



College of Osteopathic Medicine
MICHIGAN STATE UNIVERSITY

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 vision 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, student-centered graduate and medical education and research in order to foster community access to patient-centered medical care.

Our students' professional success is a key metric that validates the varied efforts of MSUCOM faculty and staff. Therefore, our first job at MSUCOM is to provide our students with the best possible medical school experience, as well as foster their post-graduate opportunities.

After numerous meetings and discussions with MSUCOM faculty, staff, students, alumni and other MSUCOM stakeholders over the past year, the MSUCOM community identified the following five areas of focus for our Strategic Plan:

1. Osteopathic Principles and Practice
2. Culture, Diversity, and Inclusion
3. Recruitment and Retention
4. Curriculum, Educators, and Scholarly Activity
5. Alumni and Community Impact

Each of these elements are presented below with an overview, objectives, and desired outcomes. Operational strategies to achieve the outlined outcomes will be determined by each unit or department.

Within the strategic plan, we have identified key elements of the MSUCOM student experience that need to be improved and/or expanded for MSUCOM to reach its objectives. These elements are curricular issues, outreach/diversity efforts, clinical activities, research activities, governance and transparency and systemic infrastructure deficiencies.

Our strategic plan outlines top priorities that MSUCOM will address while also achieving several goals in the coming years. If achieved by July of 2023, the College of Osteopathic Medicine (COM) will:

- Excel in the principles and practice of osteopathic medical education
- Be a highly sought-after college for top educators, clinicians, teachers and students
- Achieve recognition as the leading osteopathic medical college and research center
- Lead innovation in medical education and IPE curriculum nationwide
- Improve access to care and health outcomes for the broader community

GOAL: OSTEOPATHIC PRINCIPLES AND PRACTICE

MSUCOM will promote osteopathic principles in order to improve health and wellbeing throughout the community.

Overview

Michigan State University College Osteopathic Medicine will serve as a model 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 opportunities for students to serve in community-based medicine, locally, nationally and internationally.
2. Sustain a culture of wellness within MSUCOM in order to effectively model osteopathic principles.
3. Develop a continuum model that promotes osteopathic manual medicine (OMM) and biomechanical competencies and their role in patient-centered care and population health.
4. Establish an Osteopathic Principles and Practice (OPP) Research Initiative to evaluate integration and applications of this model of OPP in academic and clinical programs.

Outcomes:

- Greater awareness of osteopathic community engagement with local clinical outreach programs such as street medicine and community integrative medicine (CIM).
- Greater global understanding of osteopathic medicine as measured by programmatic interest and Institute for Global Health engagement.
- OPP-focused curricular review completed, and recommendations enacted by 2021.
- 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.
- Increased OPP research and scholarly activity output through 2023.
- Better global understanding and appreciation of the efficacy of OMT throughout osteopathic and medical communities.

GOAL: CULTURE, DIVERSITY, AND INCLUSION

MSUCOM will build an environment rich in safety, civility, and inclusion, with a 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, and all aspects of its mission. We believe in the university's core values of quality, inclusivity and connectivity, and embrace and respect differences in all people. We have a mission to reflect representation of those we will serve.

Objectives

1. Foster and continually assess a 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 the COM community.
3. All community members embrace shared values with Common Ground professionalism framework.

Outcomes: We will improve the MSUCOM climate, as well the diversity of the MSUCOM student body, staff, faculty and alumni, while increasing engagement of the diverse communities MSUCOM reaches. Providing students with these experiences will result in a well-rounded, health-professions workforce best positioned for acceptance into residencies, fellowships and other employment opportunities.

- Optimized work climate based on annual inclusion survey.
- Established and effective support systems for all students to ensure a safe and positive experience, especially those who have historically been marginalized based on identity.
- Commitment to building a culture of inclusion and care within MSUCOM.
- Increased diversity, equity and inclusion content in the curriculum.
- Greater participation in training and professional development in diversity content areas.
- Continue to expand local and global health opportunities for students to serve in underserved communities throughout the world.

GOAL: RECRUITMENT AND RETENTION

MSUCOM will identify, recruit, and maintain highly qualified and diverse current and future healthcare leaders.

Overview

To recruit and retain students, staff and faculty who are academically and professionally competitive and aligned with the MSUCOM mission, we will offer educational and professional development opportunities that help realize the potential of each MSUCOM community member.

Objectives

1. Expand recruitment strategies aimed to increase the diversity of the MSUCOM community, including staff, faculty, administration and the student body.
2. Continue to personalize and professionalize recruitment initiatives to increase yield of mission-fit applicants to MSUCOM.
3. Offer co-curricular opportunities for students, staff, faculty, and administration to engage in leadership development, personal development, and professional development.
4. Develop a strategic enrollment plan in collaboration with all graduate and professional degree programs at MSUCOM.
5. Reduce debt burden of COM students by expanding scholarship opportunities and reducing the out-of-state tuition rate.
6. Increase career promotions for staff and faculty across all three sites.

Outcomes: As a result of these initiatives, we will increase the applicant pools at MSUCOM as well as increase student and employee retention.

