strategic plan.

Shortly thereafter, in early March, the TCMC Board held a half-day retreat. This retreat brought to the Board representatives of the Charter Class from TCMC's MD program to talk to the Board prior to graduation about their studies at TCMC. The students shared why they chose TCMC, what they liked, and didn't like in the curriculum, and how they had fared on away rotations—a critical indicator of the quality of their educational experience. The Board asked questions of the students and heard an educational program about the structure and progress of the other 15 new allopathic medical schools in the United States. The Board then discussed the vision developed by leadership and reviewed and provided the Work Groups feedback on the preliminary set of goals to support the vision. In May 2013 committees of the Board reviewed the strategic plan, providing the Work Groups with more feedback and the entire strategic plan was presented to the Board of Trustees at their June meeting for final review, discussion and adoption. The Board will be updated biannually on implementation progress.

Contributing to the plan development were critical issues identified not only from the faculty and staff self study/strategic plan process but also from the Student Learning Environment Survey, the follow up plans to address issues from the self studies, and other data that were identified in the process. The plan is intended to be an evolutionary one that seeks to address issues and take advantage of changes to the environment, the identification of new partners and new opportunities.

The ideal experience

The ideal **leadership and governance experience** should consist of a model which provides oversight of working collaboratively with the mission and goals of TCMC. The Board should provide oversight and effectively manage the President/Dean. The President/Dean then would pass the strategic initiatives to Leadership and Faculty. Inherent in such a system would be well-defined directives which will address accountability and also prioritizes objectives to carry out the day to day operation of TCMC.

The ideal **educational experience** would include respect, clarity, communication, and consensus. Respect is rooted in the mission of the school; where the needs of stakeholders should be considered in a respectful manner. The inclusion of clarity would clearly define goals, objectives, expectations, assessment strategies, procedures, outcomes and common principles. By having clarity and set expectations, TCMC would attract likeminded faculty, staff and students to work toward the mission and vision of the college. In addition, clear lines of communication would be included as a subset of clarity. Finally, consensus would allow members of the TCMC community to work together in the educational experience and as a result reach its goals through clarity of purpose, respect of stakeholders, and effective communication.

The ideal **student experience** at TCMC reflects a positive, inclusive safe learning environment where a sense of trust and spirit of community and collaboration is fostered both inside and outside the classroom.   The ideal student experience is centered on clear communication, professional interaction, accountability and lifelong learning. Students feel emotionally and physically safe, experience quality educational experiences from dedicated faculty, and receive quality and timely academic and career planning support, health and wellness services, and financial aid and debt management assistance. In addition, they also receive quality technology and information science and library support in an environment that meets their needs for both individual and collaborative learning. Students have access to relaxation space, food services and extracurricular activities that provide balance and service opportunities. Feedback regarding students' academic and clinical performance demonstrates successful mastery of basic science and professional skills.

The ideal **faculty experience** would blend patient, community, technology, and traditional teaching methods which will help TCMC and their students blossom into successful doctors. The faculty will maintain integrity and patient centeredness while delivering quality healthcare education to motivated students. The faculty will have time for scholarship and time to work as a collegial team to develop curriculum, do research, and publish. They will have the support and resources necessary to deliver quality education. There will be valuable ways of assessment and evaluation while

preserving academic freedom and tenure. There will be clear guidelines and policies to establish promotion and tenure for TCMC faculty on that track and opportunities for professional growth. The faculty will establish meaningful faculty governance which promotes a balance between teaching and research opportunities. The short term, mid-term, and long term goals flow to create a value added to students, staff, faculty, administration, sponsors, founders and alumni. The recruiting and retention of faculty will be a priority to higher administration and will create a fostering environment to promote excellence in teaching. The coordination and collaboration between the TCMC communities will be supported by all levels of TCMC. There will also be a sense of community between all levels of faculty—volunteer, full-time, and part-time—and communication will flow and be represented on all levels.

The ideal **finance and educational resource** situation at TCMC should be an environment that promotes individual, community, professional and economic growth through stability. We should strive to diversify our economic resources to avoid the "pitfalls" of tuition driven growth. Our infrastructure and resources will be adequate to meet our mission and provide the highest quality educational product to our students. All departments will have resources adequate to meet their missions. Communication between departments will be at a high level so as to enhance services, avoid duplication and minimize waste. TCMC will also maintain a sufficient level of independence from any affiliate and retain the ability to spend money as appropriate to meet its mission and goals. Financial security will allow for the growth of staff and faculty to meet the needs of our growing student population.   All students will be able to interact in clinical, CME, research and other scholarly activities as necessary.   Fundraising through corporations, endowments, foundations and planned giving will be expanded to sufficient levels to meet our needs. The entire 16 county region will benefit from our presence and growth.

In the late summer of 2013 as self studies from faculty, staff and students are completed as well as data from other sources (the student learning environment survey, the MD and MBS assessment program, etc.), specific plans will be developed to deal with critical issues that have been identified. Those will be supplemental to this plan, reviewed with leadership and the Board of Trustees, implemented and tracked.

Internal gap analysis: Key strategic issues identified in the process

1. Ongoing financial sustainability and resources with diverse sources of revenue
2. Improving morale & work/life balance
3. Retaining, growing and offering professional development to faculty and staff
4. Reducing number of and dependence on meetings and improving meeting efficiency
5. Building a transparent, collaborative, respectful and accountable culture
6. Building trust
7. Creating alliances and affiliations that provide value and are sustainable with volunteer faculty, health care providers, payers and other educational institutions
8. Improving communications and effective decision making
9. Engaging the external stakeholders—building the brand, delivering on the mission, creating the programs to build a national reputation
10. Reducing the cost of education and our students' debt
11. Providing clarity around organizational direction, goals and strategies

The Board of Trustees gap analysis

1. Increasing Board involvement in strategic planning
2. Increasing Board understanding & engagement in fundraising
3. Increasing the size of the Board to improve workload, input & expertise
4. Developing processes for Board orientation of new members and assessing those activities
5. Improving our analysis/assessment of how TCMC is meeting its mission
6. Periodically reviewing policies, processes and organizational compliance
7. Creating consistent charters for Board committees
8. Clearly defining outcome measurements and creating a dashboard
9. Achieving financial sustainability

