2020-2023 Strategic Plan
Executive Summary

The Michigan State University College of Osteopathic Medicine (MSUCOM) prepares its students in the science of medicine, the art of caring and the power of touch with a world view open to all people. This mission involves five main activities – education, outreach, research, clinical service, and leadership – each of which generates positive benefits for Michigan State University, our community and society at large.

Mission: To provide world class osteopathic medical education, student service, and research to foster community engagement and patient-centered medical care.

This strategic plan was originated by the dean’s executive board (members represent all facets of the COM community) and was then expanded by the students, faculty, staff, administration and community partners of MSUCOM.

Together the MSUCOM community identified eight areas of focus:

1. Culture and inclusion
2. Recruitment and retention
3. Osteopathic principles and practice
4. Curricular continuum
5. Scholarly activity
6. Clinician educators and clinician scientists
7. Community impact
8. Alumni engagement

Each of these are presented below with an overview, objectives, and outcomes.

If achieved by July of 2023, the College of Osteopathic Medicine (COM) will:

- Be a national leader in medical education and IPE curriculum innovation
- Be a center of excellence of osteopathic principles through improved patient health outcomes
- Be recognized as the leading osteopathic research center
- Have top ranked student experiences among medical schools
- Be the leading medical school in Michigan improving access to care and health outcomes

A holistic focus on the COM student experience.

MSUCOM graduates care for and impact communities across the State of Michigan and the world. Our students’ professional success is a key metric that validates the efforts of MSUCOM faculty and staff. Therefore, our first job at MSUCOM is to give our students the best possible medical school experience, as well as foster their post-graduate opportunities.

In 2018, Dean Andrea Amalfitano called for the college to re-focus its efforts on enhancing the student experience by stating, “We will re-establish MSUCOM as the number one COM and as a leader amongst all colleges of medicine, by strengthening and expanding all facets of the MSUCOM student experience.” In recent MSUCOM Vision Statement presentations to faculty, staff, students, alumni and other
MSUCOM stakeholders, we have identified five key elements of the MSUCOM student experience that need to be improved and/or expanded upon to reach our vision goals. These elements are curriculum issues, clinical activities, outreach/diversity efforts, research activities and governance/infrastructure deficiencies.

While retaining most current governance and committee structures, The Dean also created an additional layer of governance oversight, the Dean’s executive board (DEB). The DEB members further represent the interests and entirety of the college, including all COM chairs, units and committees, to devise strategies for meeting the college’s vision, mission and strategic goals. The DEB includes the Associate Deans of: Admissions and Student Life; Medical Education; Clinical Affairs; Statewide Campus System, Research; the southeastern Michigan campuses; Diversity, Inclusion and Integration; and the Director of Communication, as well as two student representatives.
GOAL: CULTURE AND INCLUSION

MSUCOM will recruit, and retain high-quality students, staff, faculty, and administrators with diverse backgrounds, experiences, and interests and provide them with an environment rich in civility and inclusion, and respect and appreciation for all people.

Overview

The Michigan State University College of Osteopathic Medicine is committed to fostering a safe environment to support, promote and enhance culture, inclusion and diversity in every aspect of its mission. We believe in the university’s core values of quality, inclusivity and connectivity and embrace and respect differences in all people including age, color, gender, gender identity, disability status, height, marital status, national origin, political persuasion, race, religion, sexual orientation, veteran status, weight, background and experiences. We have a mission to better reflect, in the profession, representation of those we desire to serve. Although as a college we can note many successes we have made on this goal, we also realize that like the medical profession in general, we have room for significant improvement.

Objectives

1. MSUCOM will develop, then continually assess a high-performance culture that welcomes a spectrum of experiences and backgrounds and promotes professionalism and respect among college faculty, staff, students and administration.
2. Promote cultural competence and understanding of the impact of race, gender, sexual orientation and socioeconomic factors on health care within the curriculum and throughout the COM community.
3. Ensure that recruitment and admissions processes provide opportunities to qualified individuals of all backgrounds and seek meaningful ways to promote osteopathic medicine and educational pathways in the college’s local communities, including those that are disadvantaged or underrepresented in medical education.