- Increase the diversity of MSUCOM.
- 25 students enrolled into the PA program in 2021, that will help promote healthcare access, community impact and interprofessional education opportunities.
- Enrolled inaugural class of MS in Global Health students in May of 2020.
- Increased opportunities for community members to engage in global health programs.
- Expanded resources for student, staff, and faculty career guidance support.
- Increased number of student leadership positions attained, both locally and nationally.
- Greater participation of students, staff, faculty, and administration in statewide campus system (SCS) professional development programming.

GOAL: CURRICULUM, EDUCATORS, AND SCHOLARLY ACTIVITY

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

Overview

Every five years the college's curriculum and degree program offerings 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 local and international interprofessional work and alignment to national benchmarks, while embracing emerging trends in healthcare.

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, rural health initiatives, and dual degree programs with other MSU partners.

Objectives

1. Streamline the curriculum to promote comprehension and retention of material while creating space for research, outreach and assessment.
2. Expand student opportunities for meaningful patient interactions and service-based learning.
3. Develop interprofessional education (IPE) programming for collaborative care, involving health colleges, rural clinic sites and others in the university community.
4. Identify opportunities for new degree, continuing education and certificate programs in partnership with other university graduate and lifelong education programs.
5. Analyze predictors of performance to improve selection and mentorship processes.
6. 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.
7. Expand global health opportunities through education abroad and international research electives.
8. Identify and provide appropriate resources for clinical and non-clinical faculty professional development activities.
9. Leverage the talents and skills of support staff in innovative ways to promote scholarly success.
10. Develop curricular scheduling communication strategy to alleviate any disconnect between students and educators.

Outcomes:

- Updated course review process.
- Reduced curricular content as a result of the comprehensive curriculum review.
- Ongoing participation of GME programs in Statewide Campus System.

- Continuation of ACGME institutional accreditation of Statewide Campus System (SCS).
- Add 10 clinical training sites to SCS, inclusive of rural settings.
- 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.
- Achieve provisional accreditation of the Physician Assistant (PA) program in 2020.
- Increase in sponsored continuing medical education (CME) activities and credits provided.
- Broader IPE partnerships with undergraduate and community colleges.
- Expanded scholarly output and increased federal research funding.
- On-going faculty development opportunities with research and scholarly activity, including how to engage COM students in projects.
- Enhanced internationally recognized research in global health.
- Development of a research project database, accessible to students.
- Reduced incidences of student confusion with curricular expectations.

GOAL: ALUMNI AND COMMUNITY IMPACT

MSUCOM will uphold the land-grant institutional values by increasing MSUCOM's outreach, either via teaching, research, and/or public service and work with community partners and alumni to create a positive impact locally, nationally and internationally. In doing so, we will 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.

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 that best meets the needs of the COM student experience.

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 local, national and global outreach activities we will continue to encourage our alumni and friends to stay involved and direct them to areas that are most meaningful for them.

Objective

1. Link MSUCOM resources to community partners in order to expand community impact efforts in rural, urban, and suburban areas.
2. Continue to build on local and international initiatives which allow for community educational exchanges, including collaborative research and outreach.
3. Provide meaningful ways for both recent and established alumni to engage with MSUCOM, locally and internationally.
4. Increase philanthropy to MSUCOM to meet the goals and objectives of college leadership.

Outcomes:

- Development of robust clinical opportunities and clinical role models for MSUCOM students.
- Expanded local, national, and international community impact, faculty and research presence.
- Enhanced learning opportunities for MSUCOM, the university, and the osteopathic profession.
- Strategic growth of local and international outreach initiatives (Street Medicine, Merida efforts, etc.).

- Increased alumni communication through social media, and events to garner meaningful relationships and connections.
- Increased engagement of alumni and friends with event participation and philanthropic support by 25% over five years.
- Raise \$5 million (Jan 1, 2020 – Dec. 31, 2022) for the initiatives related to enhancing the student experience.

ADDITIONAL ON-GOING AREAS OF FOCUS

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 these deficiencies are reaching a critical nature, given recent COCA accreditation comments regarding the East Lansing facilities. This issue is one of the top reasons why high-quality applicants decide not to attend MSUCOM.

Objective

We propose that plans be considered for financing and constructing a new MSUCOM headquarters at the East Lansing MSU site. 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 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.
- Maximally leverage existing COM research infrastructures to expand research and outreach efforts of the college, for example, supporting clinical research and outreach opportunities with our hospital partners and other COMs nationwide.

Goal: TRANSPARENCY AND COMMUNICATIONS

Overview

The goal to be transparent and inclusive in all strategic efforts being undertaken by the college 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, support staff, 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 or DEB) 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.

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 two student representatives, the Director of Communications, and Associate Deans of: Diversity and Campus Inclusion; Detroit and Macomb sites; Admissions and Student Life; Medical Education; Clinical Affairs; Statewide Campus System, and Research.

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 only its status as the premiere osteopathic medical school in the country, but also as a world-class medical school overall.