Planning Themes and Goals

1. ***Provide an innovative, high quality, community based education program that achieves high student satisfaction.***
   - Recruit and matriculate a high quality student body that is oriented to the mission and which represents a diverse population and geographic representation with an emphasis on our sixteen county region.
   - Promote strong social and academic relationships among all regions, classes and programs.
   - Develop a coordinated communication plan for students from matriculation through graduation in each regional campus.
   - Provide consistent and timely decision making involving policies and processes that are clearly and promptly communicated to students.
   - Achieve and maintain full accreditation from the LCME and Middle States and continue to maintain PDE degree-granting authority.
   - Provide a comprehensive program and services aimed at addressing student indebtedness and career planning that elicit strong student satisfaction.
   - Provide opportunities for students for research experiences and developing research expertise and understanding throughout all years of study.
   - Ensure a rigorous and robust patient-centered MD curriculum that promotes outstanding clinical and team skills, scholarship, cultural competency, empathy, evidence-based practice and a focus on systems, quality and patient safety.
   - Develop appropriate linkages to regional GME (graduate medical education) programs and nurture the development of new regional GME programs.
   - Ensure that TCMC's graduate curricula provide a solid foundation in biomedical science and research that promote critical thinking skills, interprofessional collaboration, and the use of evidence-based methods.

2. ***Create a desirable, inclusive and diverse environment that attracts and retains the best students, faculty and staff and reflects a culture of service.***
   - Develop programs and resources to promote the well being of students outside the classroom.
   - Strengthen the learning environment through enhanced integrated course and club offerings that reflect a balance of clinical, service and academic experiences.
   - Create an environment that will lead to TCMC being the regional employer of choice in higher education.

- Create a transparent system of governance (TCMC Board, faculty, staff and students) that respects diverse voices, communicates well, and provides an opportunity for stakeholders to have input into key College decisions.
- Develop well defined, understood and communicated organizational roles to carry out the mission and to foster clarity and respect. Ensure and promote a clear, stable organizational structure to better communicate/define roles and responsibilities of the faculty, leadership and staff to the whole TCMC community.
- Develop systems and processes that lead to a diverse and inclusive environment that attracts and retains the most qualified faculty and staff, including community based faculty, which match student needs and projected growth while providing the best product possible to students and the communities we serve.
- Continue to support an infrastructure that supports the conduct of research and which comprises the functions of Sponsored Programs, compliance, environmental health and safety, technology transfer, and common research facilities.
- Provide a balanced approach in the promotion and tenure process that is consistent across disciplines, areas of expertise, and academic titles that highlight faculty accomplishments in teaching, education, scholarly activity, curriculum development and other service to increase levels of faculty scholarship and research.
- Continue to support strong faculty governance to provide input and guidance regarding the decisions that affect or are of interest to the faculty, to the leadership and administrative structure of the College.
- Promote and develop programs and collaborations that expand the pool of qualified applicants for TCMC's academic programs and further our diversity goals.
- Develop programs for faculty and staff that support professional development.

3. *Through thoughtful stewardship of resources provide a high value, cost efficient education*.
   - Create a culture that uses data to continuously improve the work environment, supports decision making and allows for stewardship of human and financial resources.
   - Develop and implement a long-range plan that demonstrates financial stability and diversity of revenue, including potential marketing and sales of TCMC developed systems, while controlling and consolidating expenses through a coordinated effort to use limited resources wisely, efficiently and effectively while continuing to provide opportunities for growth.

- Develop a facilities master plan and space utilization study to identify needs and opportunities and develop new programs to ensure the most effective and efficient utilization of space.
- Develop and implement an information technology strategic plan which includes a disaster recovery component as well as a defined replacement and renewal process focused on developing and maintaining state-of-the-art capabilities and meeting student, faculty and staff needs.
- Develop and implement an institutional advancement plan with defined targets for unrestricted dollars and scholarships with a focus on reducing student indebtedness.
- Ensure that faculty have adequate resources to deliver a quality curriculum.

4. ***Contribute to the creation of knowledge and understanding of diseases, health, health professions education and effective health care through research and sharing our knowledge.***
   - Continue to support an infrastructure that supports the conduct of research and which comprises Offices for Sponsored Programs, Compliance, Environmental Health and Safety and Technology Transfer and common research facilities.
   - Focus on programmatic development based on community needs and existing or emerging areas of strength among TCMC research, clinical and education faculty.
   - Design and enhance curricula and provide opportunities for students and full-time, part-time and volunteer clinical faculty for research experiences and develop research in all curricula throughout all years of study—12 months.

5. ***Make a meaningful contribution, by working in collaboration with educational and clinical partners, to improve health care in the region***.
   - Develop innovative programs that work collaboratively with regional health care leaders to transform care in the region.
   - Develop programs with others in the region to address mental health issues.
   - Develop educational partnerships, research programs and foster student understanding of public health issues.
   - Foster a culture of service, accountability and collaborative involvement that leads to regional improvement and creates an environment of excellent scientific and medical research that benefits the people of northeastern and north central Pennsylvania.
   - Develop programs based on community needs and existing or emerging areas of strength among TCMC's research, clinical and education faculty.

Key strategies 2013- 2014

In 2013-2014 the strategies focus on financial sustainability, improving the culture and communications internally and with the students, achieving full accreditation from LCME and Middle States, and developing two new initiatives around quality and mental health.

1. ***Provide an innovative, high quality, community based education program that achieves high student satisfaction.***
   a) Complete the LCME Database and Self Study for Full Accreditation
   b) Complete the Middle States Database and Self Study for Full Accreditation
   c) Ensure appropriate number/mix of faculty and staff to deliver all facets of the curriculum.
      - Review delivery of services at all campuses.
   d) Ensure adequate physical facilities to deliver all aspects of the curriculum.
      - Create an inventory of all teaching/instruction/training sites
      - Create a database that describes the scheduled use of all teaching/instruction/training sites
   e) Ensure adequate equipment and technology to deliver all aspects of the curriculum.
      - Create an inventory of equipment and technology
      - Create a database that describes the scheduled use of equipment and technology
   f) Ensure adequate educational material to deliver all aspects of the curriculum.
      - Create an inventory of educational material
      - Create a database that describes the scheduled use of educational material
   g) Ensure adequate time/workload.
      - Measure contact time and preparation time for faculty
      - Determine faculty effort per curriculum unit
      - Measure time of staff devoted to support of different facets of the curriculum
   h) Identify gaps and/or redundancies in the curriculum.
   i) Establish a baseline and benchmarks for curriculum.
   j) Review current best practices in Medical Education (ongoing)
   k) Increase student participation in research and scholarship.
   l) Continue review of current best practices for graduate programs..
   m) Explore the development of additional opportunities for MBS and MD students to share educational experiences.
   n) Create a smoother transition to MD3 by creating opportunities for regional staff to interact with MD1/2 students through Community Week Experiences.

