

STRATEGIC PLAN

Creating Transformational Physician Leaders



NEOMED

COLLEGE of
MEDICINE

INTRODUCTION:

The Northeast Ohio Medical University (NEOMED) College of Medicine's 2025-2030 Strategic Plan represents our focused vision for the future, carefully aligned with the broader university strategic plan while addressing the unique position and responsibilities of our college. This plan was developed through comprehensive consultation with our faculty, staff, students, and partners to ensure it embodies our collective aspirations.

Building on lessons learned from our previous strategic initiatives, this plan emphasizes achievable, measurable goals that will prepare our students to become transformational physician leaders who address the evolving healthcare challenges across Ohio and beyond. Through a commitment to excellence in medical education, innovative research, and meaningful community engagement, we will fulfill our mission of improving the health and quality of life in the communities we serve.

COM MISSION:

Create transformational physician leaders and improve our patients' health.

COM VISION

Forge the future in innovative medical education and research excellence.

COM VALUES

Leadership, innovation, and community care provided with:

Integrity: We uphold the highest ethical standards, acting with honesty, accountability, and transparency.

Collaboration: We believe transformation arises from interdisciplinary teamwork, strong partnerships, and knowledge sharing that drive innovation and improve outcomes.

Excellence: We are committed to the highest standards of academic and research excellence, continuously striving for innovation and distinction.

ACADEMIC PILLAR: EMPOWERING FUTURE HEALTHCARE LEADERS

The Academics Pillar serves as the foundation of our mission to create transformational physician leaders who will shape the future of healthcare in Ohio and beyond. This pillar addresses how we will evolve our educational approaches to meet the changing landscape of medicine while maintaining our commitment to excellence.

Through four strategic initiatives—Creating Transformational Healthcare Leaders, Delivering an Exceptional Student-Centered Experience, Establishing Strategic Educational Partnerships, and strengthening our educational foundation—we aim to revolutionize our academic programs. These initiatives will be realized through concrete action plans that enhance curricular integration, foster leadership development, and optimize the learning environment.

Our objectives under this pillar focus on practical improvements to our educational model, from optimizing the integration between Basic, Clinical, and Social Sciences to developing innovative programs like the 3+3 Pediatrics track. We recognize that transformational leadership requires both individual development and collaborative learning, which is why we're implementing peer mentorship programs and enhancing faculty development.

By leveraging partnerships with organizations like OSU for specialized programs and creating more elective opportunities for our students, we are expanding learning horizons beyond our campus. Technology integration, including virtual didactics and redesigned digital platforms, will enable us to deliver education more effectively and prepare our students for the technology-rich healthcare environment they will enter.

Success in this pillar will be measured through improved student outcomes, enhanced career readiness, and the development of a new generation of physician leaders equipped to transform healthcare through innovation, collaboration, and excellence.

Strategic Initiative I: Create Transformational Healthcare Leaders for a Changing World

Action Plan A1.1: Ensure academic excellence, leadership development, and career readiness.

- Objective A1.1.1: Optimize curricular integration between Basic, Clinical, and Social Sciences from M1-M4.
- Objective A1.1.2: Foster and celebrate transformational leadership growth through participation in badging activities.
- Objective A1.1.3: Develop dashboard systems to guide student self-assessment.
- Objective A1.1.4: Track utilization of dashboard systems and increase utilization.
- Objective A1.1.5: Develop a 3+3 program for Pediatrics.
- Objective A1.1.6: Individualize career advising for students.
- Objective A1.1.7: Support the university's efforts to optimize and standardize academic quality across colleges, incorporating evidence-based teaching strategies and interdisciplinary learning approaches.
- Objective A1.1.8: Enhance engagement and student utilization of the Student Academic Success Team (AST).
- Objective A1.1.9: Implement Just-in-Time (JIT) intervention for academic success.
- Objective A1.1.10: Improve communication and alignment between preclinical and clinical Academic Success Teams (ASTs).
- Objective A1.1.11: Expand virtual, site-independent didactics for the M3 Year.
- Objective A1.1.12: Optimize the design, delivery, and effectiveness of the AIMS Course.

Strategic Initiative 2: Deliver an Exceptional, Student-Centered Experience

Action Plan A2.1: Promote faculty development, engagement, and collaboration.

- Objective A2.1.1: Implement peer and course director evaluation of all teaching faculty.
- Objective A2.1.2: Identify faculty champions for near-peer faculty development efforts.

Action Plan A2.2: Strengthen institutional partnerships and reputation.

- Objective A2.2.1: Enhance education scholarship.
- Objective A2.2.2: Develop strategic partnerships to advance educational innovation and excellence.

