

**LMU-DCOM**  
**Mission of DO Program**  
**Last revised 11/3/21**

**\*Mission DO Program:** To prepare outstanding osteopathic physicians who are committed to the premise that the cornerstone of meaningful existence is service to humanity. The mission of the Doctor of Osteopathic Medicine (DO) program at LMU-DCOM is achieved by:

- Graduating Doctors of Osteopathic Medicine;
- Providing a values-based learning community as the context for teaching, research and service;
- Serving the health and wellness needs of people within both the Appalachian region and beyond;
- Focusing on enhanced access to comprehensive health care for underserved communities;
- Investing in quality academic programs supported by superior faculty, staff and technology;
- Embracing compassionate, collaborative patient-centered care that values diversity, public service and leadership as an enduring commitment to professionalism and the highest ethical standards.
  
- Facilitating the growth, development and maintenance of graduate medical education

*\*Mission statement last revised: 11.13.18 revision of the Strategic Planning Committee; 4.3.19 LMU-DCOM Dean Approval; 5.3.19 LMU Board of Trustee Approval*

***The DO Program Goals:***

**Goal #1: The DO program has a written mission and strategic plan, and maintains full accreditation from AOA-COCA and other accreditors.**

**Goal #2: The DO Program will have leadership and senior administrative staff with the knowledge, skills, time, and support necessary to achieve the goals of the osteopathic medical education program and to ensure the functional integration of all programmatic components.**

**Goal 3: The DO Program has sufficient financial resources readily available to meet the needs of the COM and to achieve the COM missions, consistent with its projected and authorized class size.**

**Goal 4: The DO program State-of-the-art facilities, equipment, and resources are available to faculty, staff, students, alumni and community to achieve educational, curricular, and research goals.**

**Goal #5: The DO program provides a professional, respectful, non-discriminatory, and intellectually stimulating academic and clinical environment.**

**Goal #6: The DO program curriculum prepares future clinicians to serve the community with high quality patient-centered healthcare.**

**Goal #7: The faculty possess the credentials, knowledge, and skills to carry forth the mission of the DO Program.**

**Goal #8: The DO program faculty, students, and post-graduate trainees have opportunity to participate in research, grants and/or scholarly activities contributing to the advancement of knowledge in medicine.**

**Goal #9: The DO program recruits, admits, and holistically supports students.**

**Goal #10: The DO Program supports the development and maintenance of community-based graduate medical education programs and prepares students to be competitive for placement into GME programs.**

**Goal #11: The DO program assesses programmatic and individual student outcomes using data to continuously improve all aspects of the COM.**

**LMU-DCOM**  
**SWOT Analysis**  
**Last revised 11/3/21**

**STRENGTHS (internal factors) – resources or experiences (financial, physical, human, processes)**

- Learning, research and work facilities
- Stability – evolutionary stability with faculty
- Student-Centered collaborative spirit by administration, faculty, staff, and students
- Student Services
- Willingness to change – not at the expense of the student
- Involvement in strategic conversation
- Scenic environment
- Potential for growth - expansion options – land, capital,
- Cost of living as faculty and students
- Hospital and physician partners
- Students and alumni
- Expanded research opportunities with Knoxville location
- Community support
- Distributive model – 3<sup>rd</sup> and 4<sup>th</sup> year students are at a distance
- Remote learning capability
- Multi-level health related majors and professional schools at LMU

**WEAKNESSES (internal factors) – resources or experiences (financial, physical, human, processes)**

- Difficulty recruiting to rural setting for faculty/staff/students - Jobs for spouses
- Cross training faculty/staff for leadership positions
- Distributive model – 3<sup>rd</sup> and 4<sup>th</sup> year students are at a distance
- 3rd and 4th year student engagement
- No teaching hospital adjacent to medical school
- Research opportunities - Basic sciences, educational and clinical
- Communication within school and between campuses
- Effective quality improvement process
- Not all core sites have affiliated residency programs or resident presence
- Recruiting qualified faculty
- Information services connection and support
- Potential for growth - expansion options – land, capital,
- Grant funding
- Lack of socialization as a result of the pandemic
- Size of staff
- Lack of practice opportunities for clinical faculty

**OPPORTUNITIES (external factors) – market trends, economic trends, funding, demographics, relationship with partners, political, environmental and economic regulations**

- Experience at small core sites
- Opportunities to expand core sites and GME – health systems
- Improvement engagement with adjunct clinical faculty
- Political connections
- Telling the LMU-DCOM story to greater community
- Expand Interprofessional collaboration
- Promote LMU as a health care educational leader

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- Scholarships
- External granting and funding opportunities
- Healthcare systems engagement
- Engagement of alumni as preceptor/partners
- CME growth - grants and partnerships
- Community Support
- Expand AHA revenue
- Research - Educational and CME
- Change in demographics
- Student-Centered by administration, faculty, staff
- Socialization between campuses
- Expand Alumni engagement

**THREATS (external factors) - market trends, economic trends, funding, demographics, relationship with partners, political, environmental and economic regulations**

- COVID-19/Pandemics
- Expense of starting GME programs
- Competition and growth of other health professional programs
- Competition with other medical school programs
- Limited clinical training sites; saturated learning sites
- Rise in tuition costs
- Student debt
- Applicant pool
- Merger and consolidation of health care systems
- No control over GME programs funding models
- Changes in accreditation standards and expectations
- Increasing student numbers
- Maintaining alumni relationships

**LMU-DCOM**  
**Strategic Plan 2022-2027**

<b>Goal #1: The DO program has a written mission and strategic plan, and maintains full accreditation from AOA-COCA and other accreditors</b>					
<b>Objectives</b>	<b>Actions</b>	<b>Timeline</b>	<b>Responsibility</b>	<b>Resources (Data/Sources To Meet Target)</b>	<b>Assessment Targets</b>
1.1 DCOM's mission describes the DO program outlining program planning and assessment and is consistent with LMU's mission.	1.1a Review and update LMU-DCOM mission to ascertain changes needed due to continued development and/or alignment with LMU's mission.	Annually	Dean/CAO; COCA/Strategic Planning Administrative Team; Deans, Deans Council;	LMU-DCOM and LMU Mission statements	Review of mission statement and plan updates have been approved and documented in Deans Council meeting minutes. fall semester
	1.1b Obtain Board of Trustees approval for missions statement changes as needed.	Annually	Dean/CAO	LMU Board approval	Board approval communication received.
	1.1c Revise mission statement and goals in appropriate literature, post to website, and communicate changes to LMU-DCOM community as needed.	Annually	Director of Marketing/Public Relations (PR) for Health Sciences; Clinical Data Specialist (DCOM website liaison)	Website and various media	List literature and website link where updates to mission statement and goals have been made and list methods used to communicate changes to students, community stakeholders, and LMU-DCOM faculty and staff.