Outcomes: Because of these initiatives, we will improve our work climate, as well the diversity of the MSUCOM student body, faculty and alumni, while increasing engagement of the diverse communities MSUCOM currently reaches. Providing students with these experiences will result in a well-rounded health-professions workforce best positioned for acceptance into ACGME residencies and fellowships.

- Significantly improved work climate based on annual inclusion survey measuring evidence of a high-performance organization
- Evidence of a safe and positive student experience
- Increase percentage of candidates who are underrepresented in medicine (URiM) to faculty positions
- Increase percentage of applicants to MSUCOM who are (URiM)
- Increase number of high school students involved in pre-college programs
- Increase percentage of URiM matriculants into Osteopathic Medical Scholars Program (OMSP)
• Increase percentage of URiM matriculants into COM
• Increase percentage of URiM graduates from COM
GOAL: RECRUITMENT AND RETENTION

MSUCOM will identify, recruit, and maintain a high quality and diverse population to address the nationwide challenge of a lack of diversity in medicine and maldistribution of medical providers.

Overview
To recruit and retain students who are academically competitive and mission-fit, we will continue to showcase the best aspects of MSUCOM and sustain a culture of leadership, inclusion and respect. In doing so, we will exemplify highest standards of professionalism and ensure that applicants, external stakeholders, students, staff, faculty and administrators feel valued in their contributions to the process.

Objectives

1. We will expand recruitment strategies aimed to increase the diversity of the student body including the addition of the OMSP 3+4 program.
2. We will continue to personalize and professionalize our recruitment and admissions initiatives to enhance yield of mission-fit applicants.
3. We will select and matriculate a diverse set of applicants who demonstrate academic excellence and who show evidence of a focused intent to be an outstanding healthcare provider.
4. We will offer co-curricular opportunities for students to engage in leadership development, personal development, and professional development.

Outcomes: As a result of these initiatives, we will increase the K-12 pre-college pipeline, enroll 100 OMSP students annually and increase the diversity of the MSUCOM student body. We will increase student retention and sustain our students’ commitment to leadership, professionalism and personal wellness.

- Development of a strategic enrollment plan in collaboration with multiple college units
- Increase number of OMSP matriculates by 25%
- Execution of a marketing and outreach campaign, with measurable increase in inquiries and applications from target audiences including more diverse geographical representation
- Increase the student body diversity by 10% according to ethnicity, geography, socioeconomic status, work experience and interests, and other measures.
- Increase number of meaningful recruitment engagements (campus visits, visits to students, webinars, Zoom sessions, calls with faculty and students, etc.) with all admits.
- Reduce debt burden of health professional students.
- Increased social media presence (users/likes) as compared to prior year engagement.
- Enrollment of 5-10 applicants into a MSUCOM ‘bridge’ program.
- Enroll 25 students into the PA program in 2021.
- Increase number of student leadership positions attained, locally and nationally.
- Increased number of residency interviews offered, per student.
GOAL: OSTEOPATHIC PRINCIPLES AND PRACTICE

MSUCOM will uphold and promote osteopathic principles to improve health and wellbeing.

Overview

Michigan State University College Osteopathic Medicine will be known nationally for providing state of the art osteopathic medical education that includes the distinctive competencies of health promotion and osteopathic manipulative treatment as articulated by the osteopathic tenants of body unity, self-regulation, self-healing and health maintenance.

Objectives

1. Promote a holistic model of osteopathic principles that includes competencies in well-being and self-care and in health promotion.
2. Develop a continuum model that promotes osteopathic manual medicine (OMM) and biomechanical competencies and their role in patient-centered care.
3. Establish an Osteopathic Principles and Practice (OPP) Research Initiative to evaluate integration and applications of this model of OPP in academic and clinical programs.
4. Expand opportunities for students to serve in community-based medicine.

