Charles Drew University College of Medicine 4-Year MD Program
Strategic Plan Annual Report
October 2022 – December 2023*

With the implementation of the University's 2016-2020 Strategic Plan, the institution's decades-long plan to build an independent four-year medical degree program was codified. In the University's long-standing plan, Strategic Theme1, Strategic Goal 1, the third strategic objective of the CDU plan reads:

Strategic Objective 3 - Develop and complete the establishment of CDU's independent medical education program. *(now referred to as 4-Year MD Program)*

That plan became a core focus of the University's 2021-2026 Strategic Plan that resulted in the Liaison Committee on Medical Education (LCME) awarding preliminary accreditation in October of 2022 to the independent Four-Year Medical Program. The school will enroll its first class in the late summer of 2023. To guide its achievement of this milestone, the College of Medicine has created and approved this 2021-2026 4-Year MD Program Strategic Plan, which is aligned with the five Strategic Themes of the University's strategic plan. The five Strategic Goals, one under each theme, are written specifically for the CDU 4-Year MD Program. Under each Goal, several Objectives are listed. Specific activities are listed to achieve each Objective.

This report utilizes the implementation table on page sixteen of the University's 2021-2026 to ensure each strategic goal and objective is linked to a specific action, individual/unit responsible, timeline for action implementations, evaluation to identify measures of success and unit reflection/feedback.

CDU MD Program Strategic Goal 1: The CDU MD Program will be known nationally as a leader in cultivating diverse physician leaders.
Strategic Objective 1: Develop the financial resources, diverse faculty, and facilities to ensure successful completion of the LCME medical school accreditation process and enroll a first class of diverse students.

Specific Actions Required (Yearly Priorities)	Individual/Unit Responsible and Accountable	Timeline (Action Implementation Date)	Evaluation (Strategic Indicators and Measures of Success)	Feedback (Unit Level Reflection on Relevant Strategic Objectives)
Complete, monitor, and report a plan for hiring and retaining faculty who fulfill our diversity categories as outlined and defined in the CDU university diversity policy, college of medicine diversity, equity and inclusion policy and required by the LCME	Financial Resources: Dean *(in consultation with university president and provost)*	Financial Resources: Semi-annual update/report to the Faculty Executive Board (FEB) beginning January 2023	Financial Resources: Percentages of university resources that are consistent with Pro Forma and CDU Board Support Letter in the preliminary DCI submitted to the LCME in July 2022.	
	Diverse Faculty & Senior Administrative Staff: Medical Education Office and COM HR Generalist *(in consultation with DEI Chair and Department Chairs)*	Diverse Faculty: Semi-annual update/report to the Dean's MD Program Leadership Team beginning January 2023	Diverse Faculty: COM HR Generalist will prepare a 2022/23 annual report for diversity, equity and inclusion for recruitment efforts of faculty and senior administrative staff	
	Facilities: University Vice President of Operations	Facilities: Semi-annual update/report to the Dean's MD Program Leadership Team beginning January 2023	Facilities: University vice president of operations will prepare a vendor diversity report detailing the use of diverse vendors who supply the college's needs with an emphasis on those	

