One Geisel: Leading Forward!

225th Founding Day & Strategic Plan Launch

November 4, 2022 | HANOVER, NH
<table>
<thead>
<tr>
<th>Time</th>
<th>Topic</th>
<th>Presenter(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>3:00-3:10pm</td>
<td>Welcome and Opening Remarks</td>
<td>Duane Compton, PhD</td>
</tr>
<tr>
<td>3:10-3:15pm</td>
<td>Geisel’s Achievements in 2022</td>
<td>Duane Compton, PhD</td>
</tr>
<tr>
<td>3:15-3:20pm</td>
<td>Vision and Values</td>
<td>Duane Compton, PhD</td>
</tr>
<tr>
<td>3:20-3:30pm</td>
<td>Implementation Structure</td>
<td>Nick Ryan</td>
</tr>
<tr>
<td>3:30-3:50pm</td>
<td>Goals and Initiatives</td>
<td>Goal Champions</td>
</tr>
<tr>
<td>3:50-4:00pm</td>
<td>Implementation Timeline</td>
<td>Kimberly Valcin</td>
</tr>
<tr>
<td>4:00-5:00pm</td>
<td>Community Social Event</td>
<td></td>
</tr>
</tbody>
</table>
One Geisel: Leading Forward!

Watch Video at
https://youtu.be/9Tf5sSJrHRk
Opening Remarks

Duane Compton, PhD
Dean

Dartmouth
GEISEL SCHOOL OF MEDICINE
2022 Achievements

This year we have focused on providing better resources and support for our programs.

### Resources

- Expanded funding, staffing, and resources for our medical education program, the DICE office, Geisel Faculty Affairs, Geisel HR, and our advancement office.
- Expanded mental health resources (e.g., expansion of Geisel Counseling, Headspace, Uwill, JED Foundation) for faculty, staff, and students.
- Supported our Geisel community by opening two new study and wellness lounges (McGill and Zimmerman) available to all our learners.

### Personnel

- Appointed and empowered Associate Dean for Diversity and Inclusion.
- Added and filled multiple student-facing leadership positions including:
  - Associate Dean for Assessment, Quality and Accreditation
  - Associate Dean for Student Success
  - Assistant Dean for Medical Student Research
  - Assistant Dean for Career Advising
  - Director of Geisel Learning Environment
- Launched a search for a new Associate Dean for Foundational Research.
Geisel Vision and Values

Vision
A values-driven leader in education, research, and professional practice.

Values

Community
Cultivate community through compassion, teamwork, and support.

Excellence
Pursue excellence in teaching, scholarship, and practice in the service of our community.

Inclusion
Celebrate diversity through inclusion, respect, and a commitment to equity.

Innovation
Ignite innovation through collaboration, creativity, and curiosity.

Integrity
Demonstrate integrity and build trust through transparency, accountability, and communication.
Implementation Oversight Framework

Board of Advisors

Duane Compton, PhD, Dean
Accountable Executive

Nick Ryan
Chief of Staff
Chair, Implementation Work Group

Kimberly Valcin
Project Manager

Implementation Work Group

Support Staff
Goal Champions and Initiative Work Groups will draw on community expertise to execute specific tactics throughout the duration of the strategic plan implementation.
Role of the Champion

Implementation Work Group Members

Goal Champions
- **Duane Compton**, Dean
- **Amber Barnato**, Director, The Dartmouth Institute
- **Erika Brown**, Dean of Faculty Affairs
- **Sonia Chimienti**, Senior Associate Dean for Medical Education
- **Lisa McBride**, Senior Associate Dean for Diversity, Equity, and Inclusion
- **Steve Bernstein**, Associate Dean for Clinical Research

- **Wes Benbow**, Executive Dean of Administration and Finance
- **Derik Hertel**, Director of Communications and Marketing
- **Andy Rose**, Senior Director of Administration and Finance
- **Rich Rothstein**, Senior Associate Dean for Clinical Affairs
- **Nick Ryan**, Chief of Staff
- **Craig Westling**, Executive Director of Education, TDI

Role of the Champion

- Receives regular updates from responsible parties and listen to key discussions related to the assigned strategy area/goal.
- The purpose of the champion is multifold:
  - Serves as a sounding board and consistent point of contact for the responsible party of the assigned strategy/goal.
  - Provides context and communicate progress to fellow champions through formal and informal channels.
  - Identifies connections, synergies, or conflicts with other Geisel initiatives that are under way.
  - Helps identify/address barriers or challenges to progress on the goal.
Other Team Member Roles

Goal Champions will identify a Responsible Party to lead each initiative. The Champion and Responsible Party will then work together to develop the work plan for the assigned initiative.