Strategic Initiative 3: Provide a Welcoming and Supportive Environment

Action Plan A2.1: Promote faculty development, engagement, and collaboration.

- Objective A2.1.1: Implement peer and course director evaluation of all teaching faculty.
- Objective A2.1.2: Identify faculty champions for near-peer faculty development efforts.

Action Plan A2.2: Strengthen institutional partnerships and reputation.

- Objective A2.2.1: Enhance education scholarship.
- Objective A2.2.2: Develop strategic partnerships to advance educational innovation and excellence.

Strategic Initiative 4: Establish and Strengthen Strategic Educational Partnerships

Action Plan A4.1: Leverage partnerships to advance NEOMED's mission and vision.

- Objective A4.1.1: Partner with OSU to create partnership for interdisciplinary program regarding Opioid Use Disorder.
- Objective A4.1.2: Collaborate with intra-university partners to develop collaborative summer healthcamp.
- Objective A4.1.3: Optimize calendar to facilitate elective opportunities for rising M4s.
- Objective A4.1.4: Establish strategic partnerships with healthcare systems to enhance clinical training opportunities and student career development.

DISCOVERY PILLAR: EMPOWERING FUTURE HEALTHCARE LEADERS

The Discovery Pillar embodies our commitment to advancing medical knowledge and creating opportunities for innovation that will shape the future of healthcare. Research excellence is not just an academic pursuit at NEOMED—it is essential to our mission of improving patient health and training physician-scientists who can translate discoveries into better care.

Through four strategic initiatives—Expanding our Research Portfolio, Leveraging Strategic Collaborations, Fostering an Environment of Research Excellence, and Creating Impactful Student Research Opportunities—we will build a robust culture of discovery that engages faculty, students, and community partners. Our comprehensive approach addresses the full spectrum of research activities, from recruitment of talented scholars to celebration of impactful findings.

The objectives within this pillar create transparent pathways for tracking and highlighting research successes, developing systems that recognize the contributions of both faculty and students. By recruiting Ignite Scholars and implementing an MD/PhD dual-degree program, we're investing in the next generation of physician-scientists who will lead biomedical innovation.

Collaborative research is a cornerstone of our approach, with specific objectives focused on increasing partnerships with community organizations and providing targeted funding for joint research between students and clinical partners. These collaborations will multiply our impact and create real-world applications for our discoveries.

By establishing committees to support non-tenure track faculty, enhancing our research advising systems, and creating clear communication channels, we're building an infrastructure that nurtures scientific inquiry at all levels. Success in this pillar will be reflected in increased research productivity, enhanced national reputation, and most importantly, the development of innovations that improve health outcomes in the communities we serve.

Strategic Initiative 1: Expand, Elevate, and Promote NEOMED's Research Portfolio

Action Plan D1.1: Define and implement research and innovation strategies.

- Objective D1.1.1: Recruit Ignite Scholars and support/assess their success.
- Objective D1.1.2: Develop and implement system for tracking faculty successes in discovery.
- Objective D1.1.3: Develop systems to track student research and highlight their successes in discovery.

Action Plan D1.2: Celebrate research, innovation, and entrepreneurship successes.

- Objective D1.2.1: Develop a communication plan to highlight discovery successes of faculty, students, and partners.

Strategic Initiative 2: Leverage Strategic Collaborations for Greater Impact

Action Plan D2.1: Facilitate and support collaborative research with academic, clinical, and industry partners.

- Objective D2.1.1: Increase NEOMED collaboration with community partners in discovery.
- Objective D2.1.2: Apply for Strategic Initiative Funds (SIF) to provide modest funding to support research funding that is jointly conducted by students and clinical partners.

Strategic Initiative 3: Foster an Environment to Promote Research Excellence

Action Plan D3.1: Foster an environment of research excellence.

- Objective D3.1.1: Establish a committee that enhances guidance for non-tenure track faculty.

Action Plan D3.2: Develop a communication plan for stakeholders to highlight discovery success.

Strategic Initiative 4: Create Impactful Opportunities for Student Research and Innovation

Action Plan D4.1: Expand student leadership and mentorship opportunities.

- Objective D4.1.1: Enhance our system for advising students about discovery in terms of opportunities, obstacles, and needs.

Action Plan D4.2: Explore collaboration with COGS to identify Early Assurance students interested in longitudinal, intermittent research extending into 1st and 2nd summers.

Action Plan D4.3: Implement MD/PhD dual-degree program and track for admissions.

- Objective D4.3.1: Develop Admissions Committee SOP for MD/PhD program.
- Objective D4.3.2: Monitor performance of MD/PhD students.

