



## **Campbell University Jerry M. Wallace School of Osteopathic Medicine (CUSOM)**

### ***STRATEGIC PLAN*** **2019 – 2024**

The mission of Campbell University is to graduate students with exemplary academic and professional skills who are prepared for purposeful lives and meaningful service. The School of Osteopathic Medicine highlights Campbell's commitment to providing quality educational preparation for students to serve the community in the expanding field of healthcare, a commitment which is encompassed by the [5-year strategic plan for Campbell University](#).

On November 2, 2016, the Campbell University Board of Trustees adopted a new 5-year strategic plan to guide the University into 2021. The overarching goal of the strategic plan is to present a series of Aims and supporting Initiatives that are targeted at specific needs of the University to include: Academic Quality; Student Success; Extend the Influence; and Strategic Growth.

The mission, goals, and strategic plan for CUSOM, therefore, are aligned within and under the larger University context. The lack of sufficient healthcare access throughout the country and the state of North Carolina is well documented. Well trained physicians are major contributors to the solution of this shortage both locally and nationally.

As the population of North Carolina has increased, there has been a significant increase in healthcare needs. This problem is further complicated by a decrease in the number of physicians choosing to practice in rural or underserved areas of the state. Therefore, a major goal of the School of Osteopathic Medicine is to train physicians to fulfill healthcare needs in these rural and underserved areas.

As informed by the Campbell University Mission, the [Mission Statement of the Campbell University School of Osteopathic Medicine](#) was adopted by the Campbell University Board of Trustees on April 27, 2011 and reads as follows:

*“The MISSION of the Campbell University School of Osteopathic Medicine (CUSOM) is to educate and prepare community-based osteopathic physicians in a Christian environment to care for the rural and underserved populations in North Carolina, the Southeastern United States and the nation.”*

The following four themes with eight overarching goals provide a framework for the overall strategic plan. Within the context of each goal, there are also objectives and action items which allow CUSOM to implement and measure progress towards fulfillment of the goals set forth in the strategic plan.

CUSOM is informed and guided by the following eight goals for the purpose of educating osteopathic physicians who are well trained, socially minded clinicians who practice evidence-based medicine.

## Themes

### Recruitment and Retention

*Goal 1: To recruit and graduate osteopathic medical students who are committed to serving in rural and underserved areas throughout North Carolina, the Southeastern United States, and the nation.*

### Education and Student Success

*Goal 2: To educate osteopathic medical students in the art and science of osteopathic medicine using the most current research in clinical and basic science.*

*Goal 3: To provide osteopathic medical education that is holistic in its approach, evidence based, community focused, and patient centered. Treating the patient as an integrated whole, mind, body and spirit.*

### Research and Scholarly Activity

*Goal 4: To contribute to the fund of osteopathic medical knowledge through educational, scientific and clinical research and other scholarly activity.*

### Engagement and Development

*Goal 5: To develop outreach sites in rural and underserved North Carolina to provide educational services and healthcare to our region.*

*Goal 6: To develop a sustainable international medical missions program to train clinicians for underserved areas of North Carolina, the United States and the developing world.*

*Goal 7: To collaborate with our hospitals and other partners to provide healthcare and other educational services to our region.*

*Goal 8: To develop postgraduate training programs in collaboration with other institutions so that our medical students have training programs upon graduation.*

## **THEME: RECRUITMENT and RETENTION**

**Goal 1: To recruit and graduate osteopathic medical students who are committed to serving in rural and underserved areas throughout North Carolina, the Southeastern United States, and the nation.**

- **Goal 1A: To recruit a diverse student body who have a desire to serve a rural and underserved population.**
- **Goal 1B: To recruit students from North Carolina, the Southeastern United States, and the nation.**

<b>Objectives</b>	<b>Metrics</b>	<b>Targets</b>	<b>Accountable Parties</b>	<b>Relevant CU Strategic Plan Area</b>	<b>Relevant COCA Standard</b>
Revise, implement, and assess admissions interview process.	Track the number of interviews; Number of students deposited & on waitlist.	Annually	Admissions Committee; Director of Admissions	Academic Quality; Strategic Growth	9.1
	Analyze current cohort data for GPA, MCAT, & other admissions variables and compare to previous annual CUSOM and national cohorts.	Annually	Admissions Committee; Director of Admissions; Executive Director Assessment, Accreditation, & Medical Education (AAME)	Academic Quality; Strategic Growth	9.1
	Conduct an analysis of post-interview feedback from candidates, faculty interviewers, and admissions staff.	Annually	Admissions Committee; Director of Admissions	Academic Quality; Strategic Growth	9.1; 11.1
Monitor and actively seek to improve academic qualifications of applicants compared to enrolled first year students.	Analyze and compare trends of aggregate distributions and means for Overall Science GPA, MCAT Total Scores & MCAT Domain Sub-scores for applicants compared to enrolled first year students.	Summer 2020 (2 years of data)	Admissions Committee; Director of Admissions; Executive Director AAME	Academic Quality; Strategic Growth	9.1; 11.1
	Report outcomes on trends in admissions data.	Fall 2020	Admissions Committee; Director of Admissions; Executive Director AAME	Academic Quality; Extend the Influence; Strategic Growth	9.1; 11.1

