

# STRATEGIC PLAN



**NEOMED**

COLLEGE of  
**MEDICINE**



## LETTER FROM THE INTERIM DEAN

Dear Faculty, Staff and Students,

I am pleased to share our strategic plan for 2022-2027. This plan was developed collaboratively with faculty, staff, and student input, and I am grateful for the thoughtfulness and care that the College of Medicine community put toward thinking about our future.

Since our last strategic plan was implemented, much has been accomplished focusing on the key area of accreditation, curriculum change, and student satisfaction. Most pressing was our need to meet LCME requirements in a very short time period. Because of the hard work of so many our accreditor has granted us continued full accreditation with the next site visit planned for 2026-27. We could not have earned accreditation without the dedication and care of those within our college who worked so hard under very short timelines.

Embarking on the development of this strategic plan, it was of utmost importance that faculty, staff, students and alumni had the opportunity and the voice to contribute to the vision of the College. In that vein, the process of putting together this plan focused heavily on listening to feedback. Constituents had the opportunity to provide feedback through surveys, focus groups, meetings with the Dean, as well as providing comments on drafts of the plan. The end result- a roadmap for the next five years that is a culmination of the collaboration across our College with a shared vision for our future and success. I thank everyone who took part in that process.

The pillars and strategic initiatives lay out how we hope to accomplish our future goals- strong communication, investing in our students, faculty staff and alumni, an exceptional educational program, enhanced research and scholarship and continuing to evolve with the changing needs of health care. The strategic plan provides an outline for action, but we must decide on the deliverables and the measures to accomplish our objectives in a unified manner. Because the rate of change is unlikely to slow down, we need to be agile. I am committed to collaboration and facilitating these critical discussions in our college so we can move forward together.

The College of Medicine prepares exemplary physicians and transformational leaders. Our partner institutions report that our students are more compassionate and patient-centered physicians. We have a special niche that distinguishes us from other medical universities. It's a niche that I'm proud of and want to develop further—together with our faculty, staff and students.

I'm looking forward to working with all of you.

Sincerely,

**Eugene Mowad, M.D.**

*Interim Dean, College of Medicine*

## COM MISSION:

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NEOMED College of Medicine, through education, research and public service, inspires medical students to become exemplary patient care centered physicians. We seek to improve the health and quality of life of the communities of Ohio and beyond, including those both diverse and underserved.

## COM VISION

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We aspire to be a national leader in community-centered medicine, recognized for challenging and empowering our students and faculty to be leaders of transformational change to further the health of Ohio communities and address Ohio health care challenges.

## COM VALUES

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Leadership, innovation, and community care provided with:

- integrity
- curiosity
- compassion
- competency

## COM STRATEGIC PLAN PILLARS AND GOALS

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- **Brand, Identity, Reputation and Pride**
  - Elevating the COM's image by sharing the positive stories of faculty staff students and alumni of COM
- **Students**
  - Enabling and supporting students to achieve the highest standards of academic success and prepare them to be competent and compassionate physicians in the health care field.
- **Faculty/Staff/Alumni**
  - Building a culture of inclusivity, collegiality, respect and appreciation for faculty staff and alumni — our most valuable resource
- **Educational Programs**
  - Deliver a curriculum that evolves with changes in the medical field and prepares students to be competent, compassionate physicians in advancing health and health care wherever their journeys lead. Prioritize a diverse, inclusive and nurturing learning environment.
- **Research and Scholarship**
  - Improve health and healthcare through discovery.
- **Sustainability**
  - The priorities, policies and procedures the COM champions in order to survive and thrive as an institution of higher learning in training the next generation of physicians, pharmacists and health researchers.