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1.2 LMU-DCOM strategic plan is developed and updated to support all aspects of its mission.	1.2a Confirm COCA/Strategic Planning Administrative Team	Annually	Dean/CAO, Associate Dean-IPE and Simulation, Associate Dean of Students	Student Leadership list and Faculty/Staff roster	COCA/Strategic Planning Administrative Team has been updated and confirmed via email communication between Dean, Associate Dean-IPE and Simulation, and Associate Dean of Students
	1.2b Review and update LMU-DCOM strategic plan in keeping with continued development and improvement the DO program.	Annually	Dean/CAO; COCA/Strategic Planning Administrative Team; Deans, Deans Council;	LMU-DCOM previously approved strategic plan, multiple data sources from surveys launched for continuous improvement purposes, end of course and rotation reports, etc.	Meeting minutes and website link to DCOM Strategic Plan verifying its approval and publication to all stakeholders for the coming academic year.
1.3 Maintain full accreditation from the American Osteopathic Association (AOA) Commission on Osteopathic Accreditation (COCA), the	1.3a Review accreditation standards	Annually	Dean/CAO and COCA/Strategic Planning Administrative Team	Budget for self-study process and visit if necessary	Accreditation with COCA is maintained

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Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), and other professional and/or degree programs under LMU-DCOM as applicable..	1.3b Complete all required AOA and American Association of Colleges of Osteopathic Medicine (AACOM) progress reports	Annually	Dean/CAO; COCA/Strategic Planning Administrative Team	Standard specific data from respective DCOM departments	100% of reports are completed, submitted and accepted
	1.3c LMU accreditation is maintained at the regional level (SACS-COC)	Annually	Dean/CAO, President	President's Office for documentation	SACS-COC accreditation document verifying continued accreditation is available upon request.
	1.3d Maintain 3-year accreditation-Level 3 Accreditation with Commendation as Category 1-A Continuing Medical Education (CME) sponsor	Every 5 years	CME Director	CME office resources	AOA CME Document Survey meets all requirements and Accreditation is maintained
	1.3e Explore other program development opportunities at graduate and post-graduate levels, i.e., public health, physical therapy, occupational therapy, etc.	Ongoing	Dean/CAO of LMU-DCOM	Accreditation documentation	All documentation is up to date and available upon request
	1.3f Explore and plan new opportunities for growth and expansion for LMU-DCOM.	Ongoing	Dean/CAO, Chief Administrative Officer	Feasibility Studies; Pro Forma	Approval of substantive change requests
1.4 Confirm LMU Board of Trustees (BOT) is represented	1.4a Review Board of Trustee list	Annually	Dean/VP		Board of Trustee list shows a physician,

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by a physician	1.4b Make recommendations for potential members	Ongoing	Dean/VP		preferably an osteopathic physician

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2.1 Dean is qualified for the position by education, training, and experience to provide effective leadership in education, scholarly activity, and patient care.	2.1a Qualifications verified upon hire.	Annually	Human Resources	Personnel File; performance reviews	Verified when new Dean appointed
	2.1b AOA or ABMS board certification verified annually.	Annually	Dean	Board certification verification	Verified annually
2.2 Dean is employed full time with no conflicting, secondary employment	2.2a Executed employment contract.	Annually	Human Resources	Employment contract	Executed annually
2.3 DCOM employs the Academic and Administrative leadership needed to accomplish the mission of the medical school. Assistant/associate Deans have proven experience in teaching, educational design and evaluation, scholarly activity, and academic leadership in a medical education setting appropriate for the position.	2.3a Review leadership and reporting structure in LMU-DCOM organizational chart and revise as needed	Ongoing	Dean's Council; Dean/CAO; Department Chairs, Directors of Operations	Administrative support	Organizational chart is revised and disseminated prior to the start of fall semester
	2.3b All DO/MD medical licenses are verified	Annually	Assistant Dean, Clinical Affairs; Rotations Director	Board certification verifications	100% MD/DO board certifications verified annually
	2.3c Revise position profiles to reflect changes	Annually	Program/Division/Department Heads	Directors of Operations	100% of revised profiles submitted to HR
	2.7c Conduct annual faculty/staff evaluations	Annually	Department Chairs, Associate Deans	Evaluation instruments, administrative support	100% of all evaluations completed and submitted to HR
	2.3d Conduct annual faculty workload assessment	Annually	Associate Deans of Preclinical and Clinical education, Department Chairs, Director of Assessment	Faculty Adequacy Model	Assessment complete; adjustments to faculty pool made.



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	2.3e Review faculty and staff performance for promotion and/or rank advancement	Annually	Dean/CAO; Senior Associate Dean	Department Chairs and Associate Deans	Recommendations sent to Faculty Rank/Promotions Committee
2.4 Accreditation standard complaint policies and procedures are in place and published.	2.4a Accreditation standard complaint procedures are maintained on the DCOM website	Annually	LMU Webmaster; CIPES Clinical Data specialist	DCOM website	100% functionality and accuracy verified through annual website audit.
	2.4b Accreditation standard complaint procedures are followed and feedback used to improve existing systems and processes.	Ongoing	Dean's office, , LMU Webmaster, CIPES Clinical Data Specialist.	Web-based submission link	Complaint reports reflects 0% complaints filed.