ENGAGEMENT AND OPERATIONS PILLAR: BUILDING A CULTURE OF TRANSFORMATIONAL EXCELLENCE

The Engagement and Operations Pillar addresses the essential foundation and connections that enable our academic and discovery missions to thrive. This pillar focuses on creating an environment where excellence is the standard in all operational aspects, from talent recruitment to community engagement to resource optimization.

Through five strategic initiatives—Positioning NEOMED as a Premier Destination for Top Talent, Strengthening Stakeholder Engagement, Enhancing Institutional Reputation, Promoting Community Engagement, and Creating a Culture of Transformational Excellence—we will build the relationships and infrastructure needed to fulfill our ambitious vision. Each initiative is designed to optimize how we work, engage, and operate as an institution.

Our objectives in this pillar emphasize recognition, accountability, and improvement. We're strengthening our connections with alumni, donors, and community partners through targeted initiatives like the NEOMED Connect platform and enhancement of our free clinic. Internally, we're recognizing faculty achievements through newsletters and public announcements, while creating systems for tracking community service contributions.

Operational excellence is central to this pillar, with objectives focused on data governance, lean process improvement, and optimized organizational structures. By implementing dashboards, developing clear metrics for process improvements, and enhancing internal communication channels like the quarterly "education minute," we'll create a more transparent and efficient organization.

The public health initiatives outlined in this pillar connect our institutional capabilities with community needs, creating opportunities for students to participate in service while addressing health disparities. These experiences will reinforce our values of collaboration, excellence, and integrity while preparing students for their future roles as healthcare leaders.

Success in this pillar will manifest as stronger partnerships, enhanced institutional reputation, improved operational efficiency, and deeper community impact—all of which enable and amplify our academic and research endeavors. Together, these objectives will help position NEOMED as a premier destination campus and a leader in healthcare education and innovation.

Strategic Initiative 1: Position NEOMED as a Premier Destination for Top Talent

Action Plan E1.1: Promote employee leadership and skills development for future success.

- Objective E1.1.1: Facilitate special interest group in PowerBI.
- Objective E1.1.2: Support development of a university-wide application process for non-tenure faculty.

Strategic Initiative 2: Strengthen Engagement and Accountability Across allStakeholders

Action Plan E2.1: Strengthen recognition programs.

- Objective E2.1.1: Publish newsletter to celebrate promotion and tenure successes among faculty.
- Objective E2.1.2: Post announcement of newly promoted faculty on the webpage.

Action Plan E2.2: Advance alumni and donor engagement.

- Objective E2.2.1: Partner with NEOMED Foundation to strengthen alumni and donor engagement.
- Objective E2.2.2: Partner with alumni foundation to encourage student-alumni engagement.
- Objective E2.2.3: Partner with alumni foundation to encourage use of NEOMED Connect by students and alumni.

Strategic Initiative 3: Enhance NEOMED's Reputation Through Leadership and Citizenship

Action Plan E3.1: Implement strategies to promote the university's brand and impact.

- Objective E3.1.1: Partner with MARCOM to refine marketing of Match Day and other events.
- Objective E3.1.2: Inventory COM faculty service on local, regional, national and international professional activities, and recognize it publicly.
- Objective E3.1.3: Create COM External Support Stories webpage to post stories of employee contributions to communities.

Action Plan E3.2: Strengthen and expand stakeholder engagement to foster deep long-term relationships.

- Objective E3.2.1: Identify specialty mentors for our students at affiliated residency programs.

Strategic Initiative 4: Promote Leadership and Community Engagement

Action Plan E4.1: Optimize NEOMED's clinical enterprise to improve health outcomes across Ohio.

- Objective E4.1.1: Encourage student and faculty participation in the NEOMED free clinic.

Action Plan E4.2: Expand and enhance community education initiatives that support public health awareness and education.

- Objective E4.2.1: Encourage student participation in public health initiatives.
- Objective E4.2.2: Track student participation in public health initiatives and celebrate/spotlight them monthly.
- Objective E4.2.3: Develop recognition program for student engagement in service opportunities.

Strategic Initiative 5: Create a Culture of Transformational Excellence Driven by Innovation

Action Plan E5.1: Align resources and optimize operational processes to enhance mission effectiveness.

- Objective E5.1.1: Optimize organizational structures of the Office of Medical Education (OME) team.
- Objective E5.1.2: Optimize resources through the Zero-Based Budgeting (ZBB) process.

Action Plan E5.2: Develop and implement an effective data governance strategy.

- Objective E5.2.1: Collaborate with university stakeholders to develop an improved infrastructure for data governance.
- Objective E5.2.2: Implement dashboards more frequently to inform the medical education community.