o) Assess student satisfaction with the career planning curriculum and develop programs as needed.
p) Review career advising program.
- Develop a yearly career planning syllabus for inclusion in the PCM, APM and CED courses.
q) Develop college list-serves of the various student groups to more effectively communicate with students.
r) Monitor and develop the admitted student communication process.
s) Create class organization pages on the TCMC portal that follow students through their TCMC experience (admitted students-graduation)
t) Assess and develop the implementation of TCMC social media sites (Facebook, Twitter) to enhance the flow of communication among classes and regions.
u) Create a centralized student communication page on the portal that lists daily/weekly announcements, activities and events throughout all TCMC regions.
v) Hold monthly all-student meetings with the Dean and or Vice Dean.
w) Gather faculty input outlying the need for new degree programs that will enhance the current degree programs under discussion which are the PSM, PhD, and Research Masters to support further scholarship.
x) Assess and identify any comparability issues in M3 & M4 (diverse population, learning environment, curriculum, etc.)
y) Develop appropriate linkages to regional GME programs and nurture the development of new regional GME programs.
z) Develop and implement plan to improve student narratives.

2. ***Create a desirable, inclusive and diverse environment that attracts and retains the best students, faculty and staff and reflects a culture of service.***
   a) Develop a plan to utilize internal and external resources to provide ongoing professional and organizational development opportunities for all staff and faculty
   b) Continue Staff/Faculty efforts toward inclusive environment
   c) Develop plan to address results of employee climate surveys
   - Continue recognition/service awards, summer picnic, Christmas luncheon and related functions to promote a sense of community
   - Partner with Human Resources to leverage and expand existing wellness services for the TCMC Community.
   - Initiate a process to enhance institutional communication

d) Develop a comprehensive strategic plan by integrating input from the work groups
  - Align Departmental goals with the overall mission of the institution
e) Create a Staff Council to ensure all constituents have a voice in the leadership/governance process @ TCMC
f) Create and implement a consistent policy review process for the organization which ensures all constituents (faculty, staff & students) are provided an opportunity to provide input prior to adoption
  - Codify and confirm the presence of the Chair and Vice Chair of Faculty Council by the Dean Appointment to the Leadership Council and Operations Committee.
  - Codify and confirm the Chair of Faculty Council is a Dean ex officio appointment to the Board of Trustees
  - Add the chair of Staff Council to Leadership Council and Operations Committee
  - Illustrate, document, and disseminate the process of longitudinal integrated communication from committees to the Faculty Council for review on any decisions that may affect faculty.
g) Develop an infrastructure to include regional campus input as a necessary component of the decision making process
h) Automate the process of capturing changes to the Organizational chart
i) Develop and deliver a standardized meeting format with a self-evaluation component.
j) Recruit and matriculate a student body committed to interprofessional teams and community based, patient centered medicine that uses innovative techniques to enhance access and quality care for those they serve.
  - Review and evaluate TCMC's URM data and develop a plan to address any identified issues
  - Assess effectiveness of recruitment strategies and admissions process in meeting matriculation goals and student success rates.
  - Update the Admissions website to include profiles, TCMC ideal student characteristics, assessment results, etc. to allow prospective students to make informed decisions about applications.
  - Hire an admissions staff member.
k) Enhance financial and logistic support for clubs to strengthen TCMC community activity offerings.
l) Enhance community linkages with area recreational and educational institutions to provide additional social/recreational opportunities for students.
m) Expand the Riches of the Region event to include a variety of recreational/leisure time activities.

n) Involve class officers in the planning, implementation and responsibility of the monthly social activities /events for the TCMC Community.
o) Create a Learning Environment Week.
p) Integrate the Learning Environment Committee into the infrastructure of the institution to provide for regular feedback, development sessions and celebrations related to outcomes of annual surveys.
q) Assess current club structure and activities and implement an annual election process and servant leadership development program for club leaders.
r) Create a forum to encourage integrated planning and programming between the academic and student affairs departments.
s) Launch and implement the CV portion of the Faculty Database to all faculty
t) Update Faculty Staffing & Utilization Plan in relationship to projected growth and compared to benchmarks
   • Identify status of current faculty and their levels of engagement.
u) Assess and Examine the Promotion, Tenure and Appointment process, policies and procedures
v) Develop a stable Leadership Team
   • Fill Vice Dean position
   • Develop and implement a team building and professional development program for Leadership
w) Review Compensation Plan to assure fair & equitable compensation
   • Implement salary increases as financial resources permit
x) Review/evaluate/needs assessment for recruitment/retention of community-based volunteer faculty
   • Institute a dedicated cost center for Academy of Clinical Educators to further commit to recognition program
   • Develop a plan of recognition for .4FTE and above outside the ACE program Develop a plan of recognition for .4FTE and above outside the ACE program
   • Develop long term recruitment/retention plan for volunteer faculty
y) Review turnover results and address as necessary
   • Incorporate measures of mission focus in exit interview process
z) Develop benchmark for number of completed employee performance appraisals
aa) Explore diversifying sources of funding for current pipeline programs. Assess current efforts.
bb) Review and revise student grievance process as necessary.
cc) Review and revise centralization of student records.
dd)   Assess student health services to improve satisfaction of students.