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3.1 Review and revise LMU-DCOM budget to reflect administrative, curricular and research needs and ensure it meets the Title IV requirements of the Higher Education Act.	3.1a Document and maintain flowchart demonstrating budget development process and where ultimate approval lies.	Annually	Dean, Associate Deans, Directors of Operations, VP Finance	Flowchart	Budget process flowchart has been reviewed/approved for next AY.
	3.2a Review LMU-DCOM Program annual budgets	Annually	Dean; Division/Department Heads; Directors of Operations	Budgets-trailing 3 years; list of all people with budgetary management and oversight. LMU Finance.	Budgets have been approved by LMU Finance.
	3.3a Conduct annual independent audit confirming financial viability and evidence of resolution of concerns cited in the audits management letter.	Annually	Dean; LMU VP Finance	Audit and management letter	Financial viability confirmed by auditor. Less than 2 concerns noted in audit related to DCOM.
	3.3b Keep expenditures under budget through stewardship of funds	Ongoing	Dean; Department Heads; other budget managers; Directors of Operations;	Budget outcomes report prior year	Prior fiscal year reports show 80% of cost centers were under budget.
	3.3c Meet with LMU Vice President of Finance on a regular basis to review budget	Ongoing	Dean/VP; Chief Financial Officer		Dean meets quarterly with VP of Finance
	3.4c Publish budget information in bi-annual Community Linc	Bi-annually	Director of Public Relations (PR) and Marketing for Health Sciences	Budget for PR/Marketing	Dates DCOM Community Linc is published bi-annually.
	3.4d Continue Annual Report publication	Annually	Director of Public Relations (PR) and Marketing for Health Sciences	Budget for PR/Marketing	Date annual report was published and available upon request.

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	3.4e Continue distribution of LMU-DCOM news through press releases, LMU-DCOM website, and social media	Ongoing	Director of Public Relations (PR) and Marketing for Health Sciences	Budget for PR/Marketing	
3.5 Maintain the financial viability of LMU-DCOM through collection of tuition, seeking of grant funds and other fundraising activities	3.5a Collect tuition for osteopathic medical students	Each Semester (Fall/Spring)	Executive Director of Student Financial Services		100% of tuition collected and seats filled in DO program
	3.5b Support efforts to expand external funding and educational programming	Ongoing	Director of Development; Dean/VP; Dean's Council; Department Chairs; Director of Health Sciences Research and Grants; Research Specialist for Health Sciences; Director of Marketing and Public Relations for Health Sciences		External funding, donations, and gifts are increased annually
	3.5c Solicit donations from LMU-DCOM constituents, including alumni, parents and friends	Ongoing	Director of Development	Travel and mailing budget	
	3.5d Identify and solicit potential major gift prospects to fund areas of need as identified by LMU-DCOM administration	Ongoing	Director of Development	Travel and mailing budget	

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<b>Goal #4: State-of-the-art facilities, equipment, and resources are available to faculty, staff, students and community to achieve educational, curricular, and research goals</b>					
<b>Objectives</b>	<b>Actions</b>	<b>Timeline</b>	<b>Responsibility</b>	<b>Resources/Data To Meet Target</b>	<b>Assessment Targets</b>
4.1 Monitor facilities to provide instruction, equipment, space, and resources to students in all 4 years of the DO program, faculty, staff and other stakeholders to advance the mission and continuously improve curriculum and scholarly activity.	Collate and analyze data collected from multiple sources on facilities needs.	Annually	Directors of Operations; Associate Director of Assessment; Chief Information Officer	Needs assessment data. Multiple sources as follows: LRC Technology survey, IS Technology survey, OMS-III and IV Focus groups?	Identify and implement at least 2 improvement areas per year.
	Conduct core clinical rotation site adequacy	Ongoing	Assistant Dean of Clinical Education; Director of Clinical Experience	Site visit data; student evaluation of clinical site data	2 new improvements identified at 1 or more clinical sites. Benchmarks stay at 4.5/5 or 85%
Adequate security systems, policies, and procedures are in place for the safety of faculty, staff, and students as well as emergency and disaster	Faculty/Staff/Students	<b>Ongoing</b>	<b>Chief of Police</b>		100% of faculty/staff have attended all LMU required trainings and read the current employee manual.
	Community	<b>Ongoing</b>	Chief of Police, Campus Police and Security, Directors of Operations	Develop process for communicating safety procedures for external parties utilizing DCOM Building/spaces	Process has been developed, approved and implemented for at least 2 events during the AY
4.2 Identify and secure supplies, equipment and technology to meet needs of faculty, staff, and students	4.2a Audit annually software and equipment	Annually	Chief Information Officer; Learning Resources Committee (LRC)	Budget for resources	Software, equipment, and learning/library resources are audited/reviewed annually to faculty/staff/student/resident needs with accompanying support training on campus and at distance training sites
	4.2b Continue to monitor technology in labs and classrooms to optimize excellence in the Basic Medical Sciences curriculum.	Ongoing	Chief Information Officer; LRC; Associate Dean of Pre-Clinical Academic Affairs and Basic medical Science; Associate Dean of Pre-Clinical Academic Affairs and Research		
	4.2c Train faculty, students and staff on new and existing technologies	Ongoing	DCOM Instructional Technologist; Associate Deans, Department Chairs, Director of Assessment and Faculty Development		Faculty Development training session attendance reports