			from the South Los Angeles area as outlined in the college of medicine diversity, equity and inclusion policy.	
Receive Preliminary Accreditation, Completed October 2022	College of Medicine Dean	As a result of the preliminary accreditation survey visit, the LCME is requesting a status report to address three citations noted in a LCME letter to the university; the report must be submitted by April 1, 2023	LCME response to status report submission	
Plan, staff, develop, and activate: Recruitment and admissions processes to admit a class of students that fulfills our diversity goals. In process.	Assistant Dean of Admissions and Student Affairs	Nov 2022: • Applications Open Dec 2022: • Screening of Application Dec – Jan 2023: • Invitations to Interview; Preliminary Deadline 1/20 Dec – Apr. 2023: • Interviews Secondary Deadline 2/23 March 2023 • Offers of Admission July 2023 • Matriculation	Assistant Dean of Admissions and Student Affairs will prepare a 2023 annual report for diversity, equity, and inclusion on recruitment efforts of students	
Enroll in AMCAS (completed), review applications, schedule/conduct interviews, implement ranking process, send offers, oversee onboarding processes: October 2022 through June 2023.	Assistant Dean of Admissions and Student Affairs	AMCAS number received and system activated to receive applications.	Annual report for diversity, equity, and inclusion will include number of applications reviewed and accepted students that are consistent with our mission	
Margarita Loeza, MD will lead the application review, candidate interview, and selection processes. Faculty have volunteered time for application review and candidate interviews	Assistant Dean of Admissions and Student Affairs	Nov 2022: • Applications Open Dec 2022: • Screening of Application Dec – Jan 2023: • Invitations to Interview; Preliminary Deadline 1/20 Dec – Apr. 2023:	Annual report for diversity, equity, and inclusion will include data on faculty participation in the application process. CQI Admissions report due August 1, 2023	

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		• Interviews Secondary Deadline 2/23 March 2023 • Offers of Admission July 2023 • Matriculation		
Enroll the first class of 60 students July 10, 2023	Assistant Dean of Admissions and Student Affairs	July 10, 2023	Assistant Dean of Admissions and Student Affairs to update CQI Admissions report due August 1, 2023	
The 2023 Gateway Program (5 weeks) starts July 10, 2023.	Assistant Dean of Admissions and Student Affairs	July 10, 2023	Students will receive information on retention activities as part of the Gateway 5-week program; course evaluation results from students and faculty will be used to measure the success of gateway retention efforts.	
Obtain Provisional Accreditation in 2025 (after second class enrolled)	College of Medicine Dean	Development of provisional accreditation timeline for the Independent Student Analysis (ISA), submission of Data Collection Instrument (DCI) by 2024; prepare for anticipated LCME survey visit which is projected for February 2025	Accreditation status update letter from the LCME	

CDU MD Program Strategic Goal 1: The CDU MD Program will be known nationally as a leader in cultivating diverse physician leaders.

Strategic Objective 2: CDU MD Program will be known nationally for cultivating diverse physician leaders.

Specific Actions Required (Yearly Priorities)	Individual/Unit Responsible and Accountable	Timeline (Action Implementation Date)	Evaluation (Strategic Indicators and Measures of Success)	Feedback (Unit Level Reflection on Relevant Strategic Objectives)
Create and disseminate a state-of-the-art medical school student recruitment website	Office of Medical Student Affairs	Initial website completed; university is set to rollout a new website in 2024	Peer and student feedback on website via online survey	
Faculty and staff will increase COM national profile by participating national academic and professional committees such as the AAMC Committees	Office of the Dean	10 faculty and staff attended the 2022 AAMC National Conference; Dean completed AAMC forms to identify faculty and staff to join AAMC related committees/ working groups; November 2023	Faculty participation in AAMC Affinity Groups, AAMC Webinars and AAMC Conferences; report shared at faculty leadership meeting in November 2023	
Create and publish a quarterly academic journal overseen and edited by COM faculty.	Office of the Dean and Leadership to initiate process	Fall 2023	Publication	

DEI Committee will collaborate across the COM to review and report on the college DEI goals.	Diversity, Equity and Inclusion (DEI) Chair	DEI committee members support all LCME required committees to ensure DEI policies are implemented across all groups beginning January 2023	Statistics from annual DEI report	

CDU MD Program Strategic Goal 1: The CDU MD Program will be known nationally as a leader in cultivating diverse physician leaders.

Strategic Objective 3: Research science faculty will prioritize and integrate DEI by expanding personalized medicine and culturally congruent treatment approaches to meet the treatment needs of diverse patients.

