STRATEGIC PLAN 2030

CREATING TRANSFORMATIONAL LEADERS

NEOMED

THE PRESIDENT'S MESSAGE

March 4, 2025

"We are NEOMED" isn't just a phrase; It's a commitment. We dedicate our lives to making life better for others—through healthcare, research, and community engagement.

The theme of our 2020 Strategic plan, "Creating Transformational Healthcare Leaders," has become a bold declaration of the people who represent NEOMED, and those whom we wish to encourage to join us on our journey. As we approach the fifth anniversary of our strategic plan and celebrate its successes, it is now time for a *refresh*.

I want to thank those of you who have contributed feedback for this important endeavor that is the roadmap to our future. "Creating Transformational Healthcare Leaders" is a dynamic process.

We are already laying the groundwork for elevating our reputation and impact.

Here's a glimpse of the promise of what lies ahead for NEOMED as we shape the future of healthcare:

- Emerging statewide healthcare partnerships will expand opportunities for our students and faculty.
- Revolutionary academic program development is underway to address the growing need for healthcare professionals in Ohio and across the country.
- Greater investment in our research facilities and campus infrastructure will support academic success.

Together, we have made extraordinary progress. Now is the time to stretch our goals, raise expectations, and assure excellence in all that we aim to accomplish.

The **2030 Strategic Plan** requires all of us to embrace our primary mission-driven principle: ***Create Transformational Leaders and Improve Health.***

I encourage you to visit our Strategic Plan website (neomed.edu/strategic-plan) to witness the milestones we will aspire to achieve together: We Are NEOMED.

Sincerely,

John T. Langell
President

OVERVIEW

Dear NEOMED Community,

Creating Transformational Leaders Strategic Plan for 2030 outlines a vision shaped by the input and priorities of our stakeholders—students, faculty, staff, alumni, clinical partners, trustees, and the communities we serve. Building on the successes of our previous strategic plan, this updated plan highlights the strength of collaboration. Through the careful collection and analysis of data, we have crafted a forward-thinking vision that will shape the future of healthcare education and research.

The strategic plan refresh process was a yearlong collaborative effort that actively engaged the NEOMED community to assess past successes, identify opportunities, and define a vision for the future of NEOMED. Central to this process was the voice of the customer, which guided the work necessary to advance our mission: ***"Create transformational leaders and improve health."***

Through a thorough series of engagements with the NEOMED community—encompassing surveys, interviews, focus groups, and strategic planning sessions—over 500 responses were collected and analyzed. From this input, we learned that the strategic plan must focus on a commitment to academic quality, transparency, an exceptional experience, and the strengthening of NEOMED's identity, culture, and efficiency as key drivers of success. These drivers must align with the university's infrastructure and include clearly defined goals, accountability structures, and measurable outcomes.

The culmination of the work of our last plan, combined with your valuable insights, has resulted in a refreshed roadmap for the next five years. The streamlined three-pillar structure includes Academics, Discovery, and Engagement & Operations, features twelve targeted strategic initiatives with value-driven action plans that outline specific steps to achieve our mission and vision.

Thank you for your collaboration in forming the **Creating Transformational Leaders** strategic plan.

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Vice President for Strategy and Transformation

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Sophie Sureau, Vice President for Advancement, and President, NEOMED Foundation

Dr. Katherine Tromp, Interim Dean, College of Pharmacy

CREATING TRANSFORMATIONAL LEADERS

2030 SNAPSHOT

MISSION

Create transformational leaders and improve health.

VISION

Forge the future in innovative health education and research excellence.

VALUES

INTEGRITY

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

COLLABORATION

We believe transformation arises from interdisciplinary teamwork, strong partnerships, and the sharing of knowledge, all which drive innovation and improve outcomes.

EXCELLENCE

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

ACADEMICS PILLAR: EMPOWERING FUTURE HEALTHCARE LEADERS

- Create Transformational Healthcare Leaders for a Changing World
- Deliver an Exceptional, Student-Centered Experience
- Establish and Strengthen Strategic Educational Partnerships

DISCOVERY PILLAR: ADVANCING RESEARCH, INNOVATION, AND ENTREPRENEURSHIP

- Expand, Elevate, and Promote NEOMED's Research Portfolio
- Leverage Strategic Collaborations for Greater Impact
- Foster an Environment to Promote Research Excellence
- Create Impactful Opportunities for Student Research and Innovation

