



Jerry M. Wallace
School of Osteopathic Medicine

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

STRATEGIC PLAN
2019 – 2027

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 that is encompassed by the strategic priorities of Campbell University.

On November 2, 2016, the Campbell University Board of Trustees adopted a 5-year strategic plan to guide the University into 2021. The plan presented a series of Aims and supporting Initiatives that target specific needs of the University to include: Academic Quality, Student Success, Extend the Influence, and Strategic Growth. The University demonstrated achievement in every Aim and nearly every supporting Initiative. Realizing there were continuing opportunities for improvement within the Aims and supporting Initiatives, the University continued its forward momentum under a new series of plans called Annual Operational Assumptions.

On July 9, 2024, the Board of Trustees announced a search for the next president for Campbell University with the retirement of Dr. J. Bradley Creed on June 30, 2025, after 10 years of excellent service. The next president will lead the institution through the articulation and development of a new university strategic plan, likely during the 2026-2027 academic year. Therefore, reserving any significant changes to the CUSOM Strategic Plan by extending the current plan ensures direct alignment and intentional linkage to the institutional priorities to be articulated in the University's new strategic plan.

As such, the mission, goals, and strategic plan for CUSOM remain aligned within and under the larger University context.

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. 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. Therefore, a primary 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, reaffirmed on April 26, 2023, 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 that 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 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 hospitals and other partners to provide healthcare and other educational services to our region.

Goal 8: To develop and support 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.**

Objectives	Metrics	Targets	Relevant CU Strategic Plan Area	Relevant COCA Element*
Revise, implement, and assess the admissions interview process.	Track the number of interviews, the number of students deposited, and those on the waitlist.	Annually	Academic Quality; Strategic Growth	9.1
	Analyze current cohort data for GPA, MCAT, and other admissions variables and compare to previous annual CUSOM and national cohorts.	Annually	Academic Quality; Strategic Growth	9.1
	Conduct an analysis of post-interview feedback from candidates, faculty interviewers, and admissions staff.	Annually	Academic Quality; Strategic Growth	9.1; 11.1
Monitor and actively seek to improve the 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, and MCAT domain sub-scores for applicants compared to enrolled first-year students.	Annually (2 years of data)	Academic Quality; Strategic Growth	9.1; 11.1
	Report outcomes on trends in admissions data.	Annually	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 three 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.	Annually	Academic Quality; Extend the Influence; Strategic Growth	9.1; 11.1
	Track and analyze job placement results for post-residency completion.	Annually	Extend the Influence; Strategic Growth	11.4b
Revise, implement, and assess admissions recruitment strategies.	Analyze the enrollment profile, including student demographics, of students accepted to the CUSOM DO program.	Annually	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	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	Academic Quality; Extend the Influence; Strategic Growth	5.2; 9.5; 9.6; 8.4
	Continue the system of academic support services for students.	Annually	Academic Quality; Extend the Influence; Strategic Growth	9.2; 9.5
	Continue to provide mental and physical health services for students.	Annually	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	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.

Objectives	Metrics	Targets	Relevant CU Strategic Plan Area	Relevant COCA Element*
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.	Quarterly - Curriculum Committee Meetings	Academic Quality	6.1; 6.11;6.12; 11.1; 11.2
	Web updates of COMLEX-USA (and USMLE) national board scores and national comparison data.	Quarterly	Academic Quality	11.4a
	Provide each student with an equal opportunity to succeed and appropriate access to available resources.	Annually	Academic Quality	4.3; 4.4; 9.5
	Investigate and evaluate opportunities to incorporate educational technologies into the curriculum.	Annually	Academic Quality	4.3; 4.4

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	Relevant CU Strategic Plan Area	Relevant COCA Element*
Maintain OMM pre-clinical educational curriculum, preparing students for successful integration of osteopathic principles into clinical rotations.	Track the number of dedicated OMM lectures and laboratory activity sessions given in the academic year.	Annually	Student Success; Academic Quality	6.4; 6.6
	Assess student performance in OMM/OPP through written examination, practical examination, and OSCE results.	Annually	Student Success; Academic Quality	6.4; 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	Student Success; Academic Quality	6.4; 6.6
	Assess student performance in OMM/OPP through preceptor evaluation ratings and COMLEX OPP subcategory scores.	Annually	Student Success; Academic Quality	6.4; 6.6; 6.11