Perform a comprehensive assessment of Admissions, Graduation, and Residency Placement processes, data, and outcomes.	Complete and review SWOT Analysis of past 3 years graduates and residency placement outcomes to admissions data and compare with analysis from above to make projections for remaining on track or improving recruitment of diverse student body desiring to serve rural and underserved North Carolina, the Southeastern United States, and the nation.	Summer 2021	Admissions Committee; Director of Admissions; Executive Director AAME	Academic Quality; Extend the Influence; Strategic Growth	9.1; 11.1
	Track and analyze job placement results for post-residency completion.	Begin Annually in Summer 2021	Assoc. Dean GME; Director of Postgraduate Affairs; Executive Director AAME; Director of Alumni Relations	Extend the Influence; Strategic Growth	10.4
Revise, implement, and assess admissions recruitment strategies.	Analyze the enrollment profile, including student demographics, of students accepted to the CUSOM DO program.	Annually	Director of Admissions; Executive Director of AAME	Academic Quality; Extend the Influence; Strategic Growth	5.2; 9.1
	Compare CUSOM data to national data provided by AACOM through annual statistical reports of applicants and matriculants.	Annually	Director of Admissions; Executive Director of AAME	Academic Quality; Extend the Influence; Strategic Growth	5.2; 9.1
Develop and provide student-centric activities focusing on student academic excellence.	Maintain and seek opportunities for growth related to mentoring programs for students.	Annually	Director of Student Affairs	Academic Quality; Extend the Influence; Strategic Growth	5.2; 9.5
	Continue the system of academic support services for students.	Annually	Academic Center for Excellence (ACE); Executive Director of AAME	Academic Quality; Extend the Influence; Strategic Growth	9.2; 9.5
	Continue to provide mental and physical health services for students.	Annually	Behavioral Health; Campbell Health Center	Academic Quality; Extend the Influence	9.8; 9.9
Increase and maintain diversity among students.	Recruit a diverse student population to CUSOM through live recruiter visits to traditional and minority institutions/organizations, and attendance at national conferences, meetings and other recruitment engagements.	Annually	Admission Recruiters; Director of Admissions	Strategic Growth	5.2; 9.1

## **THEME: EDUCATION and STUDENT SUCCESS**

**Goal 2: To educate osteopathic medical students in the art and science of osteopathic medicine using the most current research in clinical and basic science.**

<b>Objectives</b>	<b>Metrics</b>	<b>Targets</b>	<b>Accountable Parties</b>	<b>Relevant CU Strategic Plan Area</b>	<b>Relevant COCA Standard</b>
Maintain and implement best practices related to current trends and research in higher education.	Continuous assessment of CUSOM curriculum through the course debrief process utilizing student feedback and course and assessment outcomes.	Monthly - Curriculum Committee Meetings	Curriculum Committee; IRC	Academic Quality	11.1; 11.2
	Web updates of COMLEX-USA (and USMLE) national board scores and national comparison data.	Quarterly	CUSOM Registrar; Office of AAME	Academic Quality	6.8; 6.12
	Provide each student with an equal opportunity to succeed and appropriate access to available resources.	Annually	Director of Disability Services; CUSOM Library; IT Department; Office of Student Affairs; Office of AAME; CUSOM ACE	Academic Quality	4.4; 9.5
	Investigate and evaluate opportunities to incorporate educational technologies into the curriculum.	Annually	IT Department; CUSOM Library; Simulation Center; Office of AAME	Academic Quality	4.3

**THEME: EDUCATION and STUDENT SUCCESS**

**Goal 3: To provide osteopathic medical education that is holistic in its approach, evidence based, community focused, and patient centered. Treating the patient as an integrated whole, mind, body and spirit.**

Objectives	Metrics	Targets	Accountable Parties	Relevant CU Strategic Plan Area	Relevant COCA Standard
Maintain OMM pre-clinical educational curriculum preparing students for successful integration of Osteopathic Principles into clinical rotations.	Track number of dedicated OMM lectures and laboratory activity sessions given in the academic year.	Annually	Assoc. Dean OMM Integration; OMM Department	Student Success; Academic Quality	6.6
	Assess student performance in OMM/OPP through written examination, practical examination, and OSCE results.	Annually	Assoc. Dean OMM Integration; OMM Department	Student Success; Academic Quality	6.6
Continue OMM principles and practice throughout the clinical curriculum preparing students for successful integration of Osteopathic Principles into post-graduate training.	Track OMM educational offerings throughout the 3rd and 4th year.	Annually	Assoc. Dean OMM Integration; OMM Department; Associate Dean for Clinical Affairs	Student Success; Academic Quality	6.6
	Assess student performance in OMM/OPP through preceptor evaluation ratings & COMLEX OPP subcategory scores.	Annually	Assoc. Dean OMM Integration; OMM Department	Student Success; Academic Quality	6.6