ENGAGEMENT AND OPERATIONS PILLAR: BUILDING A TRANSFORMATIONAL CULTURE OF EXCELLENCE

- Position NEOMED as a Premier Destination for Top Talent
- Strengthen Engagement and Accountability Across All Stakeholders
- Enhance NEOMED's Reputation through Leadership and Citizenship
- Promote Leadership and Community Engagement
- Create a Culture of Transformational Excellence Driven by Innovation

Pursuant to Ohio Revised Code 3345.0216, NEOMED declares that it will educate students by means of free, open, and rigorous intellectual inquiry to seek the truth; equip students with the opportunity to develop the intellectual skills they need to reach their own, informed conclusions; will not require, favor, disfavor, or prohibit speech or lawful assembly; create a community dedicated to an ethic of civil and free inquiry, which respects the autonomy of each member, supports individual capacities for growth, and tolerates the differences in opinion that naturally occur in a public higher education community; treat all faculty, staff, and students as individuals, to hold them to equal standards, and to provide them equality of opportunity, with regard to those individuals' race, ethnicity, religion, sex, sexual orientation, gender identity, or gender expression.

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CREATING TRANSFORMATIONAL LEADERS

2030 NAVIGATING THE STRATEGIC PLAN

Creating Transformational Leaders 2030 strategic plan provides a roadmap for NEOMED's continued growth and impact in health sciences education, research, and institutional excellence.

The plan is organized around three core pillars, each encompassing strategic initiatives and action plans that define specific steps to achieve our mission and vision while upholding our core values.

ACADEMICS

EMPOWERING FUTURE HEALTHCARE LEADERS

The Academic Pillar positions NEOMED as a destination of choice for health sciences education, excelling in academic excellence, transformational leadership, and exceptional experience as core themes. This pillar focuses on developing future health leaders through high-quality, rigorous, and innovative educational experiences. It emphasizes leadership development, continuous improvement, and a commitment to patient care that enhances health outcomes.

Academics Strategic Initiative 1.1: Create Transformational Healthcare Leaders for a Changing World

A1.1.1 Ensure academic excellence, leadership development, and career readiness.

- Strengthen curricular alignment with best practices to assure academic rigor, student progression, and competency-based learning.
- Optimize and standardize academic quality across colleges, incorporating evidence-based teaching strategies and interdisciplinary learning approaches.
- Enhance curricular consistency and assessment alignment by providing targeted resources for exam preparedness and student success, ensuring alignment with curricular progression and standardized exams while adapting to diverse learning modalities.
- Integrate experiential learning, interdisciplinary collaboration, and critical thinking to enhance leadership development and problem-solving skills.
- Define and operationalize transformational leadership within the university's mission, incorporating it into coursework and applied learning.
- Expand career readiness services, networking, and mentorship opportunities to optimize student preparation for professional pathways.
- Reinforce learning through community service and engagement to promote healthcare advocacy, social responsibility, and real-world impact.

A1.1.2 Promote faculty development, engagement, and collaboration.

- Strengthen faculty development to enhance student learning and faculty satisfaction.
- Align faculty development with accreditation, licensure, and national board standards.
- Increase communication to enhance shared decision-making and continuous improvement.
- Remove administrative and workload barriers to improve faculty participation and satisfaction.
- Celebrate faculty contributions in teaching, mentorship, and leadership.

A1.1.3 Strengthening institutional partnerships and reputation.

- Position NEOMED as a premier partner and the future of healthcare for medical education and training in Ohio.
- Increase national and regional recognition by securing top rankings in program excellence.
- Expand NEOMED's role in shaping healthcare policy and education at state and national levels.
- Promote NEOMED's achievements.
- Maximize graduate career progression to showcase program quality and success.

Academics Strategic Initiative 1.2: Deliver an Exceptional, Student-Centered Experience

A1.2.1 Provide a welcoming and supportive environment.

- Provide all students with a consistent and welcoming experience.
- Enhance student wellness initiatives, academic advising, and career readiness.
- Provide student services that are seamlessly integrated with instruction, ensuring visibility and easy access to resources that support student success.
- Create a student-focused platform that provides easy access to resources and allows for continuous input and feedback.

Academics Strategic Initiative 1.3: Establish and Strengthen Strategic Educational Partnerships

A1.3.1 Leverage partnerships to advance NEOMED's mission and vision.

