

A Quest for Excellence:

*The Morehouse School of Medicine
Strategic Plan
(Covering the Period FY' 2003 - 2005)*

Presented To:

Board of Trustees
Morehouse School of Medicine

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10. Recruitment of talented faculty and staff will be driven and influenced by MSM's ability to offer competitive salaries and provide incentives for productivity.

11. Generating consistent clinical services revenue will continue to be a challenge for Morehouse Medical Associates (MMA), as managed care and Medicaid/Medicare reimbursements are pushed downward.

12. MSM will face increasing difficulty in maintaining mutually-beneficial relationships with acute care hospital partners and other healthcare organizations necessary to support undergraduate and graduate medical education programs.

13. Growth of the MSM research enterprise will rely upon the ability of MSM investigators to secure multi-year awards, and an increased capacity within MSM to provide efficient and cost-effective administrative services to ensure consistent financial, grants management, systems, and facilities support.

14. The ability to access a substantial new volume of gifts, grants, and other commitments from the private sector -- particularly for endowment -- will have the greatest impact on MSM's ability to achieve any measure of financial security.

15. The continued growth and support of research centers and institutes incorporating research related to health disparities among minority populations will provide the institution with enhanced visibility and funding opportunities necessary to stimulate growth and enrichment in other areas.

16. The nature of the current environment will require MSM to aggressively raise its public visibility and name recognition among key external audiences. These steps are driven by the need to support the capital campaign and to consistently deliver MSM messages.

17. Growth and change in education, research and patient care programs will create new requirements for institutional infrastructure, dedicated facilities (to replace or augment inadequate or overtaxed current facilities), and equipment.

18. The uncertain environment facing MSM -- particularly in relation to financing, clinical care revenue, and institutional relationships -- will compel MSM Department Chairs, senior officers, and the Board of Trustees to regularly and systematically evaluate institutional performance, consistent with the expectations of SACS and other accrediting agencies. These evaluations will invariably confront MSM leaders at all levels with difficult decisions regarding priority-setting and resource allocation, and will reinforce the need to establish a unified direction and purpose across all MSM operating units.

III.

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Evaluate the desirability and feasibility of adopting a “teaching faculty” designation for selected faculty in the basic and clinical sciences, in order to further focus resources on teaching and implementation of new instructional methods as part of enhancing and adjusting the MSM curriculum. (Timeframe: FY’ 2003 and continuing).

Ensure compliance with all LCME, SACS, and related organizational guidelines and recommendations related to curriculum, faculty support and evaluation, and other elements of all instructional programs for all degrees. (Timeframe: FY’ 2003 and continuing).

Assess feasibility and funding requirements necessary for retaining support staff committed to faculty development. (Timeframe: FY’ 2003 and continuing).

Objective 2: Implement meaningful criteria for assessing faculty teaching skills, review faculty performance evaluation procedures to ensure feedback to faculty (Timeframe: FY’ 2003 and continuing).

Goal 7: Secure resources necessary to enable major centers and institutes to support the educational programs and to become financially self-supporting. Objectives:

Objective 1: Identify sources and avenues for on-going program support necessary to progressively advance related programs to a self-funding status. Identify potential linkages and synergy with the Managed Care Institute and National Center for Primary Care. (Timeframe: FY' 2003 and continuing).

Goal 8: Expand capability to serve as a resource for health education, health maintenance, disease prevention, and related public health/consumer education issues in Metropolitan Atlanta and the nation. Objectives:

Objective 1: Maintain and expand workable linkages with Atlanta-area institutions, organizations, and public systems. (Timeframe: FY' 2003 and continuing).

Objective 2: Seek ways to broaden linkages between MSM-based research centers -- such as the Cardiovascular Institute, National Center for Primary Care and the proposed National Center for Health Disparities -- and community-based health and disease prevention programs. (Timeframe: FY' 2003 and continuing).

Research

Goal 1: Establish procedures for designating clear MSM-wide research priorities to guide program planning, investigator recruitment, and resource allocation..

Objectives:

disparities. Use strategic areas of clinical research concentration as a focal point for sustained institutional investment. (Timeframe: FY' 2003 and continuing).

Objective 5: Develop and expand the infrastructure at the Clinical Research Center to support the growth of clinical research programs, and to enable the Center to serve as the main repository for clinical research activities, by investing in information technology systems. (Timeframe: FY' 2003 and continuing).

Goal 2: Enhance and update policies, procedures, and guidelines to facilitate efficient recruitment and retention of accomplished and promising investigators. Objectives:

Objective 1: Increase the number of RO1 and equivalent awards to approximately twenty-five awards. In addition, increase the total direct cost of extramural funding awarded to MSM faculty by at least \$3 million over the same period. (Timeframe: FY' 2005).

Objective 2: Continue use of performance measurements and institute appropriate incentives for investigators linked to their successfully securing research program funding. (Timeframe: FY' 2003 and continuing).

Objective 3: Establish one funded "start-up package" per year earmarked for a prospective MSM *junior* research faculty member; and one funded "start-up package" per year earmarked for a prospective MSM *senior* research faculty member. Said packages would subsidize the initial costs associated with the formation of a new research laboratory, including appropriate space, equipment, and technical/clerical support. (Timeframe: FY' 2003 and continuing).

Objective 4: Seek out a broad array of prospective new investigators, with an emphasis on researchers whose interests complement research underway at MSM (particularly associated with the existing Institutes and Centers), and can advance interdisciplinary research activities. (Timeframe: FY' 2003 and continuing).

Objective 5: Develop an internal "Bridge Fund" 1(. (n2(a)4(bl)l24)4()4r 2(r)3(7(t)-16(h)-2(z)-6(e)4

between involved offices; and enhance responsiveness and customer service to the MSM research community. (Timeframe: FY' 2003).

Objective 2: Consolidate the operations of the Office of Grants and Contracts

Patient Care

Goal 3: Improve overall physician capacity. Objectives:

Objective 1: Increase commitment of participating faculty time to the provision

Advancement and Institutional Positioning

Goal 1: Implement on an accelerated basis a broad-based fund raising initiative to secure short-and long-term financial resources from the private sector in support of the goals of MSM.

Objective 1: Design and initiate a multi-faceted comprehensive capital campaign effort to secure restricted and unrestricted private support and to build the MSM endowment. (Timeframe: FY' 2003 and continuing). Incorporate the following specifications:

Close out the 25th Anniversary Campaign (Phase I) by producing a campaign accountability document for donors and stakeholders.

The program will be designed to identify and significantly expand the universe of qualified prospects from individuals, corporations and foundations throughout the nation.

The resulting campaign effort will be conducted in phases. During the initial phase, significant gifts will be solicited to establish a strong foundation and the momentum needed before formally announcing the public phase of the campaign.

While the campaign will concentrate on securing funds to support the MSM endowment, every opportunity

self-supporting on a continuing basis; and can be managed without undue expenditure of limited institutional resources. (Timeframe: FY' 2003 and continuing).

Objective 3: Expand performance evaluation system for MSM faculty and staff to incorporate clear performance incentives and reward systems linked to measurable unit goals, objectives, and strategies, consistent with the on-going work of the MSM Institutional Effectiveness Committee. (Timeframe: FY' 2003 and continuing).
