NOORDA COLLEGE
of OSTEOPATHIC MEDICINE

2019-2023 Strategic Plan

MISSION

To empower our students with the essential personal and professional skills needed to be competent, confident, and compassionate osteopathic physicians dedicated to meeting the healthcare challenges of the communities in which they serve.

VISION

The College of Osteopathic Medicine is recognized as a leader in osteopathic medical education through innovative, progressive curricular offerings.

VALUES STATEMENT

Instilling values that foster cultural awareness, promote ethical leadership, embrace diversity, and inspire a servant's heart towards caring for the poor and needy.

YEAR ONE 2019

Promote development and sustainability of the Noorda-COM.

- Achieve COCA pre-accreditation status.
  - Provide sufficient evidence to address the COCA candidate status accreditation standards.
  - Complete documentation and submit through COCA portal by April 2019.
  - Achieve favorable status announcement by the COCA.
- Explore seeking regional accreditation.
  - Investigate the rules of eligibility, basic policies, levels of expectation, and anticipated timeline for accreditation through the Northwest Commission on Colleges and Universities (NWCCU).
  - Apply accreditation elements to College structure, processes and policies to determine compliance.
- Sustain efficient and fiscally responsible operations.
  - Establish a well-organized operational and communication structure that supports the Noorda-COM's Mission.
    - Orient Board of Trustees (BOT) to vision, culture, plans, and roles that support unified decision-making and achievement of Mission and vision.

- Convene initial BOT meeting to facilitate their responsibilities outlined in the Noorda-COM BoT bylaws.
- o Develop and implement a stable financial strategy that supports the Noorda-COM's Mission and vision.

Promote academic and professional success.

Personnel

- Recruit and hire qualified faculty and staff who manifest the desired leadership characteristics to supports a student-centric environment.
- Support faculty in their efforts to develop and deliver a high-quality educational program.

Students

- Explore desired characteristics of students who will succeed based on Noorda-COM's academic model.

Academic Model

- Establish an institutional academic model that transforms medical education and promotes the Mission of the College.
- Initiate programming, infrastructure, and resources in support of ACGME-accredited Graduate Medical Education.

Build value-oriented community partnerships to advance the education and training of students, faculty, and staff.

- Develop partnerships with state and city governments, communities, school districts, colleges and universities, regional healthcare networks, and foundations.
  - o Assess opportunities for networking opportunities and clinical partnerships to advance UME and CME clinical education.
  - o Leverage partnerships with leading higher education, hardware, and software vendors to increase effectiveness and technology of the College.

Advance the distinctive philosophy, practice, and education of Osteopathic medicine in the region.

- Contract with a PR firm to represent the COM to drive brand awareness and engagement.
- Contract with a marketing firm to assist in the development of market research, brand strategy, identity design, and a style guide that is reflective of the Mission of the College.
- Build relationship by participating in key community events.
- Create a plan to enhance awareness and reputation of Osteopathic practice and osteopathic medical education in the region.

Design and implement an efficient infrastructure master plan and learning community inspired by teaching styles and learning outcomes that heighten the delivery of the Noorda-COM curriculum.

- Create a campus design that promotes learning experiences that are high impact and immersive and extend beyond the classroom.
- Structure learning spaces to support andragogical best practices (e.g., flexible, active, flipped).

Create a high-performance institutional technology infrastructure that is responsive, efficient, agile, and scalable to meet constituent needs.

- Create an innovative technology environment that aligns performance with overall College mission and outcome
- Leverage IT risk management and information security practices to reduce adverse impacts to the institution.

YEAR TWO 2020

Promote development and sustainability of the Noorda-COM.

- Submit evidence that successfully addresses the COCA pre-accreditation status accreditation standards
  - Meet timeline benchmarks for achieving COCA pre-accreditation status.
- Determine whether the Noorda-COM will meet the Eligibility Requirements, Standards for Accreditation, and Policies that NWCCU has adopted.
- Begin regional accreditation process, if determined to move forward.

Promote academic and professional success.

Personnel

- Recruit and develop quality, collaborative personnel committed to the Noorda-COM Mission.
- Support faculty in their efforts to develop and deliver a high-quality educational program.