## THEME: RESEARCH and SCHOLARLY ACTIVITY

**Goal 4: To contribute to the fund of osteopathic medical knowledge through educational, scientific and clinical research and other scholarly activity.**

Objectives	Metrics	Targets	Accountable Parties	Relevant CU Strategic Plan Area	Relevant COCA Standard
Create an atmosphere where research and scholarly activity are encouraged.	Document faculty development offerings, curricular offerings, faculty adequacy model.	Ongoing	Office of the Dean; All CUSOM Departments; Professional Development; Office of AAME	Academic Quality; Student Success	8.1
Support research opportunities for students and faculty.	Communicate research opportunities for students and faculty.	Ongoing	Assoc. Dean Research	Strategic Growth	8.4
	Continue the summer scholars program & CAP project.	Annually	Assoc. Dean Research; Anatomy & Pathology Departments	Academic Quality; Student Success; Extend the Influence	8.4
	Track the number of paid summer scholar internships for CUSOM students.	Over five years (2020-2024)	Assoc. Dean Research; CUSOM Senior Accountant; CU Budget Office	Academic Quality; Extend the Influence; Strategic Growth	8.4
	Maintain and seek growth of infrastructure for faculty research.	Over five years (2020-2024)	Assoc. Dean Research; CUSOM Senior Accountant; CU Budget Office; CU Office of Sponsored Research (OSRP)	Extend the Influence; Strategic Growth	8.1; 8.2
	Increase research among OMM/OPP faculty.	Over five years (2020-2024)	Assoc. Dean OMM Integration; OMM Department	Academic Quality; Extend the Influence; Strategic Growth	8.3
Promote achievements in research and scholarship.	Publish list of research and scholarly activities.	Quarterly	Assoc. Dean Research; Office of Faculty Development	Academic Quality; Extend the Influence; Strategic Growth	8.4
Dedicate resources for research and scholarly activity.	Dedicate internal funding specifically for students and faculty.	Annual fiscal year	Assoc. Dean Research; CUSOM Senior Accountant; CU Budget Office	Extend the Influence; Strategic Growth	8.1; 8.2
	Maintain and seek additional external funding through grants and partnerships.	Ongoing	Assoc. Dean Research; CUSOM Senior Accountant; CU Budget Office; CU OSRP	Extend the Influence; Strategic Growth	8.1; 8.2



## THEME: ENGAGEMENT and DEVELOPMENT

**Goal 5: To develop outreach sites in rural and underserved North Carolina to provide educational services and healthcare to our region.**

Objectives	Metrics	Targets	Accountable Parties	Relevant CU Strategic Plan Area	Relevant COCA Standard
Maintain current clinical rotation sites.	Continue tracking rotational site capacity through site visits to the regional campuses and affiliated hospitals.	Annually	Assoc. Dean Clinical Affairs; Office of Clinical Affairs	Academic Quality; Student Success; Extend the Influence	1.7; 6.9; 6.10
Continue providing access to healthcare and education for local low-income, uninsured patients.	Track the number of free clinic visits; number of scheduled recurring mobile clinic visits; number of locations providing free or reduced-cost healthcare.	Ongoing Quarterly (over 5 years)	Community & Global Health; Director of CU Health Clinic; CUCCC; SIM	Strategic Growth; Extend the Influence	6.11
	Create a culturally-diverse interprofessional healthcare education program at the free clinic specifically for healthcare awareness.	Ongoing (over 5 years)	Community & Global Health; Director of CU Health Clinic; CUCCC; Marketing; IPE; SIM	Strategic Growth; Extend the Influence	5.1; 6.8
Develop marketing strategy initiative to increase awareness of the free clinic services.	Track Social Media Outreach (e.g., Facebook, Instagram, Twitter, etc.) supporting free clinic operations.	Semi-annually	Community & Global Health; Director of CU Health Clinic; CUCCC; Marketing	Strategic Growth; Extend the Influence	N/A
	Track the number of community events with CUCCC presence.	Semi-annually	Community & Global Health; Director of CU Health Clinic; CUCCC; Marketing	Strategic Growth; Extend the Influence	N/A
	Seek partnerships with local agencies and organizations.	Ongoing (over 5 years)	Community & Global Health; Director of CU Health Clinic; CUCCC; Marketing	Strategic Growth; Extend the Influence	N/A
Seek to expand free clinic services.	Continue and grow partnerships with other CU programs.	Ongoing (over 5 years)	Community & Global Health; Director of CU Health Clinic; CUCCC; IPE	Strategic Growth; Extend the Influence	6.8
	Perform feasibility study to provide access to specialty care at CU health clinics.	Over five years (2020-2024)	Community & Global Health; Director of CU Health Clinic; CUCCC; IPE; SIM	Strategic Growth; Extend the Influence	6.8
	Perform feasibility study to create a reduced-cost clinic program in counties immediately surrounding Harnett County.	Over five years (2020-2024)	Community & Global Health; Director of CU Health Clinic; CUCCC	Strategic Growth; Extend the Influence	N/A