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	4.2d Continue Technology survey and focus groups	Annually	LRC; Assessment Office	Center for Teaching and Learning Excellence (CTLE)	Learning resources survey results are reviewed and action taken as needed
	4.2e Assess and purchase equipment and supplies throughout LMU-DCOM facilities	Ongoing	Chief Information Officer		
4.3 Maintain and identify infrastructure, equipment, and technologies available at distance clinical training sites	4.3a Maintain facilities to accommodate academic, study and social spaces	Quarterly	Facilities Committee	LMU Infrastructure, Properties and Physical Plant Departments	Quarterly meetings with facilities committee
	4.3b Continue to collect site specific information regarding technology and Internet access at sites	Annually	Director of Clinical Education; Chief Information Officer		Collection and review of rotation assessment and site visit data.
	4.3c Make site visits to affiliated hospitals of core rotation sites	Ongoing	Associate Dean of Clinical Affairs, Dean of Clinical Medicine; Rotation Chairs	Dean of Clinical Medicine and Rotation Chairs	
	4.3d Maintain communication with technical support at core rotation sites	as needed	Chief Information Officer; Information Services	On site Rotations Coordinators	Students survey results show access to Information Services Helpdesk
4.4 Identify, maintain, and deliver databases, electronic resources, journals and books in medical library for faculty, staff, and students	4.4a Collect resource needs from faculty, staff and students and administration through survey administration	Ongoing	Medical Librarians (DCOM-K and Harrogate); Electronic Resources Librarian (Cedar Bluff); Technical Services Librarian (Tampa, FL); Learning Resource Committee (LRC); LMU-DCOM faculty; Assessment Office;	Library Web site and resources; budget for new library staff; library website and resources	1-3 data driven improvements made
		Ongoing	Electronic Resources Librarian	Library Budget	
	4.4e Provide resource information and training opportunities for faculty, staff, and students	Ongoing	Medical Librarians	Library Budget	2-4 resource training opportunities are offered to faculty, staff, and students each year.
4.5 Identify, maintain, and deliver access to databases, electronic resources, journals and books in the medical library for appointed clinical adjunct faculty	4.5a Provide access to the medical library's resources for appointed clinical adjunct faculty	Ongoing	Medical Librarians; Directors of Operations	Budget for additional cost for additional Full-time Equivalent (FTE); Library staff; Library website and resources	100% of appointed clinical adjunct faculty have access to databases, electronic resources, journal books in the medical library.

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	4.5c Provide support and training of appointed clinical adjunct faculty and site coordinators	Ongoing	Director of Alumni Services and CME; Medical Librarian; Clinical faculty; appropriate committees	Preceptor Newsletter; on-site CME programs: online CME platform (in development); Preceptor Manual; CME Website; Facebook page; need to provide American Medical Association (AMA) credit.	2-4 resource training opportunities are offered to adjunct clinical faculty each year.
4.6 Review and identify resources, study guides for Comprehensive Osteopathic Medical Licensing Examination (COMLEX) (Level 1 and Level 2 Clinical exam (CE)	4.6 Review various resources and opportunities	Ongoing	Medical Librarians; LMU-DCOM; Associate Dean of Preclinical Academic Affairs and Basic Medical Science; Associate Dean of Pre-Clinical Academic Affairs and Research; Associate Dean for Clinical Affairs; Associate Dean of Clinical Medicine	Budget for resources	100% of students have access to licensed exam resources
4.8 Provide support, research opportunities, training, and achieve accreditation through the Center for Interprofessional Education and Simulation	4.8a Administer American Heart Association (AHA) Courses and cover expenses with collected fees through Enrollware.	Ongoing	AHA Director, Associate Dean of Interprofessional Education (IPE) and Simulation	Simulation and Training Staff; Training Videos; AHA support	The AHA training center conducts at least 50 courses annually
	4.8b Develop LMU-DCOM Center for Simulation Training (CIPES) TeamSTEPPS (Strategies and Tools to Enhance Performance and Patient Safety) and Debriefing Assessment for Simulation in Healthcare (DASH) programs	Ongoing	Associate Dean of IPE and Simulation, AHA Director, Assistant Director of CIPES; Simulation and Training Manager	Budget/CIPES Staff/Faculty	2 faculty/staff supported to attend DASH training each year; Team STEPPS taught interprofessionally at least once per year to students or other stakeholders.
	4.8c Administer skills specific courses and entrustable professional activities for students, faculty and health care teams	Ongoing	EPC Course Directors; CIPES Staff; AHA Director	CIPES Staff/clinical faculty; Assessment department	Open clinical skills sessions held weekly for students with at least 5 visitors per week. All are mapped to EPAs

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	4.8d Engage and develop relationships with other educational institutions and local communities	Ongoing	Associate Dean of IPE and Simulation; AHA Director; Manager IPE	Other universities and agencies state and nationwide	I new partnership formalized through projects or research each year.
	4.8e Conduct and present/publish Educational research that emphasizes IPE and simulation	Ongoing	Associate Dean of IPE and Simulation Various faculty and staff (multiple programs on and off campus)	CIPES Faculty/Staff, Director of Research Grants, LMU DCOM Medical Librarian	Publish or present findings/innovation of one or more research projects completed
	4.8f Draft, complete and submit application for Society for Simulation in Healthcare (SSiH) accreditation.	Ongoing	Simulation Accreditation Advisory Board	Advisory faculty/staff member(s) for Accreditation	Provisional application submitted to SSiH May 2021.
4.9 Develop Center for Interprofessional Education (IPE)	4.9a Further develop offerings and support provided by the Center for Interprofessional Education and Simulation (CIPES)	Ongoing	Associate Dean of IPE and Simulation; Assistant Director, Simulation and Training; Manger IPE	Budget; CIPES Steering Committee	Center for Interprofessional Education supports 3-5 IPE activities annually
	4.9b Develop a Simulation Community Outreach Program	Ongoing	AHA Director, Assistant Director for Simulation and Training, Manager for Simulation and Training	Budget/ Center for Interprofessional Education and Simulation (CIPES) Staff	1. Host 1-2 community invitation events per year. 2. 2-3 on campus events supported for non-LMU hospital, clinic, non-profit or other agency.

