

# Strategic Plan Accomplishments

2015-2018



Transforming  
Health Care Education  
and Expanding Research  
to Improve Lives



School of Medicine  
& Health Sciences

THE GEORGE WASHINGTON UNIVERSITY

## EDUCATION & ACADEMIC PROGRAMMING

Education is one of the five pillars of the School of Medicine and Health Sciences (SMHS) 2015–18 strategic plan. In the past several years, SMHS has built innovative medical and health sciences education and training. This effort is reflected in our programs' accreditation status and rankings, as well as in our innovative curricula and programming.

### PROGRAM ACCREDITATION



SMHS continues to receive full accreditation across our many education and training programs.

- Undergraduate Medical Education (UME): Our fully accredited MD program is in full compliance with all standards. Our program is one of just a few in the U.S. with no citations or required progress reports to the LCME. The next review of our MD program will occur in the 2023–24 academic year.
- Graduate Medical Education (GME): All SMHS GME programs are fully accredited, and we have received institutional accreditation “with commendation” from the ACGME.
- Health Sciences Programs: SMHS currently has specialty accreditation for many of our health sciences clinical programs, including the physician assistant (PA) program, the physical therapy (PT) program, and multiple programs within medical laboratory sciences, as well as several post-baccalaureate certificate programs.
  - The Physical Therapy program is fully accredited through 2026.
  - The Physician Assistant program is fully accredited through September 2020.
  - The Clinical Lab Sciences program is fully accredited through 2026.

SMHS is now actively seeking accreditation for several other programs that represent emerging programs or established programs seeking voluntary accreditation in the following fields: Clinical Research Administration, Health Care Quality, Molecular Diagnostic Sciences, Occupational Therapy.

## RANKINGS & INDICATORS

SMHS is advancing in the *US News & World Report* medical school rankings. This year, SMHS improved among the “Primary Care” medical schools from #79 to #67, and moved up two spots among the “Research” medical schools to #60. For the first time ever, our pediatrics program is now ranked in the top 25 programs, and our PA program continues to be ranked one of the top five programs in the nation.



Primary Care



Research

	2016	2017	2018	2019	2020
Primary Care	97	87	88	79	67
Research	67	63	59	62	60

**Match Rates:** This year, SMHS had a 100% match rate for its GME programs. The medical school match rate was 94%, on par with the national average.

## INNOVATIVE CURRICULA & PROGRAMMING

**Medical Education:** Over the past several years, SMHS has continued to enhance the quality of our MD curriculum, adapting our methods to our students’ needs in a changing medical care environment. SMHS recently revised and implemented a more integrated UME curriculum, which emphasizes clinical reasoning and professional development, and starts the clinical phase of the curriculum earlier. We have also added several new elective tracks to the curriculum, including in Clinical Innovation and Entrepreneurship, and Community and Urban Health.

**Clinical Public Health:** SMHS has integrated clinical public health and population health into the UME curriculum to fully prepare medical students to become clinician citizens with an expanded scope of practice that includes health policy and systems expertise, community health leadership, content on health disparities and social justice, and advocacy skills. This year, we initiated a required 2-year clinical public health course for all medical students. We also launched a revised MD/MPH program in collaboration with the Milken Institute School of Public Health.

**Graduate Medical Education:** SMHS residency programs have transitioned to competency-based evaluations and have received positive evaluations through the ACGME Clinical Learning Environment Review (CLER) process.





**Health Sciences:** Within the health sciences, we have developed a task force for innovative and inter-professional education to continuously sustain innovation in the curriculum. We also implemented a revised physician assistant program curriculum and created new programs and increased enrollment within the health sciences, especially at the Virginia Science and Technology Campus (VSTC).