Outcomes:

- OPP-focused curricular review completed, and recommendations enacted by 2020
- Achieved baseline COMLEX-USA metrics on osteopathic manipulative medicine (OMM) and health promotion and disease prevention, monitor for impact of curricular changes to OMM and health promotion/disease prevention.
- Increase OPP research and scholarly activity output through 2020
- High rates of student satisfaction regarding the accessibility of quality wellness and counseling resources
- Continued promotion of osteopathic community engagement with local clinical outreach programs such as street medicine and community integrative medicine (CIM)
GOAL: CURRICULAR CONTINUUM

MSUCOM has been a leader in educating osteopathic physicians for 50 years. The college enters its sixth decade at a time of considerable change in the medical education landscape. MSUCOM envisions a new continuum of medical education that builds on tradition and strengths while embracing new ideas that strive to exceed accreditation standards.

Overview

The college’s Doctor of Osteopathic Medicine curriculum will be reviewed and refined to ensure that graduates excel in their knowledge, skills and professional attributes across all competency domains. The curriculum will deliver a strong foundation in the biomedical sciences, meaningful integration of a holistic approach to patient care, opportunities for scholarly inquiry and interprofessional work and alignment to national benchmarks, while embracing emerging trends in healthcare.

The college will remain a leader in graduate medical education through the Statewide Campus System, promulgating best practices for residency education and faculty development under the single accreditation system. We will seek to promote research and scholarly activity opportunities by offering consultation and resources to our community-based health system partners.

In collaboration with community partners, the college will develop new continuing medical education programs and sponsor relationships that promote quality patient care. It will cultivate new graduate programs to help meet the health care workforce needs in Michigan and beyond. These programs include master’s degrees in physician assistant studies and global health, as well as dual degree programs with other MSU partners.

At the core of the college’s academic mission is the college’s curriculum leading to the Doctor of Osteopathic Medicine degree and the Master of Physician Assistant Studies.

Objectives

1. Effectively integrate an osteopathic approach to competent and compassionate patient care inclusive of understanding of health and disease across diverse populations.
2. Expand opportunities for meaningful patient interactions and service-based learning
3. Streamline the preclerkship/clerkship curriculum to promote comprehension and retention of material while creating space for needed content and assessment.
4. Cultivate critical thinking and habits of scholarly inquiry for academic, clinical, and research pursuits
5. Develop the professional integrity to conscientiously care for patients in interdisciplinary teams
6. Create special programs/tracks in order to attract a diverse set of applicants to MSUCOM
7. Develop a formal IPE program for interprofessional education (IPE) and collaborative care, involving health colleges and others in the university community as appropriate
8. Implement advanced media such as virtual reality and electronic medical record technologies to expand learning reinforcement strategies.

Outcomes:
• Updated course review process
• Apply a mapping convention for learning objectives and exam items
• Reduced curricular content as a result of the comprehensive curriculum review
• Add 10 clinical training sites.
• Increase first-time pass rate on COMLEX-USA Level 1, Level 2-CE, and Level 2-PE.
• Significantly increase average COMLEX-USA scores
• Residency placement rate sustained to at least 98% among first-time applicants
• Achieve full accreditation by COCA and strive for always exceeding COCA elements.
• Launch one-year post-baccalaureate bridge program for prospective students who show great potential
• Achieve provisional accreditation of the Physician Assistant (PA) program in 2020
• Enroll inaugural class of PA students in May of 2021
• Ongoing participation of GME programs in Statewide Campus System
• Continuation of ACGME institutional accreditation of Statewide Campus System
• Increase in sponsored continuing medical education (CME) activities and credits provided
• Evidence of student satisfaction with curricular offerings
• IPE partnerships with undergraduate and community colleges
GOAL: SCHOLARLY ACTIVITY

Promote improved health outcomes, quality and safety in healthcare through research and scholarly activity within current, and to be developed, MSUCOM and SCS research networks.