- Expand strategic partnerships that align with the university's commitment to transformational leadership, academic excellence, and health innovation.
- Strengthen existing partnerships while pursuing new collaborations that enhance student learning experiences in cutting-edge patient care delivery and discovery.

DISCOVERY

ADVANCING RESEARCH, INNOVATION, AND ENTREPRENEURSHIP

The Discovery Pillar drives excellence in research, innovation, and entrepreneurship by leveraging existing strengths and creating new opportunities across basic, translational, and clinical research. This pillar prioritizes faculty research excellence, fosters strategic partnerships, and promotes innovative discovery through entrepreneurship and robust research support. It enhances faculty and student engagement through collaborative leadership, driving interdisciplinary success. By promoting collaboration and fostering transformative research, NEOMED aspires to become a leading hub for impactful, cutting-edge research.

Discovery Strategic Initiative 2.1: Expand, Elevate, and Promote NEOMED's Research Portfolio

D2.1.1 Define and implement research and innovation strategies.

- Align the university's core research and health innovation goals and institutional priorities.
- Establish clear guidelines, key performance indicators, and accountability measures to drive execution and effectiveness.
- Enhance interdisciplinary collaboration to foster a more integrated and collaborative research environment.
- Facilitate the creation of interdisciplinary research teams that span academic, clinical, and community-focused areas, with the goal of addressing complex health challenges.
- Identify multiple sources of funding to ensure an environment of research excellence.
- Support faculty and students in obtaining research funding.

D2.1.2 Celebrate research, innovation, and entrepreneurship successes.

- Highlight the successes of faculty, students, and alumni demonstrating the real-world impact of the university's research, innovation, and entrepreneurship initiatives.
- Strengthen alumni and partnership engagement through networking events, mentorship opportunities, and collaborative research that fosters lasting connections.

Discovery Strategic Initiative 2.2: Leverage Strategic Collaborations for Greater Impact

D2.2.1 Facilitate and support collaborative research with academic, clinical, and industry partners.

- Promote networking with strategic partners to generate new collaborative opportunities.
- Pursue the development of mission-aligned Institutes and Centers to foster cross-collaboration and advance team science.

Discovery Strategic Initiative 2.3: Foster an Environment to Promote Research Excellence

D2.3.1 Foster an environment of research excellence.

- Elucidate the role of research within the university's broader mission, emphasizing its importance as both an academic endeavor and a key driver of health delivery, innovation, community well-being, and student success.
- Strengthen professional development programs to include mentorship pathways, leadership development, and research skill-building.

D2.3.2 Establish clear, transparent channels for communication.

- Implement and track regular evaluation and reporting of research outcomes.
- Celebrate and communicate research impact and successes.

Discovery Strategic Initiative 2.4: Create Impactful Opportunities for Student Research and Innovation

D2.4.1 Expand student leadership and mentorship opportunities.

- Strengthen opportunities for students to gain research experience and connect with mentors for long-term academic and professional growth.

ENGAGEMENT AND OPERATIONS

BUILDING A CULTURE OF TRANSFORMATIONAL EXCELLENCE

The Engagement and Operations Pillar fosters a dynamic workplace where excellence, respect, and collaboration are central to NEOMED's culture. NEOMED is committed to mission-driven recruitment, retention, and development of top talent, creating a transformative environment that advances our mission and drives achievement of our vision.

Engagement and Operations Strategic Initiative 3.1: Position NEOMED as a Premier Destination for Top Talent

E3.1.1 Define leadership and skills competencies necessary for employee success.

- Emphasize mission and culture alignment in the hiring processes and retention strategies to attract top talent.
- Build high-performing, collaborative, and resilient teams that embody the university's culture, fostering a strong sense of belonging and empowerment within the workplace.

E3.1.2 Promote employee leadership and skills development for future success.

- Enhance onboarding and orientation programs for new employees that promote the university's culture and emphasize university systems, resources and expectations.
- Provide leadership and training programs that support mastery in current roles to support institutional goals while preparing employees for career advancement and professional growth.

Engagement and Operations Strategic Initiative 3.2: Strengthen Engagement and Accountability Across all Stakeholders

E3.2.1 Strengthen recognition programs.

- Reinforce a culture of transformational excellence, respect, and continuous improvement.
- Promote the university's achievements and successes to build esprit de corps and increase external recognition of institutional excellence.
- Foster a culture of transformational excellence where employees feel valued, are passionate about our mission, have opportunities for growth, and receive recognition for their contributions and impact on the mission.