SMHS offers more than 40 different health sciences academic programs across nearly 20 health care disciplines, and we continue to expand. We have reorganized departments and created two new departments: the Department of Health, Human Function, and Rehabilitation Sciences, which includes our new doctoral program in occupational therapy in addition to our highly regarded doctoral program in physical therapy; as well as the Department of Biomedical Laboratory Sciences, which houses expanded offerings in medical lab sciences with increasing military enrollment. Other new programs include a PhD in Translational Health Sciences and master's degrees in integrative medicine, correctional health administration, and bioinformatics. Distance education programs and enrollment have also increased. We currently have several programs under design/review for 2020: Clinical Editing and Medical Writing; Research Administration; Doctor of Health Sciences; entry-level Occupational Therapy doctorate; Joint-Degree Clinical Research Practice (PA, MD).

**International Medicine Programs (IMP):** This year, SMHS IMP celebrated its 25th anniversary with continued growth of innovative programming and global partnerships. IMP has developed new international research collaborations and expanded its number of global partnerships to over 150. The Leonard Akman Scholarship typically funds 15-20 MD students annually to pursue global fourth-year electives as part of the Global Health tract in the MD program.

## BUILDING EXCEPTIONAL, DIVERSE PROGRAMS

The SMHS MD program continues to be highly selective, receiving about 12,000 applications annually for a class of 180 students. Many of our other programs have seen significant increases in the number of applicants as well, including our Health Sciences undergraduate program, where the number of applications increased 180% from 2015-16 to 2018-19.

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At the same time, the diversity of our MD student body has dramatically increased over the past several years. MD students who identify as African American, Hispanic, and people from socioeconomically disadvantaged backgrounds grew from 24 percent in 2016 to 38 percent in the 2018-19 calendar year, the most diverse class in SMHS history. Between FY13 and FY18, underrepresented group enrollment in the MD program increased by 233%. SMHS also increased the total number of offers to UME students from 30 in 2013 to 70 in 2018. According to the Association of American Medical Colleges (AAMC), SMHS ranks among the top 10% of all U.S. medical schools in the number of black/African American MD students it graduates. This year, SMHS also accepted the highest-ever percentage of women into the incoming MD class (63%).

Diversity Indicators: First Year MD Students	2016	2017	2018
SOCIOECONOMICALLY DISADVANTAGED	9	26	32
BLACK/AFRICAN AMERICAN	18	17	19
HISPANIC	17	13	17
NON-SCIENCE MAJORS	51	45	37
UNDER-REPRESENTED IN MEDICINE	46	60	70

Source: Kevin Nies \*AAMC definition for Underrepresented in Medicine includes Hispanic, African-American, Native American, Hawaiian/Pacific Islander, and \*\*socioeconomically disadvantaged. \*\*socioeconomically disadvantaged is no longer self-identified for 2017 and beyond it is determined by AMCAS's algorithm of parental educational achievement and job title.

As part of the 2015-18 SMHS strategic plan, the school's mission and vision statements were updated to incorporate diversity and inclusion as a path to excellence. The VPHA/Dean initiated an internal task force to look at best practices in diversity and inclusion at other schools, and SMHS established an Office of Diversity and Inclusion led by a senior associate dean. This year, the Office of Diversity and Inclusion completed a five-year progress report based on the original nine recommendations from the initial task force. As excellence and diversity are linked in our strategic plan, we are pleased to report that the academic indicators (e.g., average MCAT scores) of MD program matriculants has risen as diversity has increased.

SMHS also has invested in several pipeline programs to enhance diversity and inclusion among its students, residents, faculty, and staff. This year, we established a health sciences pipeline program at T.C. Williams High School in Alexandria, Virginia,, which became the first private institution to ever receive designation as a Virginia Governor's Academy. SMHS also initiated a faculty diversity pipeline program to recruit diverse applicants to our residency training programs via a visiting student elective.

Affordability and value have been a key priority over the past several years. As such, the school has invested significant resources to reduce student indebtedness while raising money for scholarships. We have slowed the growth of our tuition relative to other schools and more than doubled total student scholarships and grants. The SMHS MD program is now among the top 20 U.S. medical schools in terms of financial assistance, and from 2011 to the present, SMHS fell nearly 40 spots on the list of U.S. medical schools for average indebtedness among graduating medical students.