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Goal #5 The DO program provides a professional, respectful, non-discriminatory, and intellectually stimulating academic and clinical environment.					
Objectives	Actions	Timeline	Responsibility	Resources/Data needed To Meet Target	Assessment Targets
5.1 Provide ongoing development of professional behaviors in students, faculty, and staff.	5.1a Implement required professional behavior training to students annually.	annually	Student Services, Curriculum (FMHC, 4th Friday), Career Services	Attendance verification; syllabus	Course approved, implemented; 100% attendance.
	5.1b Implement required faculty and staff with professional behavior training annually.	annually	Faculty Development	Attendance verification; faculty development schedule	100% faculty/staff attendance
5.2 Recruit and retain qualified, mission-appropriate diverse faculty and senior administrative staff	5.2a Advertise in appropriate journals, websites, and organizations to recruit qualified, mission-appropriate diverse faculty, and senior administrative staff.	ongoing	Search Committee Chairs, Human Resources	Need budget for advertisement in applicable journals.	List of resources utilized to recruit a diverse workforce
	5.2b Provide competitive benefits and services to retain faculty and senior administrative staff	ongoing	Human Resources	Need Faculty Affairs personnel to aid in retention activities; exit interview data	Faculty Affairs staff member hired
5.3 Mitigate faculty, staff, and student exposure to infectious and environmental hazards.	5.3a Provide education on prevention of exposures	annually and as needed	Research, Operations, Student Services	Health and Safety Resources Manual annually; Provide CITI training	100% students faculty staff attest to having read the safety guidelines
	5.3b Publicize procedures for care and treatment after exposure annually	annually	Research, Operations, Student Services	Health and Safety Resources Manual annually	100% students faculty staff attest to having read the safety guidelines



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5.4 Support and maintain programs for student, faculty, and staff mental health and wellness and fatigue mitigation.	5.4a Provide students with access to mental health counseling.	ongoing	LMU Counseling, Student Services	Repots; see targets	Mental Health counseling utilization report; WellConnect Utilization report

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	5.4b Provide students with monthly wellness and/or fatigue mitigation programming	ongoing	Student Services	Student Activities Coordinator, wellness budget; Promote Health and Safety Resources Manual Annually through Blackboard	Attendance and programming calendar
	5.4c. Promote mental health awareness, wellness, and fatigue mitigation with faculty and staff	ongoing	Human Resources, Faculty Development	Need Faculty Affairs personnel and consistent programming for faculty and staff; Promote Health and Safety Resources Manual annually; Need faculty development sessions on these items; incorporation of self care and wellness activities each semester; need money in the budget for faculty and staff wellness	Faculty Affairs staff member hired; Attendance and programming calendar

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<b>Goal #6: The DO program curriculum prepares future clinicians to serve the community with high quality patient-centered healthcare</b>					
<b>Objectives</b>	<b>Actions</b>	<b>Timeline</b>	<b>Responsibility</b>	<b>Resources/Data To Meet Target</b>	<b>Assessment Targets</b>
6.1 Review and refine the four-year curriculum that addresses the basic biological, behavioral and clinical sciences to meet the missions for LMU-DCOM	6.1a Continue developing courses to use the highest levels of technology available at LMU-DCOM	Ongoing	DO Curriculum Committee; Associate Dean of Pre-clinical Academic Affairs and Basic Science; Associate Dean of Pre-Clinical Academic Affairs and Research; Departmental Chairs; Learning Resource Committee (LRC)	Basic Medical Science (BMS) budget; Budget for curriculum development	End of Course Reports (EOCR) reflect use of technology
	6.1b Explore external standards for curricular assessment and development, including national standardized tests	Ongoing	Associate Dean of Pre-clinical Academic Affairs and Basic Science; Associate Dean of Pre-Clinical Academic Affairs and Research; Associate Dean of Clinical Medicine; Associate Dean of Clinical Affairs	BMS budget; Clinical Budget; curricular mapping tool; Comprehensive Osteopathic Medical Self-Assessment Examination (COMSAE); Kaplan Quality Improvement Process (QIP)	Curricular content is aligned with National Board of Osteopathic Medical Examiners (NBOME) blueprint, Association of American Medical Colleges (AAMC) curriculum inventory, and American Association of Colleges of Osteopathic Medicine (AACOM) competencies, Program Outcomes report
6.2 Review and refine curriculum for Pre-clinical Medical Education (OMS I, OMS II)	6.2a Review end of course reports and data for improvements	Ongoing	Curriculum Committee; Associate Dean of Pre-clinical Academic Affairs and Basic Science; Associate Dean of Pre-Clinical Academic Affairs and Research; Associate Dean of Clinical Medicine; Associate Dean of Clinical Affairs	Course Directors; Faculty; Curriculum Coordinator	

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	6.2b Review system/course syllabi	Ongoing	Curriculum Committee; Associate Dean of Pre-Clinical Academic Affairs and Basic Science; Associate Dean of Pre-Clinical Academic Affairs and Research; Associate Dean of Clinical Medicine; Associate Dean of Clinical Affairs	Faculty input	1-2 improvements made to courses each year. Syllabi are reviewed and approved annually by the curriculum committee prior to posting to LMS
	6.2d Run Anatomy boot camp	Annually	Anatomy Faculty	Self-supporting tuition; anatomy faculty	Accepted students' performance in Medical Gross Anatomy Course (DOSYS 701) reflect increased pass rates
	6.2e Develop biomedical science based boot camp	Annually	Basic Medical Science Faculty	ISpring or similar program that integrates with BlackBoard	Accepted students' performance in BMS courses reflects increased pass rates
6.3 Review and refine curriculum for Clinical Medical Education (OMS III, OMS IV)	6.3a Review student evaluation of preceptor/site and student performance.	Ongoing	Curriculum Committee; Clinical Department Chairs; Associate Dean of Clinical Medicine; Associate Dean of Clinical Affairs	MediaSite; web resources; textbooks & journals; distance technology; literature review	1-2 improvements made to courses each year.
	6.3b Review and improve rotation educational requirements	Ongoing	Rotation Chairs; Associate Dean of Clinical Medicine; Associate Dean of Clinical Affairs; Curriculum committee	Including but not limited to Online MedEd, Uworld, COMQuest; GIBLIB	Meet or exceed mean national first time pass rates of COMAT exams

