

**Universidad Ana G. Méndez
Naturopathic Medicine Doctoral Program
Strategic Plan 2018-2023**

Vision

| UAGM VISION 2025 | NMD PROGRAM VISION |
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| The vision of the Universidad Ana G. Méndez is to be the leading educational institution in teaching and research, which promotes innovation, entrepreneurship, internationalization and sensitivity to cultural diversity and the environment. | To become an internationally recognized naturopathic medicine program to impact, as a social tool, the community healthcare model of Puerto Rico |

Mission

| UAGM MISSION 2025 | NMD PROGRAM MISSION |
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| The Universidad Ana G. Méndez is an institution of higher education with broad academic offerings under the highest standards of quality. Committed to excellence in teaching, research, innovation, internationalization and development socio-humanist diverse academic population, the Universidad Ana G. Méndez will shape global citizens, critical thinking that contribute to the development and well-being of Puerto Rico and other countries. | Develop naturopathic physicians who will provide excellent patient care through the application of naturopathic medicine principles and philosophy within an evidence-based and evidence-informed, integrative, and humanistic healthcare model. |

Envisioned future in 2023

The UAGM NMDP will be working under the SHS with more robust administrative-academic structure. The Program will be a main school-of-choice among prospective students in the field of Naturopathic Medicine. The appeal of being in the Caribbean in a bilingual speaking environment will broaden the array of prospective students from the Americas. The Program will be widely recognized internationally for its excellence in the preparation of Naturopathic Medicine Doctors. The faculty and students of the program will have developed research studies that will benefit the community. Professional alliances with institutions will be established in Puerto Rico and internationally.

The program will cross barriers to prepare students for multicultural, international, and global service careers. The Program will establish collaborations with other Naturopathic Medicine Schools to develop a model of education for naturopathic medicine professionals.

The program will contribute to the building of a new interdisciplinary health care model for Puerto Rico, inserting itself as a new focus area of preventive medicine for all the community.

Core Values

| UAGM CORE VALUES | NMDP CORE VALUES |
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| <p>Universidad Ana G. Méndez is committed to:</p> <ul style="list-style-type: none">• Freedom of thought and expression• Recognize and respect diversity• Respect the dignity of the individual• Excellence in teaching and the generation, dissemination and application of knowledge• Promote ethical, social, and cultural values• Excellence in planning, operations and services• Respect nature and the environment• Promote human and esthetic sensibility | <p>We envisioned a set of values that will characterize our administration, faculty members, staff, clinical supervisors, ex-alumni, and current students. These core values are:</p> <ul style="list-style-type: none">• Leadership• Patience• Sensitivity• Commitment• Respect• Integrity• Excellence• Cultural humility |

Focus Areas

Our NMDP strategic plan has seven focus areas:

1. Students (Admissions, Current Students, Ex-Alumni)
2. Faculty (Development, Recruitment, Continued Education)
3. Research (Clinical Research, external funding)
4. Clinical Component (Experience Design)
5. Community Impact (Community Service)
6. Program Administration (Governance, Accreditation)
7. Curriculum(Courses, Syllabi, Literature Resources)

For each of these areas, specific measurable indicators of success are in place. Strategies to accomplish each expected outcome are clearly stated in the Plan. Each area has one or more expected outcomes. Each Focus area is revised at the end of each academic year. Strengths, limitations, opportunities, and new outcomes will be identified and developed accordingly if needed. The entire Strategic Plan will be revised every five years. Program focus areas will be modified or changed as needed to respond to the Program's needs and stage of development.

NMDP STRATEGIC PLAN 2018-2023

FOCUS AREA 1 STUDENTS (ADMISSIONS, CURRENT STUDENTS, ALUMNI)

***Issue:** A consistent admission process is the basis for selecting highly qualified candidates for the program. A climate of trust and professionalism is essential during student academic life. Program graduates are the product of the Program's academic and clinical delivery. Their excellence is key for the public trust in our Program's capacities.*

| OUTCOME | INDICATOR(S) OF SUCCESS | TIME FRAME |
|--------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| The Program will have advanced standing up to 60 credits for doctoral degrees. | The Program will foster reciprocation of degrees (Ph.D, FNP, MD, IMG) in order to boost its student enrollment, (e.g. From Acupuncture schools, that are certified by the National Certification Commission for Acupuncture and Oriental Medicine) | Years 1-5 |
| The Program will have a Marketing Plan for the Americas | The Program will establish a collaboration with the VP and Director of International Affairs of SUAGM, to initiate a marketing plan for the principal countries in Latin America. The Program will have separate admission requirements for international students, according to the countries identified. | Year 1 |
| | The Program will develop online tools to attract potential students from the Americas (Websites, Videos, etc.) | Year 2 |
| | The program will establish a booklet or information package for prospective students. | Year 3 |

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| | The Program will refer an information package on Housing, Restaurants, Life-in Puerto Rico. | |
| | <p>The Program will foster greater communication of its academic offer with the universities that have collaboration with the SUAGM, through the original marketing plan with the VP of International Affairs and Director of International Affairs</p> <p>The Program will foster greater communication with the World Naturopathic Federation, and assign a faculty member the task to serve as Liaison.</p> | Year 4 |
| | <p>The Program will send representatives to travel to other universities in Latin America to foster collaborations and MOUs.</p> <p>The Program will establish MOU with other universities and/or health care facilities and programs in Latin America and Continental United States that provide holistic care, in order to promote its academic offer to health professionals.</p> | Year 5 |
| FOCUS AREA 2 FACULTY (DEVELOPMENT, RECRUITMENT) | | |
| <i>Issue: The NMDP faculty will pursue the highest competencies on their specialty areas.</i> | | |
| OUTCOME | INDICATOR(S) OF SUCCESS | TIME FRAME |
| The Program will open the Continued Education Standard of CNME Accreditation | A liaison between the Board of Examiners of Doctors of Naturopathy of Puerto Rico and the Continued Education Department of the UAGM will be fostered in order to synchronize the growth and development of naturopathic physicians in our | Year 1-5 |