## RESEARCH GROWTH

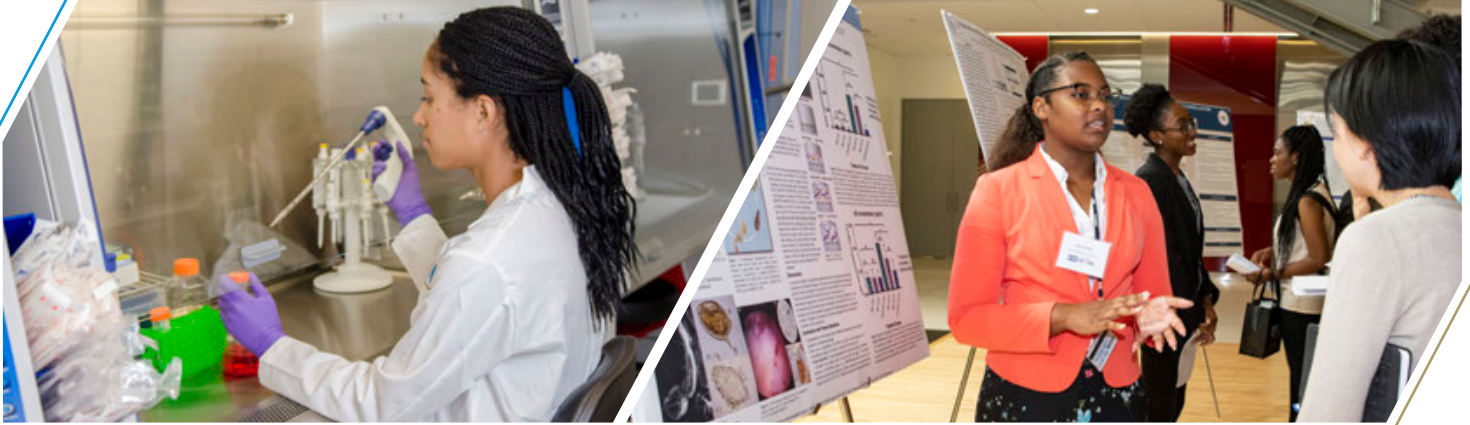
Research growth was a key theme of the 2015-18 SMHS strategic plan. Between FY2014 and FY2018, total research expenditures increased 48%. This year, we project total expenditures will increase by at least another 5%.



This growth reflects strategic investments in research excellence. We have hired more than 40 new research faculty in areas such as cancer, neuroscience, and infectious disease, as well as at the GW Medical Faculty Associates (GW MFA). We have increased investments in pilot funding and seed grants in support of junior faculty wishing to pursue research careers. Last year alone, the total number of principal investigators increased from 123 to 132. We also continue to support the growth of the

<b>Research Awards (Millions)</b> <i>Fiscal Year</i>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
DIRECT EXPENDITURES	22.6	19.2	20.1	27.7	30.7
INDIRECT EXPENDITURES	5.0	6.2	7.7	9.8	10.1
TOTAL EXPENDITURES	27.6	25.4	27.8	37.5	40.8
VALUE OF NEW AWARDS	22.5	23.8	28.3	67.3	47.1

Source: Office of the Vice President for Research (OVPR) and SMHS Fiscal Affairs.



GW Cancer Center as it works toward submitting the first NCI designation grant between 2021 and 2025. SMHS has also focused on developing our current research community by creating a new position, associate dean for research workforce development, and creating METEOR, a mentoring program for research faculty.

SMHS is also investing in research infrastructure. We are assessing and upgrading our lab infrastructure in Ross Hall, building a faculty research database to promote collaboration, and implementing the strategic research committee. In the past few years, we have also significantly increased our available research space by securing space on the 8th floor of the Science and Engineering Hall.

## CLINICAL EXCELLENCE

Another priority of the SMHS 2015-18 strategic plan was to achieve national recognition for clinical excellence. Our clinical strength has been increasingly well-recognized over the past few years. SMHS and our clinical partners have received various high-level awards and recognition for lung cancer screening, breast cancer care, treatment of complex and rare cancers, trauma care, spine surgery and total joint replacement, epilepsy care, and for our kidney transplant program and comprehensive stroke center. Our reputation brings us new opportunities. For instance, this year SMHS and GW Hospital were selected through a competitive process by the D.C. Government to serve as the clinical partner to establish a new hospital in Ward 7.