E3.2.2 Advance alumni and donor engagement.

- Strengthen alumni and donor engagement to actively support the university's mission, cultivate a strong sense of belonging, and build lasting relationships.
- Promote alumni achievements that have made significant impact in advancing the mission and vision of the university.

Engagement and Operations Strategic Initiative 3.3: Enhance NEOMED's Reputation Through Leadership and Citizenship

E3.3.1 Implement strategies to promote the university's brand and impact.

- Leverage marketing and communication channels to showcase NEOMED's success in creating transformational leaders and improving health, delivering consistent messaging that reflects our commitment to excellence, our core values, and what makes NEOMED unique in shaping the future of healthcare.
- Expand brand promotion to highlight faculty, staff, alumni, partnership, and institutional accomplishments to reach a broader audience.
- Refine NEOMED's identity, highlighting our culture, our impact, and why we exist.
- Increase outreach to local, national, and global communities to elevate awareness of the university's programs, events, and successes.
- Position NEOMED as a destination of choice for students and employees by strengthening our reputation, prestige, and visibility.

E3.3.2 Strengthen and expand stakeholder engagement to foster deep long-term relationships.

- Expand opportunities for stakeholders to contribute and connect with NEOMED.
- Strengthen and explore new relationships with healthcare, industry, and government offices to ensure alignment with broader institutional goals and opportunities.

Engagement and Operations Strategic Initiative 3.4: Promote Leadership and Community Engagement

E3.4.1 Optimize NEOMED's clinical enterprise to improve health outcomes across Ohio.

- Develop and optimize clinical services to address the evolving health needs of the community.
- Leverage innovative care delivery models to reach underserved populations and reduce barriers to care.
- Strengthen partnerships with external organizations to enhance community health initiatives and address gaps in care delivery.
- Develop and implement quality initiatives to improve clinical services, patient satisfaction and support community health.

E3.4.2 Expand and enhance community education initiatives that support public health awareness and education.

- Leverage partnerships to provide shared value experiences for students in fulfilling their community service requirements.
- Provide health education to empower our communities with the knowledge and tools to promote preventive care, make informed lifestyle choices, and access available health services.
- Promote and expand community-facing events that improve public health, addressing pressing issues that affect Ohio communities.

Engagement and Operations Strategic Initiative 3.5: Create a Culture of Transformational Excellence Driven by Innovation

E3.5.1 Align resources and optimize operational processes to enhance mission effectiveness.

- Optimize organizational structures to ensure that resources, functions, and staffing are effectively aligned with the university's overarching goals.
- Optimize processes to improve quality, value, and impact.
- Implement a fiscal strategy that ensures responsible stewardship and maximizes the effective use of resources.
- Leverage technology and systems that drive effective, efficient, and scalable processes.

E3.5.2 Develop and implement an effective data governance strategy.

- Implement a data governance strategy that centralizes and warehouses institutional data, improving decision-making, operational efficiency, and service delivery across the organization.
- Strengthen IT infrastructure to support data management and inform technology needs.
- Institute comprehensive training programs to equip employees with the skills needed to navigate new processes and technologies, ensuring compliance with data governance, boosting productivity, and fostering technological fluency across the university.

E3.5.3 Create a culture of transformational excellence driven by collaboration and innovation.

- Empower Lean-trained teams to lead change and continuous improvement initiatives and champion operational excellence throughout the organization.
- Develop and implement change initiatives to impact overall efficiency in administrative workflows.
- Measure and track the effectiveness of operational excellence initiatives by establishing clear metrics for process improvements, efficiency gains, and overall impact on operational outcomes.
- Celebrate the university accomplishments in transforming institutional processes.

E3.5.4 Enhance internal communication strategies to support transparency and effectiveness.

- Promote and enhance effective bi-directional communication with faculty, staff, and students.
- Promote stakeholder engagement through communication feedback loops to drive operational improvements.

E3.5.5 Promote NEOMED as a premier destination campus.

- Develop and communicate a master space plan that is strategically aligned with the university's goals, optimizing academic and research performance while enhancing aesthetics and functionality across the campus.
- Invest in campus infrastructure improvements to support success and well-being.
- Enhance campus infrastructure by improving existing facilities and creating new spaces that foster collaboration, well-being, and productivity.
- Optimize student housing by adjusting resources to accommodate enrollment growth and enhance campus life.
- Enhance campus food services to meet the growing needs of the university and provide an exceptional dining experience.

NEOMED