Students

- Develop recruitment plan and approaches to student selection methods.

Academic Model

- Design a learning community inspired by teaching styles and learning outcomes that heighten the delivery of the Noorda-COM curriculum.
- Support the preparation of novice faculty to enter a faculty role in a COM academic setting.
- Promote best practice in a holistic approach to course design, curriculum development, instructional delivery, and assessment of learning both in didactic and clinical education learning environments.

- o Structure a content delivery system that elevates the classroom experience and increases learning.
- o Provide professional development to faculty and staff on core curricular elements and concepts and educational delivery strategies.

Build values-oriented community partnerships to advance the education and training of students, faculty, and staff.

- Implement strategies to create long-term relationships that will benefit the College and its students.
- Partner with other higher education institutions to provide interprofessional education.

Advance the distinctive philosophy, practice, and education of Osteopathic medicine in the region.

- Elevate awareness and reputation of Osteopathy in the region.
- Build the College identity by increasing internal and external recognition of the Noorda-COM as a leader in the philosophy of patient-centered care.

Design and implement an efficient infrastructure master plan and learning community inspired by teaching styles and learning outcomes that heighten the delivery of the Noorda-COM curriculum.

- Create an expanded, unified campus plan that promotes the Noorda-COM's identity within the community and region.
- Invest in a technological/digital infrastructure to develop the technology-friendly culture of intentional collaboration and creativity across the Noorda-COM.

Create a high-performance institutional technology infrastructure that is responsive, efficient, agile, and scalable to meet constituent needs.

- Design, implement and manage IT services and systems to produce predictable system behavior, reliable service delivery, competitive costs, data integrity, integrated security, and legislative compliance.
- Adopt new technologies and standards that lead to improved services and higher efficiency.
- Establish enforceable policies in order to maximize compliance with laws, regulations, and generally accepted practices.
- Establish talent pool of management and key individual contributors and design succession-planning protocol.
- Complete a technology assessment report and evaluate findings to assure that essential infrastructure elements are in place.

YEAR THREE 2021

Promote development and sustainability of the Noorda-COM.

- Meet timeline benchmarks for documentation submission to enroll qualified students into inaugural cohort.
- Achieve candidacy status with the NWCCU.
- Evaluate the efficiency and fiscally responsibility of operations.
- Assess the effectiveness of the governance structure.

Promote academic and professional success.

Personnel

- Create a program of scholarly experience, training, and support for students, faculty, and staff.
    - o Provide faculty and staff training that instills an institutional culture that empowers students to succeed personally and professionally.
    - o Support faculty in their efforts to develop and deliver a high-quality educational program.
    - o Provide continuing medical education opportunities for faculty and administrators related to their roles as educators.
    - o Hire a counselor to support the mental health needs of the campus community.

Students

- o Create a program of scholarly experience, training, and support for students.
    - o Develop effective student support systems (e.g. advisors, learning specialists), implement timely assessment system of student progress, and implement timely career guidance system.
- o Recruit, educate, and graduate osteopathic medical students who are committed to serving in regions, areas, and among populations consistent with the Noorda-COM's goals.
    - o Support students in their development as competent, confident, and compassionate osteopathic physicians committed to the communities they serve.
    - o Cultivate partnerships for clinical clerkships that allow students the ability to acquire the skills to demonstrate accurate patient-based problem-solving and appropriate use of resources to diagnose and treat patients.

Academic Model

- Maximize student achievement within a learning environment that aligns with contemporary andragogical best practices, integrates technology, and brings clinical practice to the classroom.
- Structure opportunities across the curriculum that foster an interprofessional approach to learning and healthcare.
- Facilitate Osteopathic Recognition for ACGME residency programs across the region.

- Generate opportunities for faculty to leverage new developments in andragogy.
- Encourage and support development and acquisition of innovative IT services that enhance teaching, research, and outreach.

Build value-oriented community partnerships to advance the education and training of students, faculty, and staff.