Overview

A number of MSUCOM supported faculty members have exceptional research programs that have garnered widespread attention and respect, and extramural support. While the College and University desires expanded scholarly output and increased NIH research funding, these goals can only be achieved via a clearly defined, college wide research focus. In this light, it is our desire that all basic science faculty should have the ability to include MSUCOM clinical research strengths, capabilities and patient access into their extramural (National Institute of Health) applications to create maximally innovative and compelling grant proposals to fund their scholarly pursuits. Similarly, all MSUCOM clinicians and clinical researchers should have the ability to collaborate and integrate their efforts with the sizeable research faculties and infrastructures of our affiliated basic science departments to foster their research proposals and scholarly pursuits. MSUCOM should also foster collaboration between our basic science and clinical expertise with members of our clinical faculty in the over 40 COM affiliated hospital systems and networks. Once achieved, these interactions will create a Statewide MSU-COM Translational Research Network that would be nationally recognized as groundbreaking and be viable as a NIH/CTSA designated “hub” to help lead MSU to become a NIH/NCATS Clinical and Translational Science Awardee.

Successful pursuit of these translational research expansions will also address a major pragmatic concern for the College, the need for a large percentage of our students to have the ability to significantly participate in meaningful research activities and projects. We are currently directing the MSUCOM research offices to better support the OST599 and OST615 research credit experiences, and also identify and support expanded research opportunities for our entire student body. We will continue the MSU-COM DO/PhD program and craft a Medical Scientist Training Program NIH grant proposal.

As a true indicator as to MSUCOM being recognized as elite amongst all osteopathic medical schools, as well as many medical schools across the nation, we will also focus extensive MSUCOM resources on translational research focused on elucidating the mechanisms underlying human disease, as well the development of new interventions to treat, or better yet, prevent these diseases in the first place. As part of this, we will re-invigorate our research efforts studying the mechanisms that underlie the efficacy of Osteopathic Manipulative Treatments. Aligning with this, we recognize that a number of research efforts already underway in the College focus on the interactions of the immune system with numerous body systems as well pathogens and other environmental influences. These efforts are being pursued alongside our goals to develop deeper understanding as to how the human immune system impacts upon a number of diseases, including cancer; auto-immune, infectious, & neurological diseases. Given these strengths, we now desire to create within COM a national center of research excellence fostering the development of immunological therapeutics tentatively entitled the “Applied Immunology Center for Education and Research (AICER)”. AICER will serve to not only capitalize upon expanding our
understanding of the human immune system, but to foster improved interventions that will dramatically improve health outcomes across the spectrum of human disease in real time. Students in MSUCOM will become partners in these efforts as part of their scholarly activities. As part of this holistic research venture, we will also continue to foster improved collaborations with non-medical Colleges at MSU, such as Natural Sciences, Engineering, and the Institute of Quantitative Health Science and Engineering to maximize innovation and partnerships on these areas of focus.

Objectives

1. Increase research and scholarly activity among all MSUCOM faculty then foster and create new pathways to have these faculty include COM students in their respective scholarly activities.
2. Provide faculty development on research and scholarly activity, including how to engage COM students in projects, taking advantage of MSU resources as applicable.
3. Expand opportunities for COM students to gain expertise in research methods and experiences in scholarly activity.

Outcomes: As a result of these efforts, COM students and faculty will achieve:

- Improved understanding of, and achieve near-term health preservation, as well improved health outcomes for those affected by a number of common diseases.
- Increased numbers of research experiences available for faculty and students of COM
- Increased numbers of Publications and presentations by MSUCOM faculty and students of COM and the SCS
- Increased utilization of faculty development programs, workshops, and resource
- Increased and more diverse sources of extramural funding to grow each of these efforts into the future.
- Improved collaborative research with MSU-COM SCS health partners and strengthen ACGME research success.
- Deployment of innovative therapies (including those being developed by MSU researchers) directly to patients in our COM affiliated communities and health practices throughout the state, fostering MSU recognitions such as becoming a NIH/NCATS designated CTSA site, as well an NIH Sponsored MSTP.
GOAL: CLINICIAN EDUCATORS AND CLINICIAN SCIENTISTS

MSUCOM will continue its effort to support and expand its clinical faculty by identifying, recruiting, and sustaining outstanding and diverse clinician educators and clinician scientists to mentor our students. This next generation of clinical faculty will be specifically regarded to their capacity to serve as osteopathic physician role models for our student body as it relates to clinical care, outreach, and scholarly activity.