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	Relevant CU Strategic Plan Area	Relevant COCA Element*
Create an atmosphere where research and scholarly activity are encouraged.	Document faculty development offerings, curricular offerings, and the faculty adequacy model.	Ongoing	Academic Quality; Student Success	8.1
Support research opportunities for students and faculty.	Communicate research opportunities for students and faculty.	Ongoing	Strategic Growth	8.4
	Continue the summer scholars program and CAP project.	Annually	Academic Quality; Student Success; Extend the Influence	8.4
	Track the number of paid summer scholar internships for CUSOM students.	Over 8 years (2020-2027)	Academic Quality; Extend the Influence; Strategic Growth	8.2; 8.4
	Maintain and seek the growth of infrastructure for faculty research.	Over 8 years (2020-2027)	Extend the Influence: Strategic Growth	8.1; 8.2
	Increase research among OMM/OPP faculty.	Over 8 years (2020-2027)	Academic Quality, Extend the Influence, Strategic Growth	8.1; 8.3
Promote achievements in research and scholarship.	Publish a list of research and scholarly activities.	Quarterly	Academic Quality; Extend the Influence; Strategic Growth	8.3; 8.4
Dedicate resources for research and scholarly activity.	Dedicate internal funding specifically for students and faculty.	Annual fiscal year	Extend the Influence: Strategic Growth	8.1; 8.2
	Maintain and seek additional external funding through grants and partnerships.	Ongoing	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	Relevant CU Strategic Plan Area	Relevant COCA Element*
Maintain current clinical rotation sites.	Continue tracking rotational site capacity through site visits to the regional campuses and affiliated hospitals.	Annually	Academic Quality; Student Success; Extend the influence	6.9; 6.10
Continue providing access to healthcare and education for local low-income, uninsured patients.	Track the number of free clinic visits, the number of scheduled recurring mobile clinic visits, number of locations providing free or reduced-cost healthcare.	Ongoing Quarterly (over 8 years)	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 8 years)	Strategic Growth; Extend the Influence	5.1; 6.8
Develop a marketing strategy initiative to increase awareness of the free clinic services.	Track Social Media Outreach (e.g., Facebook, Instagram, Twitter, etc.) supporting the free clinic operations.	Semi-annually	Strategic Growth; Extend the Influence	N/A
	Track the number of community events with CUCCC presence.	Semi-annually	Strategic Growth; Extend the Influence	N/A
	Seek partnerships with local agencies and organizations.	Ongoing (over 8 years)	Strategic Growth; Extend the Influence	N/A
Seek to expand free clinic services.	Continue and grow partnerships with other CU programs.	Ongoing (over 8 years)	Strategic Growth; Extend the Influence	6.8
	Perform a feasibility study to provide access to specialty care at CU Health clinics.	Over 8 years (2020-2027)	Strategic Growth; Extend the Influence	6.8
	Perform a feasibility study to create a reduced-cost clinic program in counties immediately surrounding Harnett County.	Over 8 years (2020-2027)	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	Relevant CU Strategic Plan Area	Relevant COCA Element*
Maintain and improve current medical mission initiatives.	Track current CUSOM local mission activities.	Annually	Strategic Growth; Extend the Influence	6.9; 6.10
	Track current CUSOM international mission activities.	Annually	Strategic Growth; Extend the Influence	6.9; 6.10
	Streamline the trip process and set involvement targets for every trip.	Quarterly (prior to each mission trip)	Strategic Growth; Extend the Influence	6.9; 6.10
	Increase interest and participation in mission programs through internal marketing, planning, and tracking.	Annually	Strategic Growth; Extend the Influence	6.9; 6.10
Explore potential medical mission initiatives.	Conduct a feasibility study for increasing local medical missions.	Ongoing (over 8 years)	Strategic Growth; Extend the Influence	6.9; 6.10
	Conduct a feasibility study to develop relationships with international partners, creating new and recurring mission opportunities.	Ongoing (over 8 years)	Strategic Growth; Extend the Influence	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	Relevant CU Strategic Plan Area	Relevant COCA Element*
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	Strategic Growth; Extend the Influence	6.9; 6.10
	Strategically target new sites for potential clinical rotations within regions consistent with the CUSOM mission.	Ongoing (Over 8 years)	Strategic Growth; Extend the Influence	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	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)	Strategic Growth; Extend the Influence	6.11; 7.6

THEME: ENGAGEMENT AND DEVELOPMENT

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

Objectives	Metrics	Targets	Relevant CU Strategic Plan Area	Relevant COCA Element*
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. Transition to an educational partner for GME programs seeking independent ACGME-accreditation	Ongoing (every 10 years)	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	Strategic Growth; Expand the Influence	10.1; 10.2; 11.4b
	Develop new GME programs as either the sponsoring institution or educational partner at existing regional partner sites or newly affiliated sites.	Ongoing (every 10 years)	Strategic Growth; Expand the Influence	10.1; 10.2

*Updated to reflect the most current COCA Standards effective as of September 26th, 2023.