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	6.3c Refine goals and objectives for selectives and electives and post updated syllabi.	Ongoing	Curriculum Committee; Associate Dean of Pre-Clinical Academic Affairs and Basic Science; Associate Dean of Pre-Clinical Academic Affairs and Research; Associate Dean of Clinical Medicine; Associate Dean of Clinical Affairs	Faculty input	Updated syllabi are reviewed and approved annually by the curriculum committee prior to posting to LMS
6.4 Integrate OPP throughout Clerkship Curriculum	6.4a Verify presence of OPP in syllabi	Ongoing	Chair of OMM; OMM faculty; Clinical Faculty	Curriculum Committee; 4th Friday Didactics	Course syllabi reflect the presence of OPP in the 3rd and 4th year clinical courses
	6.4b Deliver OPP modules during core rotations	Ongoing	Chair of OMM	OMM faculty; Clinical Skills Workshop (CSW); 4th Friday Didactics	OPP integration in all 4 years of the curriculum including OMM skills in Clinical Skills Workshop (CSW).
6.5 Refine of clinical training sites	6.5a Maintain most current database of training sites	Ongoing	Chief GME/Rotations Officer; Associate Dean of Clinical Medicine; Associate Dean of Clinical Affairs' Director, Clinical Education; Clinical Rotations Coordinators	Database software for scheduling and monitoring rotations	Training site statistics reflect more than 100% training sites for students
	6.5b Execute affiliation agreements with all clinical teaching sites and preceptors	Ongoing; for new sites, prior to start of each block	Clinical Relations Coordinator		Affiliation agreements are signed to accommodate at least 120% of rotation slots needed on core rotations
	6.5c Identify site coordinator at each site	Ongoing	Director, Clinical Education		100% of core sites are staffed with a coordinator

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6.6 Develop and implement basic skills and competencies (considering the seven core competencies of the American Osteopathic Association (AOA) and core entrustable professional activities) as prerequisites for osteopathic graduate medical education through the use of standardized patients, skills testing and clerkships/rotation training	6.6a Continue to recruit and train Standardized Participants (SPs)	Ongoing	SP Coordinators; Assistant Director Simulation and Training; Manager Simulation and Training	CIPES Budget	45 SPs employed and active at each location
	7.6b Conduct Standardized Patient Encounters (SPEs), Objective Structured Clinical Exams (OSCEs), Clinical Skills Workshops (CSW), Clinical Performance Reviews (CPR), etc. utilizing standardized participants during the Essentials of Patient Care (EPC) courses and 3rd year to assess knowledge and clinical skills of students	Ongoing	SP Coordinator; Course Directors; Associate Dean of IPE and Simulation; Associate Dean of Pre-Clinical Academic Affairs and Basic Science; Associate Dean of Pre-Clinical Academic Affairs and Research; Assistant Dean, Clinical Affairs	Clinical Faculty; CIPES team; Standardized Participants; Simulation and Training facilitates.	100% OMS-IIIs successfully pass the Clinical Skills Workshop (CSW) and are cleared for graduation.
6.7 Implement undergraduate Osteopathic Principles and Practice (OPP)/Anatomy Scholars Program	6.7a Hire new scholars for OPP, Anatomy, and Research program	Annually	Anatomy Chair and faculty; Osteopathic Manipulative Medicine (OMM) chair and faculty	Anatomy Faculty; OMM faculty, Research faculty	Up to 8 scholars in OPP, Anatomy or Research are contracted annually
	6.7b Develop the OPP/Anatomy curricular structure and manual	Ongoing	Anatomy Chair and faculty; OMM faculty	Budget	
6.8 Continue Masters of Science in Anatomical Sciences degree	6.8 Track admission into LMU-DCOM and performance after admission	Ongoing	Director, Anatomical Science Graduate Program; Associate Dean of Preclinical Academic Affairs and Basic Science; Associate Dean of Pre-Clinical Academic Affairs and Research; Assistant/Associate Dean of Students; Director of Educational Development and Assessment		Matriculate report and student outcomes report reflect successful correlation between admitted MS students and completion of DO degree
6.9 Continue current PhD program and investigate new PhD programs	6.9a Continue the PhD in Clinical Anatomy program	Ongoing	PhD Program Director; Anatomy Chair	Assessment Office; Library	At least 1 PhD student is admitted each year

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	6.9b Investigate other PhD program opportunities	Ongoing		Assessment Office; Feasibility study	
6.10 Continue offering the DO/MBA program and investigate other dual degree options	6.10 Improve and promote the DO/MBA program	Ongoing	Senior Associate Dean; Dean	Business School	At least 20 students are accepted into the DO/MBA program
6.11 Continue the application and approval process for elective international medical experience(s)	6.11 Continue to collaborate with risk manager and legal team to develop the requirements, documents, and processes	Ongoing	Dean/VP	Application requirements, documents, and processes reviewed and approved by risk manager, legal counsel, Director of International Medicine, and Dean	*At least 4 students each Fall and Spring complete rotations in China
6.12 Provide LMU-DCOM students a short-term medical outreach opportunity to the international sites during winter and/or spring breaks	6.12a Notify students of the opportunity and application requirements	Ongoing	Dean/VP		*Annual Data report reflects number of student participation in outreach opportunities
	6.12b Process applications of eligible students	Ongoing	Dean/VP		
	6.12c Secure travel arrangements including group flights, group ground travel, lodging, meals, and required insurances (travel/health/evacuation)	Ongoing	Dean/VP	Budget	
	6.13d Assess needs for medical supplies and equipment and ensure group needs are met	Ongoing	Dean/VP	Budget	
	6.12e Collaborate with host institution and local physician(s) in host country to ensure student involvement in the provision of medical care is supervised, appropriate, and legal	Ongoing	Dean/VP		
6.13 Collaborate with international universities and professional programs to provide a reciprocal educational and	6.13a Maintain student exchange with James Cook University (JCU) in Australia	Ongoing	Dean/VP and Dean of Clinical Medicine	Administrative assistance	*Reciprocal placement of exchange students with international universities is