3. *Through thoughtful stewardship of resources provide a high value, cost efficient education*
   a) Improve financial stability through affiliation partner search
      - Ensure that affiliation partner share/endorse TCMC's mission and commitment to regional goals
   b) Exploration of other revenue generating programs including new academic programs
   c) Explore opportunities for collaborative graduate education between regional universities/colleges
   d) Complete the strategic planning process
   e) Finalize institutional advancement department strategic plan
      - Approach Founders' Society for continued support
      - Identify and cultivate major giving prospects
      - Create planned giving society and major gift society
      - Implement a faculty and staff giving campaign
      - Meet budget goals for unrestricted and scholarship contributions
      - Increase scholarship fund to assist in matriculating a diverse student body.
      - Fill position of Director of Corporate & Foundation Giving
      - Complete and seek approval for Institutional Advancement Plan
   f) Hire additional financial aid staff member to assist in processing aid and providing financial aid counseling.
      - Assess student satisfaction with the debt management curriculum and develop programs as needed.
   g) Complete/update Long Range Financial Plan (5 years) which shows financial stability
   h) Complete Quality Improvement Projects
      - Select quality improvement projects (Kaizens) for upcoming year
      - Assess MD admissions process
      - Assess MBS program
      - Assess strategic planning process
   i) Complete FY15 Budget that is at a minimum "break-even" and supports TCMC's Mission, operational activities and provides for the necessary capital replacements
   j) Develop a process to identify the potential to share resources across departmental lines
   k) Enhance state & federal relations to increase program support
   l) Share assessment results organizationally and transparently
   m) Develop a facilities master plan which will include a comprehensive maintenance plan including the grounds

n) Begin to implement recommendations from Space Utilization Plan
o) Regional campus development plan complete
  - Review technology configuration for regional campuses
p) Implement parking plan
q) Develop a plan for the community's use of TCMC's facilities
r) Implement Facility and IT responsibilities outlined in the "100 student" plan
s) Develop strategy for accommodating student growth and needs (2 MD classes of 100)
t) Evaluate technology infrastructure and administrative systems
  - Solicit and evaluate Disaster Recovery proposals and develop Disaster Recovery Plan
  - Analyze networks and applications to determine if student and faculty/staff needs are being met
  - Developing equipment maintenance schedule
  - Review technical equipment, systems, and programs re: educational and operational initiatives

4. ***Contribute to the creation of knowledge and understanding of diseases, health, health professions education and effective health care through research and sharing our knowledge.***
   a) Complete OSP Strategic Plan
   b) Explore ability to reduce resource burden for clinical faculty IRB review
   c) Define requirements for radioactive materials license
   d) Evaluate current and past research budgets by looking at lab research faculty needs, mission and scope of research at TCMC and projects with high probability of funding, opportunities and resources needed.
   e) Identify and describe the opportunities available for each area or discipline of research: biomedical research, community research, medical education and clinical research.
   f) Establish TCMC as "go-to" organization for advice on large scale LIC implementation and LIC best practices
   g) Establish TCMC as innovator in delivering quality and patient safety curricula to medical students
   h) Establish TCMC as innovator in IPE

5. ***Make a meaningful contribution, by working in collaboration with educational and clinical partners, to improve health care in the region.***
   a) Ally TCMC with the NEPA Regional Bioscience Initiative
   b) Explore opportunities with Temple University Dental program
   c) Explore additional branch campuses for medical student program

d) Explore opportunities in oncology services by working with physician, hospital and cancer center partners
e) Implement Mental Health Initiative
   - Apply for planning grant for mental health
   - Institute planning process that engages multiple interested parties across region
   - Explore funding opportunities for implementation
f) Implement Regional Quality Collaborative plan in collaboration with partners
   - Develop business plan for collaborative
   - Create governance model for collaborative
   - Staff collaborative
   - Implement first two projects- heart failure and end of life interventions
   - Collect data, analyze results and write up findings
   - Begin MD and MBS yellow belt training
   - Apply for or partner in at least two grant applications for major funding

Addressing the faculty & staff gaps in 2013:

Improving culture, communications, building trust, & increasing transparency/accountability:
- President adding Faculty Council Chair on Board of Trustees
- Creation of Staff Council
- President adding Chair & Vice Chair Faculty Council and Chair Staff Council to membership on Leadership Council
- Inclusion of broader base in planning and accreditation activities
- Student Learning Environment Survey
- TCMC Climate survey
- More appreciation events
- More and better communications
- Additional days off in recognition of hard work
- Leadership compact developed and signed
- Community meetings more often, more information
- Sharing President's & Leaderships goals
- Café renovated to be able to offer hot food
- Policy review process to involve Faculty, Staff and Student governance
- New process for development and review of policies
- Strategic plan and self studies wrap up event July 31st to share all findings, recommendations and follow up plan
- Strategic plan and self study shared with entire college community August 1st

Shared governance:
- Sharing President's & Leadership's goals throughout the organization
- Leadership Compact
- President adding Faculty Council Chair on Board of Trustees
- President adding Chair & Vice Chair Faculty Council and Chair Staff Council to membership on Leadership Council
- Creation of Staff Council
- Inclusion of broader base in planning and accreditation activities

Clarity around roles:
- Dean's process to clarify regional administrative structure
- Kaizen around organizational chart improvement

Financial Sustainability:

- Affiliate partner explorations and discussions
- Fiscal controls
- Fully staffing Institutional Advancement office

- Dean visits to donors
- Federalize state funding support
- Kaizen to improve policy development, review, approval process
- Kaizen to improve purchasing request process
- Institutional Advancement Plan implementation
- Permanent VP Finance and CFO appointed
- Staff Council formed and reviewing policies; Chair sitting on Leadership council
- Key positions filled, including: Prospect Researcher in Development, Pathologist and Neuroscientist
- Completed 100 Students Planning Process
- Completed TCMC Strategic Plan
- Completed space utilization study
- Completed analysis of wireless services and upgraded availability and process for accessing as well as added a second provider
- Automated Personnel Action Form (Human Resources) Process
- Outsourced Employee Hotline Process
- Implementation of new Admissions Software
- Upgrades various Software, including the phone and ERP system
- Developed Faculty Development Software
- A Master Plan and Disaster Recovery Plan will be completed in the next 6 months
- Mental Health and Quality Initiatives successfully initiated as key first steps in defining TCMC clinical role
- Institutional advancement involving additional faculty/leaders in donor meetings

Other
- Creating and implementing Organizational Development Plan
- Conducting space study
- Faculty, staff and Board scholarship fundraising activities
- Meetings and discussions with educational institutions and health systems to seek affiliation for financial stability
- Revising Faculty Promotion and Tenure process & policy
- Faculty engaged in policy review
- Kaizen to improve communication of internal research opportunities for students
- Kaizen to improve Faculty Orientation process
- Faculty Development Committee reestablished
- Board & staff development campaign to fund scholarships
- Kaizen: Improvement of regional campus mapping/location information
- Kaizen: Improve newly admitted student communications
- Formalize student policy input process
- Increased number of paid summer research internships for rising M2 students from 9 to 20 positions