Action Plan E5.3: Create a culture of transformational excellence driven by collaboration and innovation.

- Objective E5.3.1: Implement appropriate Lean goals.
- Objective E5.3.2: Measure and track the effectiveness of operational excellence initiatives by establishing clear metrics for process improvements, efficiency gains, and overall impact on operational outcomes.

Action Plan E5.4: Enhance internal communication strategies to support transparency and effectiveness.

- Objective E5.4.1: At each meeting of Academic Departments, implement an "education minute."
- Objective E5.4.2: Implement dashboarding for internal communication.

Action Plan E5.5: Promote NEOMED as a premier destination campus.

- Objective E5.5.1: Collaborate with the university to inform activities designed to promote NEOMED as a premier destination campus.

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CONCLUSIONS

A Unified Vision for Transformational Impact

The 2025-2030 Strategic Plan for the NEOMED College of Medicine represents our comprehensive roadmap toward fulfilling our mission of creating transformational physician leaders and improving the health of our patients. Through the careful integration of our three pillars—Academics, Discovery, and Engagement & Operations—we have established a cohesive framework that addresses the multifaceted challenges and opportunities facing medical education today.

Synergy Across Pillars

The true strength of this strategic plan lies in the intentional interconnectedness of its components. Each pillar reinforces and amplifies the others:

Our Academic initiatives prepare students with the knowledge, skills, and leadership capabilities needed for 21st-century healthcare, while our emphasis on interdisciplinary learning creates physicians who can bridge research and clinical practice.

The Discovery pillar ensures that our teaching remains cutting-edge by fostering innovation and research excellence, creating opportunities for students to engage with emerging medical knowledge, and establishing NEOMED as a contributor to healthcare advancement.

Our Engagement and Operations framework provides the essential foundation, connections, and resources that enable academic and research excellence, while ensuring that our work remains relevant and responsive to community needs.

Together, these pillars create a growth-oriented cycle that advances our mission on all fronts simultaneously.

Implementation and Accountability

This plan moves beyond aspiration to action through carefully defined objectives with measurable outcomes. Implementation will follow a phased approach with clear timelines, responsible parties, and assessment metrics for each objective. Regular progress reviews will ensure accountability and allow for strategic adjustments as needed.

The College of Medicine leadership team will provide quarterly updates on implementation progress, celebrating early wins while addressing any challenges that arise. Annual comprehensive assessments will evaluate our advancement toward strategic goals and inform refinements to our approach.

Resource Alignment

Successful execution of this plan requires thoughtful alignment of resources with our strategic priorities. Through Zero-Based Budgeting and operational optimization, we will ensure that human, financial, and infrastructure resources are deployed effectively to support our highest-impact initiatives. We will also leverage strategic partnerships to extend our capabilities and create new opportunities for growth and innovation.

Expected Outcomes

By 2030, successful implementation of this strategic plan will yield transformative results:

For our students, we will provide an exceptional, personalized educational experience that prepares them to lead in a rapidly evolving healthcare landscape, resulting in physicians who are not just practitioners but transformational leaders in their communities.

For our faculty and staff, we will create an environment that recognizes excellence, fosters professional development, and provides the resources needed to excel in teaching, research, and service.

For our communities, we will expand access to quality healthcare, address health disparities through targeted initiatives, and contribute to economic development through innovation and partnership.

For healthcare broadly, we will advance medical knowledge through research, develop new models of care delivery, and prepare a physician workforce equipped to address tomorrow's challenges.

A Living Document

This strategic plan is not a static document but a living framework that will evolve as we learn, grow, and respond to emerging opportunities. Regular assessment and refinement will ensure that our strategies remain relevant and effective in a rapidly changing environment.

Call to Action

The success of this plan depends on the collective effort of our entire NEOMED community—faculty, staff, students, alumni, and partners. Each member has a vital role to play in bringing this vision to reality.

Together, we will forge the future of innovative medical education and research excellence, creating transformational physician leaders who improve the health and quality of life in the communities we serve.

The College of Medicine's Continuous Quality Improvement / Strategic Planning Committee will be working closely with stakeholders to monitor progress on each of the Action Plans and Objectives, ensuring accountability and facilitating strategic adjustments as we advance toward our goals.

As we embark on this five-year journey, we do so with confidence in our mission, clarity in our vision, and commitment to our values of collaboration, excellence, and integrity. The path ahead will require dedication and persistence, but the impact of our success will be felt for generations to come through the lives of the patients served by the physicians we educate, and the communities touched by our collective work.

The future of healthcare in Ohio and beyond will be shaped by the actions we take today. This strategic plan provides the blueprint for those actions.





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