Role of Other Team Members

- The Responsible Party will lead the assigned initiative with support from other identified team members.
- Other team members may include those who served on the steering committee or a work group to provide continuity from planning into implementation.
- As the work plan is developed, team members may be assigned to specific tactics within the assigned initiative.
- Those assigned to tactics should be a subject matter expert in the specific content area.
- Team members share responsibility with the Champion for the progress and achievement of the assigned initiative.
- Teams meet regularly with the Champion to provide updates on initiative progress.
**Delineation between Goals, Initiatives, and Tactics**

<table>
<thead>
<tr>
<th>Strategic Goals</th>
<th>Strategic Initiatives</th>
<th>Operational Tactics</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Champion &amp; Co-Champion</strong></td>
<td><strong>Time Frame:</strong> Long-term (five or more years)</td>
<td><strong>Time Frame:</strong> Short-term (quarterly, yearly)</td>
</tr>
<tr>
<td><strong>Strategic Goals</strong></td>
<td><strong>Strategic Initiatives</strong></td>
<td><strong>Community Stakeholders</strong></td>
</tr>
<tr>
<td>Strategic goals define what Geisel expects to accomplish to achieve its vision over a specific period of time.</td>
<td>Strategic initiatives are the projects, programs, and endeavors Geisel will undertake to achieve its identified vision and goals.</td>
<td>Tactics are specific activities to support day-to-day management of the initiative and provide a workable execution plan.</td>
</tr>
<tr>
<td>“Promote Geisel’s values to enhance our sense of community.”</td>
<td>“Invest in premier career development and advising opportunities.”</td>
<td>“Conduct research needs assessment for core facilities.”</td>
</tr>
<tr>
<td>“Catalyze strategic growth with a new state-of-the-art facility.”</td>
<td>“Launch a comprehensive, diversity-focused recruitment and retention framework.”</td>
<td>“Ingrain principles of equity and inclusion in curricula.”</td>
</tr>
</tbody>
</table>
Strategic Goals

- Increase and celebrate diversity across Geisel, dismantling structural barriers to diversity, equity, inclusion, and belonging.
- Strengthen integration within Geisel, across Dartmouth, and with strategic partners.
- Drive growth in research, and foster an environment of scientific inquiry, innovation, and scholarship.
- Advance health equity and wellbeing through policy, research, education, and community engagement.
- Catalyze strategic growth with a new state-of-the-art facility.
- Diversify and enhance programs and initiatives that support interprofessional collaboration and professional development across our degree programs.

Promote Geisel’s values to enhance our sense of community.

Dartmouth
GEISEL SCHOOL OF MEDICINE

GEISELMED.DARTMOUTH.EDU
Goals and Initiatives

Duane Compton, PhD  Dean

Amber Barnato, MD, MPH  Director,  
The Dartmouth Institute

Erika Brown, PhD  Dean of Faculty  
Affairs

Sonia Chimienti, MD  Senior Associate  
Dean for Medical Education

Lisa McBride, PhD  Senior Associate  
Dean for Diversity, Equity, and  
Inclusion

Steve Bernstein, MD  Associate Dean  
for Clinical Research
Intentionally cultivate a values-driven Geisel culture that permeates daily activities and communications.
Increase and celebrate diversity across Geisel, dismantling structural barriers to Diversity, Equity, Inclusion and Belonging (DEIB).

Goal Champion: Lisa McBride
Co-Champion: TBD

1. **Strategic Initiative**
   
   Responsible Party: TBD
   
   **Study and interrogate Geisel’s systems, structures, culture, and practices to deconstruct barriers to DEIB.**

2. **Strategic Initiative**
   
   Responsible Party: TBD
   
   **Launch a comprehensive, diversity-focused recruitment and retention framework for all roles and career stages.**
Increase and celebrate diversity across Geisel, dismantling structural barriers to Diversity, Equity, Inclusion and Belonging (DEIB).

**Action Plan for Inclusive Excellence**

- Promote Advancement and Community/Government Relations Efforts
- Provide Professional Development and Leadership Development
- Recruit, Hire and Retain a Diverse Workforce
- Work Continuously Toward Realizing a Campus Culture of Inclusive Excellence
- Improve Data-Based Decision Making and Planning
- Facilitate Student Access and Success
Strengthen integration within Geisel, across Dartmouth, and with strategic partners.

Goal Champion: Erika Brown
Co-Champion: TBD

1. Strategic Initiative

Focus on how we can communicate and celebrate our community more effectively... By celebrating our community and recognizing achievements and contributions, we seek to increase the engagement of our community in our research and education programs.

2. Strategic Initiative

Identify barriers to collaboration across the broader Geisel and Dartmouth communities and invest in programs and infrastructure to support improved opportunities for collaboration across our research and education communities.
Drive growth in research, and foster an environment of scientific inquiry, innovation, and scholarship.

Goal Champion: Steve Bernstein
Co-Champion: Senior Associate Dean for Foundational Research

1. Strategic Initiative
   Responsible Party: TBD
   Articulate and adopt a disciplined approach to evaluating and prioritizing investment into research areas.

2. Strategic Initiative
   Responsible Party: TBD
   Enable the work of the Geisel and Dartmouth Health communities by creating a unified research administration structure to serve all faculty and programs.

3. Strategic Initiative
   Responsible Party: TBD
   Be recognized nationally as a destination where early-career scientists acquire the skills, mentorship, and career guidance needed to accelerate their professional development.