- The Curriculum Action Committee and subcommittees have been streamlined in an objective and effective manner.
- Kaizens produced deliverables that will be implemented immediately to improve the delivery of the curriculum. (Quality improvement of podcasts & standardizing course communications)
- Kaizens process helped define problems, develop expeditious solutions, and effectively implement those solutions.
- 100 Students Plan completed
- Faculty recruitments to fill vacant positions: 3 Basic Science Faculty recruited; 1 internal medicine faculty member recruited; several family medicine faculty increasing time; New RECs in IM, FM recruited
- Increased number of paid summer research internships for rising M2 students from 9 to 20 positions
- Follow-up survey of 2013 graduates in development- will be sent Fall 2013 to assess adequacy of curriculum and student experience in preparing them for post graduate training
- 2013 Institutional Effectiveness Survey completed all units
- Kaizen around more effective and fewer meetings and expectations for meeting organizers & participants promoted and adopted

Addressing the Board of Trustees gaps in 2013:
- Board Governance Manual revised
- All Board Committees have charters
- All policies reviewed by Board Committees & Board
- Board orientation outlined & assessment tool developed
- Board Recruitment Plan developed and adopted
- Board Officer Succession Plan developed and adopted
- Board Institutional Advancement committee revitalized
- Board Compliance Committee created
- Board formally reviews CEO
- Board actively discusses TCMC future, future direction, assessment plans
- Board meets with graduating students and listens to direct experience of being a TCMC medical student
- Board adopts a formal education plan for the Board
- As part of the institutional assessment plan Board adopts a set of dashboard metrics
- Affiliation process to improve stability

1. ***Provide an innovative, high quality, community based education program that achieves high student satisfaction.***
   a) Implement a series of metrics to measure teaching outcomes
   b) Implement a series of metrics to measure scholarship outcomes
   c) Address gaps in curriculum.
      - Create new course content
      - Create new/alternative assessments
   d) Ensure compliance with baseline and benchmarks for MD curriculum.
      - Compare data sets from required surveys and assessments with baseline.
      - Review current best practices in Medical Education (ongoing)
      - Conduct literature reviews, compare national averages and test scores.
   e) Promote participation in identified opportunities for research and scholarship.
      - Announce opportunities through postings in student affairs, courses, digital signage, and portal organizations
   f) Create and deliver new content to address gaps in graduate curricula.
      - Evaluate curriculum maps.
      - Compare data sets from required surveys and assessments with baseline.
      - Create new assessments if necessary.
      - Evaluate and create new course content.
   g) Ensure compliance with benchmarks for graduate curricula.
      - Compare data sets from required surveys and assessments with baseline.
   h) Analyze/collect information for potential IPE affiliations.
      - Expand upon IPE affiliations that currently are available for MD students to include graduate program students.
      - Establish ongoing affiliations with different IPE sites/organizations.
   i) Identify gaps and/or redundancies in the MBS curricula.
      - Review current curriculum maps, surveys, and assessments.
   j) Establish a baseline and benchmarks for curricula.
      - Analyze current data from required surveys and assessments
   k) Identify opportunities for upper-class MD students to participate in MBS and MD class presentations.
   l) Develop appropriate linkages to regional GME programs and nurture the development of new regional GME programs.

Page 24

2. *Create a desirable, inclusive and diverse environment that attracts and retains the best students, faculty and staff and reflects a culture of service.*
   a) Attract, recruit, and train faculty/staff/ leadership that are diverse, inclusive and are committed to the mission and values of TCMC through a proactive recruitment strategy
   b) Provide opportunities for professional development and institutional advancement based on needs identified during the planning process
   c) Identify and address unresolved faculty and staff concerns
   d) Assess the Structure of ACE
   e) Further define and implement a full/part time faculty recognition and retention program
   f) Incorporate and Implement any PTA Changes
   g) Implement recommended options to enhance the manner and variety of communication through the organization
   h) Develop written and formal procedures to address governance issues at all TCMC locations
   i) Leadership will engage Faculty and Staff Councils as active participants in the visioning process and strategic planning
   j) Redesign the portal to make it more student/user friendly.
   k) Enhance the flow of communication among TCMC leadership and all constituent groups.
   l) Hire or assign a portal webmaster.
   m) Create a database on the portal that automatically updates policies and processes to ensure communication on a timely and consistent basis.
   n) Make recommendations for salary and benefits based on review
      • Implement salary increases as resources permit
   o) Address any outstanding issues identified in employee climate surveys
   p) Review and update Faculty Utilization Plan as necessary
   q) Implement plan to address any issues identified during the review of TCMC's URM data
   r) Increase "return rate" on number of Employee Performance Appraisals
   s) Sustain stable Leadership Team
   t) 360 Evaluation Process completed on Leadership Team
   u) Develop plan for Leadership succession
   v) Develop and implement a TCMC Day of Service that involves all classes, alumni, programs and regions.
   w) Monitor Learning Environment Survey to determine the level of satisfaction of social/academic relationships among all classes, programs and regions and develop future initiatives as indicated.
   x) Expand the TCMC facility to include a gymnasium.

y) Establish a game room/recreational section in the student lounge.
z) Develop a consortium of graduate education programs in NEPA to plan and host networking, social and personal development activities for area graduate and professional students.
aa) Review assessments of pipeline programs and explore expanded or new collaborations that will address current regional needs.