Specific Actions Required (Yearly Priorities)	Individual/Unit Responsible and Accountable	Timeline (Action Implementation Date)	Evaluation (Strategic Indicators and Measures of Success)	Feedback (Unit Level Reflection on Relevant Strategic Objectives)
Provide research opportunities in these areas to medical students	Faculty Leader in medical student research	Beginning July 10, 2023	Number of student and faculty matches for research mentorships and number of research projects. Annual report from Foundation of Research Course Director; report should include names of all faculty mentors.	

University Strategic Theme 2: Promote the CDU mission through the *CDU Advantage* and student engagement.

CDU MD Program Strategic Goal 2: The CDU MD Program will be launched as an institution with defining characteristics based on the CDU Advantage and student-centeredness.

Strategic Objective 1: Integrate the CDU Advantage through medical school curricular experiences and research activities that emphasize diversity, social justice, health equity, community engagement and the elimination of health disparities.

Specific Actions Required (Yearly Priorities)	Individual/Unit Responsible and Accountable	Timeline (Action Implementation Date)	Evaluation (Strategic Indicators and Measures of Success)	Feedback (Unit Level Reflection on Relevant Strategic Objectives)
Complete preclinical course mapping	Office of Medical Education, Educational Policy and Curriculum Committee (EPCC), Course Directors	To be completed by May 31, 2023	Course mapping in Learning Management System (New Innovations) and assessment results by medical students; curriculum mapping searches used by the EPCC to evaluate course content in the curriculum	
Complete detailed syllabus	Office of Medical Education, Educational Policy and Curriculum Committee (EPCC), Course Directors	To be completed by May 31, 2023	Review and approved by EPCC	

Strategic Objective 2: Enhance student engagement through local-to-global and community-imbedded clinical education experiences.

Specific Actions Required (Yearly Priorities)	Individual/Unit Responsible and Accountable	Timeline (Action Implementation Date)	Evaluation (Strategic Indicators and Measures of Success)	Feedback (Unit Level Reflection on Relevant Strategic Objectives)
Identify preceptors and write curriculum for community-based learning experiences	Office of Medical Education, Educational Policy and Curriculum Committee (EPCC), Course Directors	To be completed by May 31, 2023	Review of curriculum and assessment plan to be approved by EPCC	
Write and implement Medicine and Society Curriculum	Office of Medical Education, Educational Policy and Curriculum	To be completed by May 31, 2023	Review of curriculum and assessment plan to be approved by EPCC	

	Committee (EPCC), Course Directors			

Strategic Objective 3: Provide excellent preparation and guidance for USMLE Step Exams, professional certification, licensure, and practice by addressing and supporting the unique learning styles of medical students from diverse backgrounds.

Specific Actions Required (Yearly Priorities)	Individual/Unit Responsible and Accountable	Timeline (Action Implementation Date)	Evaluation (Strategic Indicators and Measures of Success)	Feedback (Unit Level Reflection on Relevant Strategic Objectives)
Prepare student evaluations and student surveys in readiness for first class assessments	Director of Learning Skills, Office of Medical Education, Educational Policy and Curriculum Committee (EPCC), Course Directors	Implementation July 10, 2023	Using AAMC metrics to evaluation student success rate	
Implement support services tailored to student learning and test-taking needs	Director of Learning Skills, Office of Medical Education, Educational Policy and Curriculum Committee (EPCC), Course Directors	Implementation July 10, 2023	Using AAMC metrics to evaluation student success rate and retention rate	
Match each student to a specific mentor for both clinical professional identity development and research.	Office of Student Affairs	Implementation July 10, 2023	List of student mentors and feedback from both student mentors and medical students via online survey	
Review the curricular content and types of student support services for equity and inclusivity.	Office of Student Affairs, Educational Policy and Curriculum Committee (EPCC), DEI Committee	To be completed by May 31, 2023	Student evaluations and content review by EPCC	

University Strategic Theme 3: Secure and deploy resources commensurate with the pace of CDU's transformative growth.
CDU MD Program Strategic Goal 3: CDU College of Medicine will optimize resource generation and judicious allocation of resources to initiate and sustain educational excellence.
Strategic Objective 1: Ensure adequate resources and infrastructure to accomplish the CDU MD Program goals and timeline for growth.