## LEADERSHIP, PROFESSIONAL DEVELOPMENT, & RECRUITMENT

SMHS is now working with our clinical partners to modernize and streamline prior arrangements and expand the clinical enterprise. This year, we realigned the governance structure of the MFA to be closer to the university in an effort to stabilize finances and improve clinical operations.



The SMHS 2015-18 strategic plan charged the school to build a culture of excellence through leadership and development. Since then, the SMHS Office of Faculty Affairs and Professional Development has created several leadership and mentoring initiatives to address this goal. The school has also recruited several leadership positions, including: associate dean for student affairs and administration, chair of the Department Clinical Research and Leadership, associate dean for research in health sciences, director of the GW Cancer Center, and assistant dean for pre-clinical education. A new decanal position was created at Children's National Health System (Children's National), associate dean for child health research, to reflect our enhanced collaboration in research with Children's National. In addition, SMHS and Children's National jointly recruited a chair for the new SMHS Department of Genomics and Precision Medicine at Children's National.



SMHS recently created a new Center for Faculty Excellence to help faculty deliver high quality, innovative teaching experiences; develop areas of inquiry and advance education practice; and promote career development of faculty and students as education leaders. Among other initiatives, the center has created a Master Teacher Development Program, as well as a new "fundamentals of leadership" development program for mid-career faculty.

Under the leadership of the SMHS senior associate dean for diversity and inclusion and the SMHS Office of Diversity and Inclusion, anti-bias workshops were held for each SMHS department. A diversity officer also was appointed to staff each faculty and staff search committee.

This year, SMHS also created a Task Force on Women Faculty to help address the unique challenges facing female faculty; developed a faculty and staff wellness program under a new faculty Chief Wellness Officer; and built a new UME Wellness Initiative to promote student resilience and wellness.

SMHS recently created a new Center for Faculty Excellence to help faculty deliver high quality, innovative teaching experiences





## COMMUNITY ENGAGEMENT

The final pillar of the SMHS 2015–18 strategic plan is community. SMHS strives to become nationally recognized for our commitment to health equity in our local and national communities. This year, we have also developed several exciting new initiatives.

**Education and Training:** Through our new clinical public health (CPH) curriculum, SMHS is leveraging our education and training programs to enhance community health. The CPH curriculum engages our students with local and national health equity issues through public health summits and longitudinal projects. Topics are specifically chosen to enrich students' awareness of the social determinant of health as well as important public health/community health issues such as HIV/AIDS, childhood asthma, the opioid epidemic, and obesity. As previously noted, SMHS has also developed a number of pipeline programs for students with identities underrepresented in medical fields. This year, SMHS expanded our programming to include the Virginia Health Sciences Academy and the GW Summer Program Advancing Research in Cancer, which engages diverse undergraduates in a mentored summer research experience.

**Community Programming:** SMHS also engages directly with our community through curricular and extracurricular activities, community health programs, and initiatives to reduce health disparities and enhance health outcomes in the Washington, D.C., area. Key programs include the medical student-run GW Healing Clinic, our Upward Bound program, and Rodham Institute programs.

This year, SMHS expanded our community engagement even further. The GW Cancer Center unveiled a brand new Mammovan funded by a generous grant from the Eagle Bank Foundation that will screen thousands of local women for breast cancer. SMHS also built a highly successful campaign through our ongoing partnership with the Ron and Joy Paul Kidney Center to educate D.C. residents about chronic renal failure, kidney transplantation, and live donor donation.

Finally, as previously noted, the Washington, D.C., city government approached GW Hospital and SMHS this year to build and operate a new hospital in Southeast D.C. Should this happen, we plan to leverage our existing clinical and educational programs and infrastructure to serve the community and help address local health equity issues.

# School of Medicine & Health Sciences

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