4. Strategic Initiative
   Responsible Party: TBD
   Boldly pursue new funding streams, make traditional and team science easier, and promote curiosity-driven research.

Dartmouth Geisel School of Medicine
Advance health equity and wellbeing through policy, education, and community engagement.

Goal Champion: Amber Barnato  
Co-Champion: TBD

1. Strategic Initiative  
   Responsible Party: TBD  
   Develop and implement programs and systems that will enhance the health and well-being of our students, faculty, and staff.

2. Strategic Initiative  
   Responsible Party: TBD  
   Launch curricular enhancements to ensure that our learners will be positive change agents in their future professional roles to promote health, health equity and wellness in the communities that they serve.

3. Strategic Initiative  
   Responsible Party: TBD  
   Continue to support and increase investment in Geisel faculty research in the domains of health equity and the social and political drivers of health.
Diversify and enhance programs and initiatives that support interprofessional collaboration and professional development.

Goal Champions:
Sonia Chimienti & Craig Westling

Strategic Initiative #1
Co-Leads TBD
Develop a leadership and administrative infrastructure that supports interdisciplinary learning and fosters interprofessional collaboration across educational programs.

Strategic Initiative #2
Co-Leads TBD
Create opportunities for intentional collaboration across existing educational programs and create new interprofessional programming opportunities and health sciences degrees through internal and external partnerships.

Strategic Initiative #3
Co-Leads TBD
Invest in and develop innovative and collaborative career development and advising opportunities for learners across our degree programs, to position our graduates to achieve their highest potential in pursuit of their professional goals.

Strategic Initiative #4
Co-Leads TBD
In our health professions programs, enhance and expand programs and curricula that will address healthcare shortages and contribute to health equity for diverse patient populations.

Strategic Initiative #5
Co-Leads TBD
Improve the affordability of our educational programs, to recruit talented learners who will positively impact diversity, inclusion and belonging in the health professions workforce, for the benefit of our patients and communities.
Diversify and enhance programs and initiatives in support of our interprofessional educational community.

#1
Develop a leadership and administrative infrastructure that supports interdisciplinary learning and fosters interprofessional collaboration.

#2
Create collaboration across existing educational programs and create new interprofessional programming opportunities and health sciences degrees through internal and external partnerships.

#3
Develop innovative and collaborative career development and advising opportunities.

#4
In our health professions programs, enhance and expand programs and curricula that will address healthcare shortages and contribute to health equity for diverse patient populations.

#5
Improve the affordability of our educational programs, to recruit talented learners who will positively impact diversity, inclusion and belonging in the health professions workforce.
Catalyze strategic growth with a new state-of-the-art facility.

Goal Champion: Duane Compton  
Co-Champion: Wes Benbow

1 Strategic Initiative  
Responsible Party: TBD

Design and **build a new multipurpose building** on our campus that will **optimize support** for and growth of educational programs, **expand capacity** for our core research missions, and **enable increased collaboration** through shared spaces and modern laboratories.
Implementation Timeline

Kimberly Valcin, MPH
Project Manager
Implementation Timeline

<table>
<thead>
<tr>
<th>Phase One</th>
<th>Phase Two</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation Planning</td>
<td>Initial Implementation</td>
</tr>
</tbody>
</table>

- Champions identify strategic initiative responsible parties
- Implementation Work Group (IWG) is established
- Initiative teams develop year 1 project plans; budget finalized and approved by IWG
- Communication plans (i.e., meeting cadences and progress reporting processes) are established
- Key Performance Indicators (KPI) are established at the goal, initiative, and tactic level
- IWG approves sequencing of overall plan

- Project plans are socialized
- Project work and project status reporting begins
- KPI tracking begins
- New processes are in “pilot” phase

Today

- Project plans are socialized
- Project work and project status reporting begins
- KPI tracking begins
- New processes are in “pilot” phase

Community Day

- Champions identify strategic initiative responsible parties
- Implementation Work Group (IWG) is established
- Initiative teams develop year 1 project plans; budget finalized and approved by IWG
- Communication plans (i.e., meeting cadences and progress reporting processes) are established
- Key Performance Indicators (KPI) are established at the goal, initiative, and tactic level
- IWG approves sequencing of overall plan

State of the School

- Champions identify strategic initiative responsible parties
- Implementation Work Group (IWG) is established
- Initiative teams develop year 1 project plans; budget finalized and approved by IWG
- Communication plans (i.e., meeting cadences and progress reporting processes) are established
- Key Performance Indicators (KPI) are established at the goal, initiative, and tactic level
- IWG approves sequencing of overall plan
Call for Co-Champion Nominations

Who should be nominated as a Goal Co-Champion?

- Promote Geisel’s values to enhance our sense of community.
- Increase and celebrate diversity across Geisel, dismantling structural barriers to Diversity, Equity, Inclusion and Belonging.
- Strengthen integration within Geisel, across Dartmouth, and with strategic partners.
- Advance health equity and wellbeing through policy, research, education, and community engagement.

Submit nominations by **November 11th** via the link that will be emailed out following today’s meeting.
Community Social Event!

Thank You for your participation and contribution to ensuring our future is a bright one.