Overview

Michigan State University’s College of Osteopathic Medicine offers a strong clinical training environment for its students. A diverse group of clinical faculty serve as educators, scientists, and outreach experts, and thus serve as premiere role models for our student body. There are currently eleven independent departments that are organized under the College of Osteopathic Medicine at Michigan State University: Orthopedics, Physical Medicine and Rehabilitation, Osteopathic Surgical Specialties, Family and Community Medicine, Osteopathic Manipulative Medicine, Pediatrics, Osteopathic Medical Specialties, Radiology, Neurology and Ophthalmology, and Psychiatry. These departments include efforts of ~4,000 clinical adjunct faculty present throughout the state of Michigan. Together the faculty and staff within these provides a strong foundation for clinical education, outreach, and research role models for our students.

This structure also allows for interdisciplinary collaboration with MSU’s College of Nursing, the emerging Physician Assistant program, athletic trainers, social workers, psychologists, nurse practitioners, physical therapists, occupational therapists, speech therapists and others. Michigan State University clinical faculty also conduct considerable outreach to assist with hospitals throughout the state, including communities in Lansing, Kalamazoo, Jackson, Ionia, Carson City, and Southeast Michigan.

Objectives

1. Maintain and expand clinical education, research and outreach opportunities for all COM students.
2. Target retention, and as appropriate, increase the size of the clinical faculty to specifically meet the expanding needs of the COM student body.

Outcomes:

- Align College efforts to identify, recruit, and retain clinically active faculty that best align with College resources, and with the needs of the COM curriculum.
- Improved expectations and clarity of role and increase numbers of adjunct clinical (volunteer) faculty statewide for MSUCOM in a manner that will administered via a new Faculty Affairs office.
- Increase clinical research quantity and quality by hiring appropriate faculty and staff. This will be demonstrated through an increase in scholarly activity and output, increased clinical research funding, and peer reviewed publications.
GOAL: ALUMNI ENGAGEMENT

Secure increased financial resources through philanthropy that will allow MSUCOM to remain on the cutting edge of education, research and outreach. Provide meaningful ways for alumni and friends to engage with the MSU College of Osteopathic Medicine that provide valuable experiences for them and further the mission of MSUCOM. Enable alumni and friends to remain involved with our programs throughout their careers.

Overview

MSUCOM has 6510 living alumni in total, 70% of whom reside in Michigan. They are strong advocates for their alma mater, particularly proud of the quality of their education, and engage with the college in significant ways through their philanthropy, teaching, research and outreach.

Our alumni engagement programs offer ways for alumni, friends, clinical faculty and other stakeholders to participate and remain connected to MSUCOM. Through our outreach activities we will continue to encourage our alumni and friends to find ways to stay involved and direct them to areas that are most meaningful for them.

Objective

1. Increase outreach and engagement of all COM alumni
2. Increase philanthropy to MSUCOM to meet the goals and objectives of college leadership.

Outcomes:

- After creating a baseline and understanding how many of our alumni and friends are engaged, increase this percentage significantly over 5 years.
- Raise $5 million (Jan 1, 2020 – Dec. 31, 2022) for the initiatives related to “The Campaign to Enhance the Student Experience”.
- Increase alumni communication through social media.
GOAL: COMMUNITY IMPACT

MSUCOM will uphold the land-grant system's values by increasing MSUCOM's outreach, either via teaching, research, an/or public service and work with community partners to create positive impact locally, nationally and internationally.

Overview

The college has set out to improve collaborative clinical interactions with leadership at the MSU Health Team, the College of Human Medicine and the College of Nursing. With this new sense of collegiality and mutual interest, we are working together to address challenges within our clinical systems, improve patient safety, and formulate the new MSU-Health Care organizational structure in a manner that also best meets the needs of the COM student experience.