Specific Actions Required (Yearly Priorities)	Individual/Unit Responsible and Accountable	Timeline (Action Implementation Date)	Evaluation (Strategic Indicators and Measures of Success)	Feedback (Unit Level Reflection on Relevant Strategic Objectives)
Develop Centers of Excellence that attract funding from targeted donors or organizations • Examples: Sports Medicine, Informatics, Street Medicine, Mobile Health Van • Example: Center of Excellence in Emerging Technologies: Telehealth, Robotics, AI, Virtual Anatomy, CRISPR,	College of Medicine Dean	To be implemented by March 31, 2023	Number of centers created and amount of funds raised; annual report findings to be implemented	

Stem Cell and Cell-based Therapies				
Work with OSA to support $75M fundraising campaign Example: Local sports and entertainment donor opportunities	College of Medicine Dean	To be implemented by March 31, 2023	Staffing plan, report on funds raised, and report on number of scholarships awarded in the Medical Student 1st (MS1) class.	

Strategic Objective 2: Cultivate, diversify, and strengthen sources of funding to the CDU College of Medicine as a Historically Black (HB) and Hispanic Serving (HS) medical school.

Specific Actions Required (Yearly Priorities)	Individual/Unit Responsible and Accountable	Timeline (Action Implementation Date)	Evaluation (Strategic Indicators and Measures of Success)	Feedback (Unit Level Reflection on Relevant Strategic Objectives)
Faculty and staff increase COM national profile by participation in AAMC Committees.	College of Medicine Dean appointed individuals to various AAMC Affinity Groups	To be implemented by March 31, 2023	Participation in affinity groups and reports by faculty	
Submit a proposal to national organizations for a report based on the COM experience.	College of Medicine Dean	Submit by December 2023	Develop a research report/article on the CDU medical school and publication results	
Create and publish a quarterly academic journal overseen and edited by COM faculty.	Director of Foundations of Research	Launch by January 2024	Publication launch	

CDU MD Program Strategic Goal 4: CDU College of Medicine will optimize internal processes and ensure continuous quality improvement (CQI) of operations.
Strategic Objective 1: Review and improve human resources infrastructure and operations to ensure timely recruitment and retention of diverse, appropriate and effective leadership, faculty, and administrators to strengthen the educational and organizational infrastructure of the CDU College of Medicine.

Specific Actions Required (Yearly Priorities)	Individual/Unit Responsible and Accountable	Timeline (Action Implementation Date)	Evaluation (Strategic Indicators and Measures of Success)	Feedback (Unit Level Reflection on Relevant Strategic Objectives)
Hire HR experts to meet the hiring needs of the new CDU MD Program	College of Medicine Dean	COM • HR Generalist Hired May1, 2022 • Director of Finance and Administration Hired January 23, 2023	Progress of hiring staff listed in the submitted 2022 Preliminary LCME Data Collection Instrument	
Streamline Non-Comp Faculty Onboarding and Appointment Process	University Provost and College of Medicine Dean	September 2023	Number of new faculty hired under new plan	
Develop a dedicated Human Resources Business Partner for the COM that incorporates DEI best practices	COM HR Generalist and DEI Chair	Ongoing	Reports on hiring metrics including specified diversity categories	

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| Review procurement practices to ensure vendor diversity | University VP of Operations, University Procurement Manager and COM Operations | Ongoing | Report on diversity of procurement as indicated in the COM DEI Policy; include report on the new Health Professions Building diversity issues by University VP of Operations | |

Strategic Objective 2: Expand and improve data-informed decision-making processes and practices to support the launch and continued growth of the new medical school.