3. *Through thoughtful stewardship of resources provide a high value, cost efficient education*
   a) Implement Institutional Advancement Plan
      - Increase faculty and staff giving
      - Solicit major giving prospects
      - Increase corporate and foundation giving
      - Grow planned giving society
   b) Implement affiliation decision
   c) Complete FY15 Budget that is "break-even" and update Long Range Plan (5 year) as appropriate
   d) Identify shared resources and implement changes as possible
   e) Develop business plan(s) for marketing facilities
      - Vivarium
      - SIM Center
      - GAL
      - Laboratory Space
   f) Implement plan for the community's use of TCMC's facilities
   g) Complete recommendations from Space Utilization Plan
   h) Analyze, purchase and configure systems and applications for educational and operational initiatives based on review
   i) Implement Disaster Recovery Plan
   j) Re-evaluate network needs
   k) Implement changes to infrastructure and administrative systems
   l) Evaluate ITS Staffing Levels
   m) Implement IT maintenance schedule and update as necessary
   n) Implement/configure needs of regional campuses as identified
   o) Explore whether or not a practice plan is feasible
   p) Conduct analysis of level of indebtedness with class of 2014 and use that information for leverage to increase development of scholarship opportunities.
   q) Monitor the graduate student questionnaire for level of student satisfaction with debt management and career planning activities and develop program activities as needed.

r) Develop an Alumni Bureau component to the debt management and career planning programs.

s) Evaluate development staffing needs
t) Research additional sources of federal financial aid/scholarships
u) Meet budget goals for unrestricted and scholarship contributions
v) Review departmental budgets for increased spending flexibility (discretionary spending)
w) Implement new quality improvement projects (Kaizens) on a continuous basis as necessary
x) Incorporate successful Kaizens into normal TCMC operation processes

4. ***Contribute to the creation of knowledge and understanding of diseases, health, health professions education and effective health care through research and sharing our knowledge.***
   a) Explore an institute of research centered on human cancer or aging disease models

5. ***Make a meaningful contribution, by working in collaboration with educational and clinical partners, to improve health care in the region.***
   a) Develop innovative programs that work collaboratively with regional health care leaders to transform care in the region.
   b) Develop programs with others in the region to address mental health issues.
   c) Develop educational partnerships, research programs and foster student understanding of public health issues.
   d) Foster a culture of service, accountability and collaborative involvement that leads to regional improvement and creates an environment of excellent scientific and medical research that benefits the people of Northeast Pennsylvania.
   e) Develop programs based on community needs and existing or emerging areas of strength among TCMC research, clinical, and education faculty.

1. ***Provide an innovative, high quality, community based education program that achieves high student satisfaction.***
   a) Collaborate with alumni to develop a mentoring program for students.
   b) Assess rigor of new curricular content.
      - Evaluate student performance on new content
      - Evaluate data from new/alternative assessments
   c) Ensure compliance with baseline and benchmarks for MD curriculum.
      - Compare data sets from required surveys and assessments with baseline and previous data sets
   d) Review current best practices in Medical Education (ongoing)
      - Conduct literature reviews, compare national averages and test scores
   e) Document achievements in research and scholarship.
   f) Implement changes to the curriculum that balance and add research opportunities across the research discipline or area. Create opportunities for the involvement of students in research projects that space long intervals so as to improve the likelihood of the result of a scholarly work as defined as a publication in a journal or book.
   g) Post graduate surveys, gather citations for publications.
   h) Assess rigor of new curricular content in all graduate programs.
      - Evaluate data from new/alternative assessments.
      - Compare new data sets with established benchmarks.
   i) Ensure continued compliance with established benchmarks for graduate curricula.
      - Compare data sets from required surveys and assessments with baseline and previous data sets.
   j) Document achievements in research and scholarship.
   k) Develop appropriate linkages to regional GME programs and nurture the development of new regional GME programs.
   l) Assess IPE affiliations.
   m) Review curriculum for all IPE activities in all curricula.
   n) Develop strategic plan for resources necessary to support facets of the curricula of all programs.
      - Identify new programs or curricula.
      - Perform projected update of databases established in the 0 – 12 month timeframe.
      - Identify areas of deficiency or duplication.
   o) Develop strategic plan to enhance scholarly productivity of faculty.
      - Identify areas of deficiency & propose steps to correct.

2) *Create a desirable, inclusive and diverse environment that attracts and retains the best students, faculty and staff and reflects a culture of service.*

   a) Review employee compensation and benefits to insure competitiveness when compared to benchmark data
      - Implement salary increases as resources permit
   b) Implement review of staff job descriptions as compared to TCMC's needs.
   c) Monitor "return rate" on number of Employee Performance Appraisals returned to HR in a timely fashion
   d) Sustain stable Leadership Team
   e) Implement plan for Leadership succession
   f) Recruit and matriculate a student body committed to interprofessional teams and community-based, patient centered medicine that uses innovative techniques to enhance access and quality care for those they serve.
   g) Assess effectiveness of recruitment strategies and admissions process in meeting matriculation goals and student success rates.
   h) Explore the effectiveness of the mini interview model for admission.
   i) Explore the possibility of the inclusion of alumni in recruitment and interview process.
   j) Increase scholarship fund to assist in matriculating a diverse student body.
   k) Sponsor TCMC Day of Service that involves all classes, alumni, programs and regions.
   l) Monitor Learning Environment Survey to determine the level of satisfaction with social/academic relationships among all classes, programs and regions and develop future initiatives as indicated.
   m) Implement monthly information lunch time discussions to engage faculty, staff and students to gain the pulse of the learning environment and develop future initiatives as indicated.
   n) Submit a presentation on the TCMC co-curricular career planning process at a "Careers in Medicine Conference.
   o) Assessment of the structure and function of Faculty Council and Faculty Governance.
   p) Assessment of the structure of Faculty Governance processes and their interaction with other areas of the college
   q) Explore expansion of pipeline programs in south and west campuses. Seek funding to support expansion to these areas.

3) *Through thoughtful stewardship of resources provide a high value, cost efficient education*

a) Meet Institutional Advancement goals
b) Implement affiliation decision
c) Complete FY16 Budget that is at a minimum "break-even" and update Long Range Plan (5 year) as appropriate
d) Develop strategy for facility expansion if needed – student/staff growth
e) Monitor space utilization recommendations and modify as necessary
f) Re-evaluate the ITS Staffing Plan to ensure resources are in place for initiatives and expectations
g) Conduct an annual Disaster Recovery exercise
h) Re-evaluate equipment needs
i) Implement facilities and grounds maintenance schedule adjusting as necessary
j) Re-assess needs of regional campus and configure changes as needed
k) Evaluate student indebtedness compared with other private medical schools
l) Research additional sources for federal aid/scholarship
m) Evaluate all 12 and 24 month objectives through an institutional evaluation process
n) Assess and modify efforts to attract, recruit, and train faculty/staff that are diverse, inclusive and are committed to the mission and values of TCMC
o) Explore the development of an integrated health care system
p) Develop a timeline for future accreditation activities
q) Evaluate the standardized meeting format
r) Evaluate the progress and impact of Kaizens using the project specific metrics
s) Evaluate all 12 and 24 month objectives through an institutional evaluation process