Specifically, we will attempt to address college and community health care needs by hiring talented clinician educators and scientists into any of our affiliated clinical and/or basic science departments. Recruiting clinicians from diverse backgrounds and cultures will further enhance the quality of the COM clinical faculty. We are also challenging our college’s clinical leadership to recruit clinicians who have strong evidence of scholarly output and the desire to continue that output as clinical faculty, as these types of faculty will best serve the needs of MSUCOM students on multiple educational fronts.

Emphasize Global Outreach by continuing to expand opportunities to observe, study, and participate in public health and medical service programs in resource poor countries; to study health and health care disparities in such countries; to provide health care services to disadvantaged populations in these countries, and to have a cross-cultural experience.

We are also supporting expanded MSUCOM Statewide Campus System (SCS)-sponsored residency and fellowship training opportunities, including research, simulation and CME, while fostering enhanced access of SCS clinical partners to the expertise available throughout Michigan State University.

Objectives

1. Promote excellence in patient care and osteopathic medical education within the immediate college clinical faculty as well as the SCS network of community-based clinical partners.
2. Link MSUCOM resources with community partners in support of osteopathic medical education, community outreach and scholarly activity within the Statewide Campus System.
3. Maintain local and international initiatives that address the needs of underserved populations.

Outcomes: Increased harmonization as to hiring of clinical faculty with the needs of the COM curriculum will improve health outcomes of MSUCOM partner communities and strengthen an updated curriculum, while increasing clerkship, residency and fellowship opportunities for MSUCOM students. An emphasis on recruiting clinicians active in scholarly output who are also outstanding clinical educators will also improve the college’s clinical and translational research outputs.
• SCS-affiliated institutions and programs accreditation status with ACGME through 2020
• Osteopathic recognition status of programs within SCS through 2020
• Development of regional hub models in southeast Michigan in 2020
• Introduction of wellness clinic initiative pilot at MSUCOM-Macomb in 2020
• Development of robust clinical opportunities and clinical role models for MSUCOM students.
• Expanded international faculty and research presence.
ADDITIONAL ON-GOING EFFORTS

GOAL: FACILITIES AND INFRASTRUCTURE

Overview

The East Lansing site has resided in a renovated dormitory for nearly 50 years. The building has serious deficiencies regarding accessibility, energy efficiency and asbestos presence that prohibit significant renovation. We note that these deficiencies are reaching a critical nature, given recent COCA accreditation comments regarding the East Lansing facilities. This issue is also one of the top reasons why high-quality applicants decide not to attend MSUCOM.

Objectives

We propose that plans for financing and constructing a new MSUCOM headquarters at the East Lansing MSU site be reconsidered at this critical time. The commitment to constructing a new medical campus would crystalize a nationally recognized academic medical center at MSU, while taking advantage of potential cost savings if carried out alongside McLaren/MSU HT/MSU Foundation efforts. This effort would align with desires of other MSU health colleges, as well our affiliated health system’s desires to expand patient simulation opportunities for students, residents, fellows and health care providers. We note that we are celebrating the college’s 50th anniversary at MSU, a milestone that can allow us to boldly approach our faculty, alumni, state and national supporters to contribute towards a new medical school fundraising effort.

Outcomes:

- Construction of a new MSUCOM East Lansing headquarters would solidify its multiple efforts in medical education, while retaining the ability to be the major source of physicians for Michigan well into the future.
- A state-of-the-art medical education building would be designed to complement and enhance the current and future curricula of the COM medical school, (including needs to flip classrooms to enhance the student learning experience while providing world-class simulation and virtual anatomy capacities coupled with leading-edge technologies to allow students a maximal learning environment for success.
- Expanded research and outreach efforts of the college, for example, supporting clinical research and outreach opportunities with our hospital partners in the McLaren system, locally, and systemwide.
Goal: TRANSPARENCY IN COMMUNICATION

Overview

The goal to be transparent and inclusive in all strategic efforts being undertaken by the college in this plan were identified by COM faculty, staff and students during several recent climate survey and small group sessions as vital not only to improve the work and educational climate of the college, but also to support its mission and strategic goals. During these sessions, a general theme emerged suggesting that the college better communicate not only its day-to-day efforts, but also its goals and plans to the greater COM community. Improved communications will help foster desired improvements in transparency and inclusivity concerns of the faculty, staff and students on all fronts, including improved understanding as to the governance structure and functions of the college, as well as improved communications around the educational, clinical research and outreach efforts being focused upon in this strategic plan.