- Develop partnerships with state and city governments, communities, school districts, colleges and universities, regional healthcare networks, and foundations.
  - Extend networking opportunities and clinical partnerships to advance UME and CME clinical education.
  - Strategize a Mission-focused collaborative across the region to link with community challenges and health needs.

Advance the distinctive philosophy, practice, and education of Osteopathic medicine in the region.

- Enhance awareness and reputation of Osteopathic practice in the region.
- Cultivate faculty engagement in diverse clinical practice environments to sustain and enhance clinical training opportunities by increasing external exposure to effective Osteopathic medical practice.
- Assess how the strengths of the faculty align with regionally-focused research activities.

Design and implement an efficient infrastructure master plan and learning community inspired by teaching styles and learning outcomes that heighten the delivery of the Noorda-COM curriculum.

- Ensure the availability of active learning spaces.
  - Create peer-to-peer learning-living environments within the campus, including the residential environment.
- Deliver a secure but accessible data environment.

Create a high-performance institutional technology infrastructure that is responsive, efficient, agile, and scalable to meet constituent needs.

- Leverage IT risk management and information security practices to reduce adverse impacts to the institution.
- Reduce risk to the College, and its faculty, staff, and students by protecting the confidentiality, integrity, and availability of information assets.
- Enforce current technology industry standards that promote an exceptional user experience
- Anticipate and respond to user needs, seek input, and apply usability principles to all applications.
- Utilize metrics and analytics to assess and evaluate effectiveness of IT services for teaching and learning.

- Insure availability and accessibility of institutional data and information to support operational decision-making.
- Leverage IT risk management and information security practices to reduce adverse impacts to the institution.
  - Educate faculty, staff, and students concerning information security policies, standards, and data protection practices through appropriate training.
  - Allocate campus cyberinfrastructure resources based on providing the greatest value and benefit for the Noorda-COM community.

YEAR FOUR 2022

Promote development and sustainability of the Noorda-COM.

- Admit a strong inaugural cohort of qualified students.
- Achieve candidacy status with the NWCCU.
- Evaluate the efficiency and fiscally responsibility of operations.

Promote academic and professional success

- Provide faculty the opportunity to develop skills in teaching and mentoring of students trained in a practitioner-scholar model.
- Integrate meaningful community service with instruction and reflection to enrich the learning experience, teach civic responsibility, and strengthen communities.
- Promote staff and faculty opportunities that promote professional success.
- Promote the establishment of an adequate number of high-quality graduate medical education opportunities.

Build value-oriented community partnerships to advance the education and training of students, faculty and staff.

- Strengthen partnerships with state and city governments, communities, school districts, colleges and universities, regional healthcare networks, and foundations.
  - Implement a Mission-focused collaborative across the region to link with community challenges and health needs.
  - Create a culture of evidence-based practice that promotes the Mission of the College throughout the region.

Advance the distinctive philosophy, practice, and education of Osteopathic medicine in the region.

- Provide opportunities across the Noorda-COM to extend competence in ethical leadership for students, faculty, and staff.
- Elevate and enhance the Noorda-COM contributions to health policy formation in the public and private sectors within the communities the College serves.

- Share best practices, knowledge, and data with community leaders to transform the health of individuals and populations, particularly the underserved and vulnerable in working to address community health needs.
- Leverage the strengths of the faculty to align with regionally-focused research activities.

Design and implement an efficient infrastructure master plan and learning community inspired by teaching styles and learning outcomes that heighten the delivery of the Noorda-COM curriculum.

- Assess constituent feedback regarding adequacy of the infrastructure to foster teaching learning
- Finalize plans for the Phase 2 master plan infrastructure to enhance the Noorda-COM research enterprise.

Create a high-performance institutional technology infrastructure that is responsive, efficient, agile, and scalable to meet constituent needs.

- Provide an exceptional user experience by optimizing a mix of onsite, hosted, and cloud services.
- Provide metrics and real-time performance indicators to support actionable and value-related analytics.
- Facilitate activities, training, and resources that protecting the confidentiality, integrity, and availability of information assets to reduce risk to the College, and its faculty, staff, and students.

YEAR FIVE 2023

Wrap up current strategic plan

Structure new strategic plan.

Advance operations to support College growth.