4) ***Contribute to the creation of knowledge and understanding of diseases, health, health professions education and effective health care through research and sharing our knowledge.***
    a) Complete requirements for radioactive materials license
    b) Implement policy and ensure effectiveness of policy as means of reducing burden for clinical and community faculty IRB review process
    c) Initiate the Initial stages of providing the faculty database as soft ware as a service (SAS)
    d) Ensure TCMC has adequate support for the above objectives
    e) Assess the feasibility of the new program or track and make a plan that would address the faculty needs while meeting the feasibility requirement

5) ***Make a meaningful contribution, by working in collaboration with educational and clinical partners, to improve health care in the region.***
   a) Develop innovative programs that work collaboratively with regional health care leaders to transform care in the region.
   b) Develop programs with others in the region to address mental health issues.
   c) Develop educational partnerships, research programs and foster student understanding of public health issues.
   d) Foster a culture of service, accountability and collaborative involvement that leads to regional improvement and creates an environment of excellent scientific and medical research that benefits the people of Northeast Pennsylvania.
   f) Develop programs based on community needs and existing or emerging areas of strength among TCMC research, clinical, and education faculty.

Measuring success

Dashboard measures of mission achievement:

1. Medical school admissions: % from PA & % from NEPA, gender & diversity
2. Long term (begin measuring in 2017) MD returning to NEPA & PA to practice & specialty choice, impact on quality of care regionally
3. Volunteer faculty: Number of volunteer faculty and retention, Number of volunteer faculty engaged in educational program & retention
4. Number of articles in peer reviewed publications for faculty members
5. Number of donors from NEPA
6. Number of hospitals affiliated with TCMC in region
7. MD program: Step 1, Step 2 and Match results, Program Directors Survey & graduating students AAMC survey
8. MBS program: % of students moving on to professional schools, how MBS students perform in medical school
9. Student, faculty & staff engaged in region
10. Financial stewardship (donations, fiscal responsibility, foundation support, research grants)

Appendix A: Work Group Members & Meetings:

Faculty and Staff Work Group Members

Leadership/ Gov	Education	Student Experience	Faculty Experience	Educational Resources
Joe Ross	*Sue Perlis, EdD*	*Jackie Ghormoz*	*Mark White, MD*	*Sam Diaz*
Greg Shanower, PhD	*Jen Smith, PhD*	*Julia Kolcharno*	*Pat Boyd, PhD*	*Joe Cortese*
Mushfiq Tarafder, PhD	Brian Wilcox, MD	Tony Pellegrino	Joann Babish	Jen Joyce
Harmar Brereton, MD	Nora Alu	John Szarek, PhD	Sonia Planey, PhD	John Kearney
Jill Taggart	Mary Roman	Will Zehring, PhD	Bill McLaughlin, PhD	Nina DeiTos
Jay Fortin	Tom Martin, MD	Betsy Mead	Shubra Shetty, MD	
Nikole DeNoie	Karen Arscott	Elaine Errico	Karen Baker	Wafa Atamna
Raj Kumar, PhD	Elizabeth Kuchinski	Ed Lahart	John Farrell	Mark Montoro
Jenna Strzelecki	Zack Vaskalis	Glen Mackey	Chris Carroll	Joanne Muellenbach
Sylvia Szerszen	Dave Averill	Ellen McGuire	Don Stone	Amy Kline
Connie Dombrowski	Jeff Holt, MD	Patti Staskiel	Jay Bannon, MD	
	Devon Fawcett	Adam Wall	Chris Peters	
	Alysha Nicholls	Mick DiMattia	Lori Kishel	
	Bridget Conlogue	Kristin Brown	Deanne Rasmussen	
	Eric Rector		John Marsico	
	Kathy Doane			
	Kate Delmar-Powell			
	Ayo Adeagbo, PhD			
Shelly Dunda	*Melissa Sanko*	*Sharon Bednarz*	*Erica Townsend*	*Andrea Gerko*

Example: Student Work Group Process & Meeting Outline

January 28 – May 30

TAB 1: Week of January 28th/ Intro to process: (3 hour meeting) ***NOTE this meeting has homework to be done prior to meeting

    a. TCMC Mission
    b. Overall Process
    c. Charter for team
    d. Outline of meetings
    e. Team Ground Rules developed
    f. Ideal experience discussion *(brainstorming)*
    g. Stakeholders & value
    h. Goal discussion—develop no more than 5 goals for this area
    i. Choosing two processes to address—where's the value added? (Each team leader will lead one project for greenbelt certification)
    j. Team leaders teach: 8 steps in process improvement—overview of Kaizens

TAB 2: Week February 4th/Proving Middle States Standards

    1. Documentation of evidence to show compliance (use document roadmap)
    2. Approve ideal student experience from meeting 1

February: Team Leaders review ideal experiences, gap analysis & goals with Steering Committee

TAB 3: Week February 11/Middle States Standards- assessment

    1. Discuss data driven process improvement activities over last few years
    2. Review Optional Evidence: what are we going to do over the next 36 months to move us to next level of compliance?
    3. Do we meet the standards?

TAB 4: Week February 18th/ Finalize Middle States documentation for evidence of standard compliance & other improvement activities

    a. Complete template for these activities
    b. Middle States research questions discussion

TAB 5: Week February 25/ Strategic Planning:

    a. Identify barriers to ideal experience, sort out what TCMC can address

b. Review issues list developed from the Yellow Belt training to see if need to address in planning process

c. Begin developing strategies & objectives (measurable) to support goals

TAB 6: Week March 4/ Strategic Planning:

a. Finalize objectives and strategies‐ —need 12 month, 24 and 36 months

March: Team Leaders review strategic planning 12, 24 & 36 month plans with Steering Committee

TAB 7: Week March 11/ Prep for first Kaizen & review progress

a. Preparation for Kaizen #1- Steps 1 & 2 (data & project definition)
- Process charter
- Review process, team roles, why important

TAB 8: Week March 18/ 1st Kaizen: Steps 3 & 4 (3 hour meeting) (Steps 3—document & measure reality & 4—analyze & identify waste)

a. Observation and interviewing of process participants
b. Diagramming & analyzing of process