## STRATEGIC INITIATIVES FOR BRAND, IDENTITY, REPUTATION AND PRIDE

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1. **Charge the Dean's Leadership Group (DLG) with providing direction for defining, prioritizing, enhancing, and promoting the COM brand then appoint a team that will implement and operationalize the recommendations.**
2. **Focus more energy on spotlighting the COM's unique assets and attributes.**
3. **Charge the DLG with determining how the COM will manage the national versus regional focus and how it will prioritize resources accordingly.**

## STRATEGIC INITIATIVES FOR STUDENTS

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1. **Manage the recruitment of underrepresented and minority (URM) students to meet targets established by the University.**
2. **Establish retention rate goals and benchmarks with the objective of improving retention rates for all students with special attention for retaining URM students.**
3. **Create more opportunities for students to practice and enhance their leadership skills.**
4. **Review academic support and policies regularly as a key part of the exceptional student experience.**
5. **Promote a healthy study/life balance.**
6. **Develop and promote more COM community-building activities among students, faculty, and staff.**
7. **Develop more opportunities for students to engage in patient-centered care, volunteer service projects, and research opportunities.**

## STRATEGIC INITIATIVES FOR FACULTY AND STAFF

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1. **Build a culture of inclusivity, collegiality, respect, and appreciation for faculty and staff.**
2. **Conduct regular meetings with department chairs and research focus area heads to make recommendations on how to improve engagement between the COM and clinical faculty.**
3. **Recruit and retain a more diverse faculty and staff.**
4. **Assess workloads and develop a transparent process for assignments.**
5. **Create an intentional and targeted faculty and staff development program that is focused on developing leadership and professional skills.**
6. **Develop succession plans for faculty and staff.**
7. **Provide a safe space and resources for faculty, staff, and administrators to voice and resolve their concerns related to:**
  - a. Workload issues
  - b. Resource issues
  - c. Conflict mediation
  - d. Work/life balance
  - e. Academic issues
  - f. Physical and mental health issues

## STRATEGIC INITIATIVES FOR ALUMNI

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1. **Develop a more focused locus of connection with Alumni.**
2. **Assess the Alumni to determine their interest in participating in professional development opportunities provided by the COM.**
3. **Assess the Alumni to identify meaningful ways to recognize and celebrate their accomplishments and increase Alumni engagement.**

## STRATEGIC INITIATIVES FOR EDUCATIONAL PROGRAMS

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1. **Focus top priority on the COM curriculum.**
2. **Implement the Center for Integrated Primary and Mental Health Care (CIPMHC).**
3. **Infuse cultural humility, diversity, and inclusion in all facets of the curriculum, instruction (classroom, lab, and clinical settings), and non-academic campus life.**
4. **Strengthen academic support services that contribute to improved student success.**
5. **Create of Culture of Continuous Improvement.**

## STRATEGIC INITIATIVES FOR RESEARCH AND SCHOLARSHIP

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NEOMED concentrates its research efforts on six major focus areas including:

1. Community-based mental health
  2. Diabetes, obesity, & metabolism
  3. Auditory Neuroscience and Hearing Research
  4. Heart and blood vessel disease
  5. Musculoskeletal research
  6. Neurodegenerative disease and aging
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1. **Develop a transparent, interdisciplinary, equitable process to evaluate research projects and funding priorities.**
  2. **Build upon the research efforts underway and promote significant faculty, staff, and student accomplishments in the field of research.**
  3. **Integrate research policies, practices, and methodologies into the COM curriculum.**
  4. **Develop research, identify trends, and conduct new teaching methods that advance the Scholarship of Teaching and Learning (SOTL).**
  5. **Evaluate the effectiveness of the current organizational structure of the COM's Research Department.**

## STRATEGIC INITIATIVES FOR SUSTAINABILITY

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The subject of the COM Sustainability needs to be viewed through several different lenses:

- a. The priorities, policies, and procedures the COM champions in order to survive and thrive as an institution of higher learning in training the next generation of physicians, pharmacists, and health researchers.
  - b. The priorities, practices and support services the COM employs to retain students by keeping them academically, physically and emotionally healthy.
  - c. The priorities, practices and support services the COM employs for philanthropic and alumni contributions.
  - d. The priorities, practices, and work environments the COM maintains to ensure the health, wellness, and safety of faculty, staff and administrators.
  - e. The evolution and expansion of the curriculum as science, technology, and public policy dictate changes in the health care industry.
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1. **Strengthen and expand relationships that will advance the COM's academic mission and financial health.**
  2. **Seek new strategic, high-value partnerships that help the COM expand its mission.**
  3. **Streamline processes and improve the COM efficiency and productivity through the University LEAN projects.**
  4. **Review and update contingency and succession plans to ensure continued COM operation if key personnel leave the institution, if they are unable to perform their duties, or if emergency situations threaten normal operations.**





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