**THEME: ENGAGEMENT and DEVELOPMENT**

**Goal 6: To develop a sustainable international medical missions program to train clinicians for underserved areas of North Carolina, the United States and the developing world.**

Objectives	Metrics	Targets	Accountable Parties	Relevant CU Strategic Plan Area	Relevant COCA Standard
Maintain and improve current medical mission initiatives.	Track current CUSOM local mission activities.	Annually	Community & Global Health	Strategic Growth; Extend the Influence	1.7; 6.9; 6.10
	Track current CUSOM international mission activities.	Annually	Community & Global Health	Strategic Growth; Extend the Influence	1.7; 6.9; 6.10
	Streamline the trip process and set involvement targets for every trip.	Quarterly (prior to each mission trip)	Community & Global Health	Strategic Growth; Extend the Influence	1.7; 6.9; 6.10
	Increase interest and participation in mission programs through internal marketing, planning, and tracking.	Annually	Community & Global Health; Marketing	Strategic Growth; Extend the Influence	1.7; 6.9; 6.10
Explore potential medical mission initiatives.	Conduct a feasibility study for increasing local medical missions.	Ongoing (over 5 years)	Community & Global Health	Strategic Growth; Extend the Influence	1.7; 6.9; 6.10
	Conduct a feasibility study to develop relationships with international partners, creating new and recurring mission opportunities.	Ongoing (over 5 years)	Community & Global Health	Strategic Growth; Extend the Influence	1.7; 6.9; 6.10

## THEME: ENGAGEMENT and DEVELOPMENT

**Goal 7: To collaborate with our hospitals and other partners to provide healthcare and other educational services to our region.**

Objectives	Metrics	Targets	Accountable Parties	Relevant CU Strategic Plan Area	Relevant COCA Standard
Maintain and seek to expand network of regional affiliates to provide consistent rotation availability.	Track the number of available clinical preceptors; number of affiliated regional sites; number of new preceptors/sites; number of retired preceptors/sites.	Annually	Assoc. Dean Clinical Affairs; Office of Clinical Affairs; APT Committee	Strategic Growth; Extend the Influence	1.7; 6.9; 6.10
	Strategically target new sites for potential clinical rotations within regions consistent with the CUSOM mission.	Ongoing (Over 5 years)	Assoc. Dean Clinical Affairs; Office of Clinical Affairs	Strategic Growth; Extend the Influence	1.7; 6.9; 6.10
Maintain and develop new continuing medical education programs for affiliated clinical preceptors.	Track current number of events/offerings for preceptors; levels of preceptor participation.	Annually	Professional Development	Strategic Growth; Extend the Influence	6.11; 7.6
	Conduct a feasibility study to pilot alternative CME opportunities dedicated to supporting preceptor's educational requirements offered through CUSOM.	Ongoing (Over 3 years)	Professional Development; CUSOM Senior Accountant; CU Budget Office; Director of CME; Clinical Affairs; SIM	Strategic Growth; Extend the Influence	6.11; 7.6

**THEME: ENGAGEMENT and DEVELOPMENT**

**Goal 8: To develop postgraduate training programs in collaboration with other institutions so that our medical students have training programs upon graduation.**

Objectives	Metrics	Targets	Accountable Parties	Relevant CU Strategic Plan Area	Relevant COCA Standard
Maintain appropriate relationships with regional graduate medical education (GME) programs and nurture the development of new regional GME programs.	Continue as an ACGME-accredited Sponsoring Institution for current GME programs.	Ongoing (every 10 years)	Assoc. Dean GME; Director of Postgraduate Affairs	Strategic Growth; Expand the Influence	10.1; 10.2; 10.3
Expand network of affiliates to provide greater choices and opportunities for graduating students.	Track the total number of affiliated- or co-developed residency programs; number of training positions added or in process during a year.	Annually	Assoc. Dean GME; Director of Postgraduate Affairs	Strategic Growth; Expand the Influence	10.1; 10.2; 10.4
	Develop new GME programs at either existing regional partner sites or at newly affiliated sites.	Ongoing (over 5 years)	Assoc. Dean GME; Director of Postgraduate Affairs	Strategic Growth; Expand the Influence	10.1; 10.2