TAB 9: Week March 18/ 1st Kaizen part 2: (3 hour meeting) (Steps 5-- optimize flow, 6—implement and validate, 7—measure, 8—celebrate)

a. Discussion of process improvement
b. Changes to process & measurements of success
c. Outbrief and one page summary of project developed
d. Presentation of results to senior leadership champion

TAB 10: Week March 25 & April 1/ LCME self study questions & Standards review

TAB 11: Week April 8/ Follow up on all activities—work on refining template

April: Team Leaders review progress to date

TAB 12: Week of April 15/ Kaizen #2 (3 hour meeting)

a. Preparation for Kaizen #1- Steps 1 & 2 (data & project definition)
- Process charter

TAB 13: Week of April 22/Kaizen #2 (Steps 3—document & measure reality & 4— analyze & identify waste)

a. Observation & interviewing of process participants
b. Diagramming & analyzing of process

TAB 13: Week April 22/ Kaizen #1 part 2: (3 hour meeting) (Steps 5--optimize flow, 6—implement and validate, 7—measure, 8—celebrate)

a. Discussion of process improvement
b. Changes to process & measurements of success
c. Outbrief and one page summary of project developed
d. Presentation of results to senior leadership champion

TAB 14: Weeks April 29 & May 17/ Catch up on template

TAB 15: Week May 24: Final meeting/findings and recommendations, celebrate accomplishments—discuss what worked, what didn't

June: Team Leaders review recommendations & issues identified with Steering Committee

Appendix B Steering Committee Membership and Charter

Membership on the Steering Committee included:

- *(Past) Chair of Faculty Council*: John Arnott, PhD (Co-Chair Steering Committee)
- *Chair of Faculty Council*: Mark White, MD (Co-Chair Steering Committee & Co-Chair Faculty Work Group)
- *President and Dean:* Steven Scheinman, MD
- *Chair of Family, Community and Rural Health:* Janet Townsend, MD
- *Chair of Clinical Sciences/Associate Dean for Clinical Affairs:* Valerie Weber, MD
- *Chair of Basic Sciences & Interim Associate Dean for Research :* Maureen McLeod, PhD
- *Interim Chief Financial Officer*: Michael Leardi, EdD
- *Associate Dean for Faculty Affairs and Development*: Andrea DiMattia
- *Senior Associate Dean for Academic Affairs:* Maurice Clifton, MD
- *Vice President for Community Engagement and Equity*: Ida Castro, JD
- *VP/Associate Dean for Planning:* Virginia Hunt
- *Associate Dean for Student Affairs & Admissions*: Linda Berardi-Demo, EdD
- *Associate Dean for Regional Campus Development- North*: Gerald Tracy, MD
- *Associate Dean for Regional Campus Development- South*: Michael Ferraro, MD
- *Associate Dean for Regional Campus Development- West*: Keith Shenberger, MD
- *Associate Dean for Curriculum*: Susan Perlis, EdD (also co-chaired Educational Programs Work Group)
- *VP for Finance &Administration/CFO:* Ann Noon
- *Vice President for Institutional Advancement*: Marise Garofalo
- *Director of Marketing*: Anne Green
- *Senior Director of Technology Services*: Jay Fortin
- *Senior of Technology and Administrative Systems*: John Kearney
- *Staff Council Chair*: Glen Mackey
- *Chairs of the Work Group for Leadership, Governance and Administration:* Joe Ross & Greg Shanower, PhD
- *Chairs of the Work Group for Student Experience*: Jackie Ghormoz & Julia Kolcharno
- *Chairs of the Work Group for Educational Resources*: Sam Diaz & Joe Cortese
- *Co-Chair of the Work Group for Educational Programs*: Jennifer Smith, PhD
- *Co-Chair of the Faculty Experience Work Group*: Patrick Boyd, PhD

Committee Charter: *The Accreditation Steering Committee*

Mission/Purpose: The purpose of the Steering Committee is to provide guidance, oversight and coordination for the Work Groups (Faculty Experience, Student Experience, Educational Experience, Leadership and Governance and Educational Resources) engaged in the 2013 strategic planning and accreditation activities. The process is intended to be a two way communication—advice and input flowing both from the Steering Committee to the work groups and vice versa. All work products of the groups will be reviewed at the Steering Committee level before proceeding to the Board of Trustees for final review. The Steering Committee will address any issues of work overlap or need for coordination among the work groups. The Steering Committee will review both the Middle States and the LCME Self Studies and the databases and appendices prior to submission.

Authority/Responsibility:

Operations: The Committee will meet monthly in 2013 to prepare for accreditation activities. A draft of meeting topics follows:

1. January: Process, timeline, charter approval for Steering Committee & Work Groups, make up of teams, deliverables from work groups, Board interaction & schedule of review, policy review process
2. February: Team leaders review ideal experiences, gap analysis & goals
3. March: Team leaders present strategic planning 12, 24 & 36 month plans, receives feedback from Board retreat
4. April: Progress report from teams—LCME & Middle States
5. June: Team leader recommendations & issues identified
6. September: Database reviewed with Senior Leadership Mentors/Database Section Coordinators, process for Middle States Chair site visit in October
7. October: Middle States Chair Visit & LCME submission
8. November: Review plans for preparation for LCME site visit
9. December: Review plans for preparation for LCME site visit
10. January, 2014: Review readiness for LCME
11. February, 2014: Review LCME visit & prep process for Middle States
12. March, 2014: Prep for Middle States
13. April, 2014: last meeting—assessment of process

Policies:

This group will review the process for policies to be approved/modified at TCMC & Board level.

Oversight of Implementation:

This Committee provides oversight to the accreditation and strategic planning process.

Educate the Board:

This Committee interacts with the Board Planning Committee & other Board Committees as needed.

Evaluate performance:

The Committee will evaluate its performance and make recommendations for processes moving forward at its last meeting in 2014.

Organization:

*Review of Charter***:** The Steering Committee will review this charter at its initial meeting. The Charter will then go to the Leadership Council for approval. The Charter will be reviewed/renewed annually.

Membership/Structure/Quorum: The Steering Committee is made up of the Leadership Council plus all the chairs of the five work groups. It is co-chaired by the Chair and Vice Chair of Faculty Council and is staffed by the VP of Planning.