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cultural exchange opportunity for LMU-DCOM students	6.13b Maintain a clinical placement agreement with Gannan Medical University in China	Ongoing	Dean/VP and Dean of Clinical Medicine	Administrative assistance	reported
	6.13c Review, approve and identify eligible applicants for International Rotations and Scholarships	Ongoing	Dean/VP and Dean of Clinical Medicine	Website	
	6.13d Provide students and faculty governmental, institutional and safety policies and procedures for both the host and home institutions as set forth in the clinical placement agreement and international rotations manual	Ongoing	Dean/VP and Dean of Clinical Medicine	Workshops; Website; international rotations manual; clinical placement agreement	
	6.13e Support LMU-DCOM international medicine club, DOCare student chapter SGA.	Ongoing	Dean/VP and Dean of Clinical Medicine		
<b>* March 2020-present international travel suspension</b>					



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<b>Goal #7: The faculty possess the credentials, knowledge, and skills to carry forth the mission of the DO Program</b>					
<b>Objectives</b>	<b>Actions</b>	<b>Timeline</b>	<b>Responsibility</b>	<b>Resources/Data To Meet Target</b>	<b>Assessment Targets</b>
7.1 Hire and retain faculty and chairs with terminal degrees in their respective field	7.1a Search and hire full-time Osteopathic Manipulative Medicine (OMM) faculty, clinical medicine and Basic Medical Science (BMS) faculty	Ongoing	Associate Dean of Preclinical/BMS Academic Affairs and Basic Medical Science; Associate Dean of Pre-Clinical Academic Affairs and Research; Assistant Dean of Clinical Affairs	Budget; Human Resources	100% of open positions are filled and 100% of faculty hold terminal degrees
	7.1b Verify all department chairs possess 5 years of teaching and academic leadership in a medical school setting including <b>Primary Care leadership</b> and other clinical chairs possessing medical licenses and AOA or ABMS board certification	Ongoing	Associate Dean of Preclinical/BMS Academic Affairs and Basic Medical Science; Associate Dean of Pre-Clinical Academic Affairs and Research; Assistant Dean of Clinical Affairs	CVs; AOA and ABMS Website	100% of Chairs possess 5 years of teaching and academic leadership in a medical school setting. Clinical chairs are medically licensed and AOA or ABMS board certified
	7.1c Involve Chairs and faculty in recruitment process	Ongoing	Dean/VP; Directors of Operations; Associate Dean of Preclinical Academic Affairs and Basic Medical Science; Associate Dean of Pre-Clinical Academic Affairs and Research; Assistant Dean of Clinical Affairs	Dean's Office; Budget	Search committee demonstrates representation of chairs and faculty
	7.1d Develop and implement annual faculty success plan	Ongoing	Director of Academic Assessment; Assistant Director of Assessment and Faculty Development Department Chairs; Deans of Pre-Clinical Academic Affairs/ Basic Medical Science; Deans of Clinical Medicine/ Clinical Affairs		Faculty success plans incorporated into annual review process
7.2 Expand number of clinical adjunct faculty in database	7.2a Identify qualified teaching physicians for clinical rotations (medically licensed and AOA or ABMS board certified)	Ongoing	Chief of Graduate Medical Education and Rotations; Assistant Dean of Clinical Affairs; Clinical Chairs; Rotation Directors; Clinical Faculty; Directors of Student Medical Education		Clinical Adjunct Database contains > 1100 credentialed physicians in various disciplines to provide clinical training
	7.2b Develop and continually monitor clinical adjunct faculty	Ongoing	Assistant Dean of Clinical Affairs; Rotation Chairs;	Online and physical clinical adjunct faculty applications	Increased number of applications received

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7.3 Review and refine new Faculty-on-boarding program	7.3a Plan and conduct workshops for all new faculty on instructional and assessment methods.	Ongoing	Director of Academic Assessment; Assistant Director of Assessment and Faculty Development; Director of Alumni Services and CME	Budget	100% of new faculty receive a new faculty orientation; 100% of new preceptors receive a new faculty orientation
	7.3b Monitor needs of incoming faculty	Ongoing	Associate Dean of Preclinical Academic Affairs and Basic Medical Science; Associate Dean of Pre-Clinical Academic Affairs and Research; Assistant Dean of Clinical Affairs; Department Chairs; Director Academic Assessment; Assistant Director of Assessment and Faculty Development	Assessment Office; LMU-DCOM Faculty expertise; Needs assessment	Faculty evaluations; Faculty satisfaction/ needs survey results; CME surveys; Site visits
7.4 Develop and deliver Faculty Development activities to advance faculty teaching skills	7.4a Develop programs for clinical and basic science faculty as requested	Ongoing	Director of Academic Assessment; Assistant Director of Assessment and Faculty Development	Faculty expertise; Assessment questionnaires after faculty development workshops	Faculty development sessions are offered quarterly and evaluated for continued needs assessment
	7.4b Identify Health Resources and Services Administration (HRSA) grants for Faculty Development	Ongoing	Director of Health Research & Grants; Assistant Director of Assessment and Faculty Development		Funds for Faculty Development programs are sought and funded
	7.4c Develop and implement an annual faculty development needs assessment survey to drive programming	Annually	Director of Academic Assessment and Assistant Director of Assessment and Faculty Development	Survey instrument	75% response rate on survey
7.5 Develop and deliver faculty development activities targeted to reduce "at risk" students	7.5a Train faculty in student advising and methods to identify at-risk students	Annually	All faculty; Directors of Academic Support; Assistant Director of Assessment and Faculty Development	Experts in field	Reduction of the "at-risk" student list