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| | island with continued education geared for naturopathic medicine. | |
| The NMDP will have a total of 5 full time members | 2 faculty members will have the rank of assistant professors 3 faculty members will be regular faculty term with a 10-month contract (RT) | Year 3 |
| FOCUS AREA 3 RESEARCH (RESEARCH, EXTERNAL FUNDING) | | |
| <i>Issue: The research program of the NMDP.</i> | | |
| OUTCOME | INDICATOR(S) OF SUCCESS | TIME FRAME |
| Increased number of faculty members engaged in research and proposal writing. | Faculty submissions of their research proposals to the corresponding agencies. A minimum of one proposal submitted annually. | Target dates according to the funding agencies. |
| Establish research and professional collaboration presentations along with colleagues from other universities. | Researchers from other universities collaborating with our Program faculty in research, presentations, and publications. | According to the research plan to be established by researchers. |
| Develop our first research study. | Approved research proposal. Ongoing research activities. | Year 5 |

FOCUS AREA 4 CLINICAL COMPONENT (Experience Design)

Issue: An excellent clinical component in our Program is essential for our students to acquire the clinical competencies required for CNME.

| OUTCOME | INDICATOR(S) OF SUCCESS | TIME FRAME |
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| Develop a Laboratory Diagnostic facility, in order to perform STAT CBC, CMP, BMP, U/A | Assignment of space at the SHS for laboratory CLIA certified facility. Initiate collaboration with the Medical Technologist Department in order to have a collaboration between the program and department and share one faculty member | Year 1 |
| | Through external funds, acquire one laminar flow hood in order to have sterile preparation of IV fluids. | Year 2 |
| | | Year 3 |
| Establish a Standardize Patient Program (SPP) for the clinic and integrative and clinical and diagnostic courses | Design a series of patient scenarios in which volunteers are paid a standard fee, in order to simulate common disorders. | Year 1-5 |

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| | Recruit one SPP coordinator to pair appointments, professional service documentation, patient scenarios, with the clinic and CPD courses | |
| Initiate ND Private Practice Clinic | Consult creation of ND Private Practice Clinic contracts with Human Resources | Year 5 |
| | Recruit 1 additional administrative assistant and assign specific functions of inventory, general insurance billing, laboratory billing, and electronic health record and coding. | |
| Interdisciplinary Clinic | Initiate Collegial collaboration with other specialist such as Dieticians, Nutritionist, Oncology, Internal Medicine Physician, Pneumologist and Osteopathic Physicians, to have clinical shifts. | Year 1-5 |
| FOCUS AREA 5 COMMUNITY IMPACT (COMMUNITY SERVICE) | | |
| <i>Issue: Our Program needs to serve the community. Students and faculty must be aware of their role and impact within their community. Our Program need to lead initiatives geared to the health prevention, wellness and diminish disease impact.</i> | | |
| OUTCOME | INDICATOR(S) OF SUCCESS | TIME FRAME |
| Redesign courses so that community services are integral to the academic and clinical scenarios | Promote attendance at clinical service community projects among students and faculty. | Year 3 |
| FOCUS 6 PROGRAM ADMINISTRATION (GOVERNANCE, ACCREDITATION) | | |
| <i>Issue: The Program administration efficiency in operations and governance is crucial to meet the stakeholder's expectations.</i> | | |
| Outcome | Indicator(s) of Success | Time frame |
| The NMDP will obtain <i>initial accreditation status</i> for accreditation by the Council of | CNME decision and initial accreditation status granted. | Year 5 |

| Naturopathic Medicine Education (CNME). | | |
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| One academic coordinator will be appointed to the Program. | Appointment of one academic coordinator. | Year 1 |
| FOCUS AREA 7: CURRICULUM (COURSES, SYLLABI, LITERATURE RESOURCES) | | |
| <i>Issue: The Programs administration efficiency in operations and governance is crucial to meet the stakeholder's expectations.</i> | | |
| OUTCOME | INDICATOR(S) OF SUCCESS | TIME FRAME |
| Review of the courses every five years. | At least 50% of the courses will be reevaluated and the Professor will fill the AR-1 Report | Year 1-5 |
| The NMDP will develop collaboration with other Naturopathic CNME accredited Schools to receive visiting professors at UAGM- NMDP. | At least one professor from another Naturopathic School will be teaching one term as a guest professor. | Year 1-5 |
| NPLEX Results | At least 40% of the present cohort will have passed the NPLEX I and II Strategy: To elevate the Admission Pre-requisites Courses Average to 3.0 | Year 1 |
| | At least 45% of the present cohort will have passed the NPLEX I and II Strategy: To have a linear plot of admissions GPA vs. Second Year GPA | Year 2 |

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| | <p>At least 50% of the present cohort will have passed the NPLEX I and II</p> <p>Strategy: By this year, the new curriculum will be installed and NPLEX Review courses will be in place.</p> | Year 3 |
| | <p>At least 65% of the present cohort will have passed the NPLEX I and II</p> <p>Strategy: Install a recommendation system for NPLEX I. Students must comply with a minimum GPA in order to take the NPLEX.</p> | Year 4 |
| | <p>At least 70% of the present cohort will have passed the NPLEX I and II</p> <p>Strategy: At least 25% of lecturers must be item writers and 100% of faculty must be item writers for the NPLEX.</p> | Year 5 |