Objectives

To foster these themes will require better communications between all elements of our college, a complex and expansive group that includes the dean, clinical, academic and administrative leadership, current students and student leadership, alumni, donors, legislators and the greater network of COM partners and friends both within and beyond the university. We desire to achieve these objectives with a renewed vigor in our capacity to rapidly communicate to all COM constituents. We seek to meet these objectives in a manner that is as transparent as possible, and thereby best communicate all COM policy initiatives, successes and if necessary, failures, that inform and highlight efforts and progress made on the many strategic goals delineated in the COM strategic plan. Furthermore, enhancing communication will also include improving efforts for faculty, staff and students to better engage and meaningfully participate in the leadership efforts of the college, both directly, as well as indirectly through the many executive and student leaders representing the various groups encompassing the colleges current and future governance structure.

Outcomes:

- Modernized and expanded traditional means of communication (email, paper publications), as well as expanded presence on web, social and other media channels to enlighten and educate all constituents as to the impact that the college has on the educational, clinical, outreach and research fronts locally, nationally and internationally.
- Increased understanding, engagement and participation of COM faculty, staff and students in the efforts of the college to improve and expand its educational, clinical, research and outreach strategic efforts.
- Improved understanding by the greater university (i.e. other MSU colleges, units and centers), as to the educational, clinical, research and outreach successes being attained
by COM, successes that also foster the mutual land-grant mission objectives of the university.

- Better alignment of external messaging with overall university communication goals that center around reputation, recruitment and relationships related to educational, clinical, research and outreach activities, positioning the college as a premiere osteopathic college.

- Stronger messaging and relationships with national, regional and local media to increase coverage of the research, educational, clinical and outreach activities that happen within the college and become a source for expert knowledge in the field of osteopathic medicine.

- Improved interactions and engagement with community partners of the college in the state of Michigan, the nation and internationally, (i.e. hospital and clinical training partners, educational partners, alumni, volunteer and outreach organizations, government agencies) to highlight partnership successes, as well inform these partners so as to promote and foster future engagement of these same partners in the strategic mission of the college.

- Improved understanding as to the day-to-day operations of the college, as well how all faculty, staff, students, alumni, and other partners of the college can participate in those efforts on numerous fronts.
Goal: INCLUSIVE GOVERNANCE STRUCTURES

Overview

With the recent appointment of Dr. Amalfitano as Dean of COM came immediate and significant change to the overall leadership structure of the College not only at the Dean level, but at all levels of the College. While all prior governance structures present in the College prior to the appointment of Dean Amalfitano are still present, an additional layer of leadership (the Deans Executive Board) has been added to foster additional engagement of all COM faculty, staff and students in the strategic oversight and planning of the College, improving transparency and inclusivity in regards to the strategic planning and mission of the College. This momentum needs to increase further.

Objectives

1. Further evaluate and assess the success of current COM governance structures, academic and administrative leadership roles.
2. Identify deficiencies and/or areas in need of additional representation and oversight, and foster development of appropriate governance structures to meet those challenges.
3. Communicate changes to all faculty, staff, student and/or other members of the COM community to better promote understanding and inclusion.

Outcomes: Identification and improved inclusion by faculty, staff and students in the day to day oversight and governance operations of COM will not only foster improved outcomes for the multiple strategic plan initiatives detailed in this document, but will also foster improved transparency and inclusion for all members of the COM community in the process of meeting of our mutually agreed upon strategic goals and vision. This will promote a diverse and unique capacity for COM to continue to confirm not its status as the premiere osteopathic medical school in the country, but also as a world-class medical school overall.