Specific Actions Required (Yearly Priorities)	Individual/Unit Responsible and Accountable	Timeline (Action Implementation Date)	Evaluation (Strategic Indicators and Measures of Success)	Feedback (Unit Level Reflection on Relevant Strategic Objectives)
Develop and Implement CQI Dashboard that incorporates DEI metrics	Director of CQI and Accreditation and FAL	Ongoing	Comparison of dashboard to data collection instrument	
Establish a CQI Advisory Committee	Director of CQI and Accreditation and FAL	March 31, 2023	Meetings, Meeting Minutes and Committee recommendations	
Develop a CQI Policy	Director of CQI and Accreditation and FAL	Policy created with final approval on November 2, 2022	Recommendations from committee	

CDU MD Program Strategic Goal 5: CDU MD Program will be known as a welcoming, safe, inclusive, and affirming institution that embraces and celebrates diversity of all people.

Strategic Objective 1: Cultivate healthy and positive communication strategies and leadership development, with an emphasis on DEI best practices, to foster collaboration among CDU MD Program stakeholders.

Specific Actions Required (Yearly Priorities)	Individual/Unit Responsible and Accountable	Timeline (Action Implementation Date)	Evaluation (Strategic Indicators and Measures of Success)	Feedback (Unit Level Reflection on Relevant Strategic Objectives)
Create a Diversity, Equity, and Inclusion (DEI) Committee for the College of Medicine that will conduct a review of the college of medicine DEI policies and practices.	Associate Dean for Diversity, Equity and Inclusion	Ongoing	Diversity metrics	
Hire/appoint an Associate Dean for Diversity, Equity, and Inclusion (DEI)	College of Medicine Dean	April 2022	Annual DEI Committee report	
Annually monitor COM progress on DEI goals.	Diversity, Equity, and Inclusion (DEI) Committee	Annually	Annual DEI Committee report	
Develop a training schedule for faculty and students	DEI working with the Office of Faculty Affairs and the Office of Medical Education	Ongoing	Training schedules and number of people trained; bias training has been developed for Admissions Committee	

Strategic Objective 2: Adopt practices to make CDU MD Program a model of a welcoming, inclusive campus as well as an employer of choice; and sponsor campus events and celebrations to foster community spirit and campus pride.

Specific Actions Required (Yearly Priorities)	Individual/Unit Responsible and Accountable	Timeline (Action Implementation Date)	Evaluation (Strategic Indicators and Measures of Success)	Feedback (Unit Level Reflection on Relevant Strategic Objectives)
Plan welcome activities and include all CDU Colleges on campus to create a welcoming environment	University Dean of Student Affairs, Gateway Course Director	April 3, 2023	Feedback from students	
Cultivate and expand pathway programs in our community to develop the next generation of students to diversify the healthcare workforce.	Pipeline Program Director, Associate Provost of Student Affairs; COM Associate/Assistant Dean of Student Affairs	July 10, 2023	Total number of students admitted/enrolled into the MD program from our pipeline programs (Post-baccalaureate Program); Number of COM faculty and students participating in pipeline teaching and advising, including MLK High School, Saturday Science and other community programs; all requested data to be included in the annual DEI report	
Community Partnership/Integration: Sponsor or collaborate with healthcare entities, local community members/groups, local businesses, and other educational institutions to foster intentional relationships that support CDU programs.	College of Medicine Dean, and University Board of Directors	January 2024	Number of partnerships and programs	
Recruitment: Promote opportunities for recruitment in both employment and education for diverse populations in the surrounding community (e.g., recruitment fairs, admissions office activities).	Assistant Dean of Student Admissions, Director of Financial Aid, College of Medicine Dean	July 10, 2023	Annual Report for amount of scholarships and financial aid packages

Annual faculty and senior administrative staff report on number of hires in diversity categories listed in the DCI | |
| Retention: Promote opportunities for retention and advancement in both employment and education for diverse populations in the surrounding community (e.g., wellness programs, learning community activities, symposia, admissions office activities). | College of Medicine Dean, Associate Dean of Student Affairs and Admissions, University Provost, Office of Faculty Affairs | Ongoing | Annual faculty affairs report, Annual Student and Staff wellness activities report, Annual Learning Community report | |

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