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	<p>7.5b Train faculty for integration of a curricular support tool and additional opportunity for mastery and retention of BMS course material</p>	<p>Annually</p>	<p>Associate Dean of Preclinical/Basic Medical Science Academic Affairs and Basic Medical Science; Associate Dean of Pre-Clinical Academic Affairs and Research; Curriculum committee chair; All faculty; Assistant Director of Assessment and Faculty Development</p>	<p>OnlineMedEd, Kaplan Qbank, Lecturio?</p>	<p>Students' performance in BMS courses reflects increased pass rates; Question bank performance I would suggest a more measurable target for this objective - perhaps a target for % of courses including a curricular support tool AND for increased student performance.</p>
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<b>Goal #8: The DO program faculty, students, and post-graduate trainees have the opportunity to participate in research and/or scholarly activities</b>					
<b>Objectives</b>	<b>Actions</b>	<b>Timeline</b>	<b>Responsibility</b>	<b>Resources/Data to meet target</b>	<b>Assessment Target</b>
8.1 Promote and support a culture of research and scholarly activity at LMU-DCOM that contributes knowledge to the biomedical and medical sciences, including osteopathic manipulative medicine and osteopathic principles and practices	8.1a Ensure financial support for research and scholarship	Annually	Dean/Chief Academic Officer; Associate Dean of Preclinical Academic Affairs and Basic Medical Sciences ; Associate Dean of Pre-Clinical Academic Affairs and Research; Directors of Research	BMS/Clinical Medicine budgets; Research and Grants Committee	Budget allocated and approved for research (both locations) is sufficient to meet faculty and student needs
	8.1b Encourage all new faculty and staff hires to be active in research projects and scholarly activities in the biomedical and clinical sciences, including osteopathic manipulative medicine and osteopathic principles and practices	Annually	Dean/Chief Academic Officer; Associate Dean of Preclinical Academic Affairs and Basic Medical Science; Associate Dean of Pre-Clinical Academic Affairs and Research; Directors of Research;	Associate Dean of Preclinical Academic Affairs and Basic Medical Science; Associate Dean of Pre-Clinical Academic Affairs and Research; Department Chairs; Directors of Research; Director of Academic Assessment; Assistant Director of Assessment and Faculty Development	Presentations, publications, grantsmanship, and deliverables report (e.g., program development, educational resources, etc.) arising from research projects and scholarly activities

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8.1c Identify space, equipment and funding opportunities for research from external sources	Ongoing	Dean/Chief Academic Officer; Chief Administrative Officer-Knoxville; Directors of Operations; Associate Dean of Preclinical Academic Affairs and Basic Medical Science; Associate Dean of Pre-Clinical Academic Affairs and Research; Directors of Research	BMS/Clinical Med budgets; Facilities/Equipment	Established agreements and/or collaborations with external entities
8.1d Ensure a representative of LMU-DCOM is appointed to the Lincoln Memorial University's Committee on Scholarly Activity (COSA)	Annually	Dean/Chief Academic Officer; Associate Dean of Preclinical Academic Affairs and Basic Medical Science; Associate Dean of Pre-Clinical Academic Affairs and Research; Directors of Research	Dean/Dean's designee;	COSA membership reflects a representative from LMU-DCOM

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<p>8.1e Provide information regarding research and scholarly activity opportunities and support services at LMU-DCOM to faculty, staff and students</p>	<p>Ongoing</p>	<p>Dean/Chief Academic Officer; Associate Dean of Preclinical Academic Affairs and Basic Medical Science; Associate Dean of Pre-Clinical Academic Affairs and Research; Directors of Research</p>	<p>New student orientation; Dean's hour(s); LMU Research Day(s); Seminars/Information Sessions; Associate Dean of Preclinical Academic Affairs and Basic Medical Science; Associate Dean of Pre-Clinical Academic Affairs and Research; Directors of Research; Director of Academic Assessment; Assistant Director of Assessment and Faculty</p>	<p>Schedule of executed events; faculty &amp; staff success plans and evaluations; faculty, staff and student participation in research; faculty, staff and student publications, presentations and deliverables; general communications</p>
<p>8.1f Increase recognition of research and scholarly projects and programs within and outside of LMU</p>	<p>Ongoing</p>	<p>Dean/Chief Academic Officer; Associate Dean of Preclinical Academic Affairs and Basic Medical Science; Associate Dean of Pre-Clinical Academic Affairs and Research; Directors of Research; Director of Marketing and Public Relations for Health Sciences</p>	<p>BMS/Clinical Budget; LMU Research Day; Seminar Series; Website; Newsletters/Publications; Presentations at local, regional and national conferences; collaborative activities; Student research activity form for tracking activities</p>	<p>LMU Research Day; Seminar Series; Website; Newsletters/Publications; Presentations at local, regional and national conferences; collaborative activities; Number of local, regional, and/or national presentations given.</p>

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<p>8.1g Encourage collaborations between LMU-DCOM and research groups in LMU-CVM, Department of Math and Science, CAHA, and other schools within the LMU community</p>	<p>Ongoing</p>	<p>Dean/Chief Academic Officer; Directors of Research; Associate Dean of Preclinical Academic Affairs and Basic Medical Science; Associate Dean of Pre-Clinical Academic Affairs and Research; Assistant Dean of Clinical Affairs; Research and Grants Committee</p>	<p>Intra &amp; extramural funding opportunities (e.g., One Health); LMU Research Day; Seminar Series</p>	<p>Number of presentations, publications, grant applications and other deliverables with investigators/scholars from LMU-DCOM and other schools within LMU</p>
<p>8.1h Ensure exposure to research in all years of medical training for LMU-DCOM students</p>	<p>Ongoing</p>	<p>Dean/Chief Academic Officer; Associate Deans of Preclinical Academic Affairs; Assistant Dean of Clinical Affairs; Research Directors; Faculty</p>	<p>TBLs; Journal club(s) in required core rotation(s); Fourth Friday didactics; Elective research rotations; intramural student grants/awards; assistance with faculty projects</p>	<p>Required curricular activities with research exposure (e.g., peer reviewed publication reviews in TBLs and/or journal clubs, Fourth Friday Didactics etc.); number of students participating in elective research rotations; intramural student research support funding; abstracts, presentations, publications</p>

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8.2 Identify areas of research and scholarly activities for faculty, staff, and students that will benefit and support the mission and goals of LMU-DCOM	8.2a Identify ways to support research and scholarship for faculty, staff, students and residents	Ongoing	Dean/Chief Academic Officer; Associate Dean of Preclinical Academic Affairs and Basic Medical Science; Associate Dean of Pre-Clinical Academic Affairs and Research; Research and Grants Committee; Chief of GME; Directors of Research;	Protected time for research & scholarly activity; Statistical support; BMS/Clinical budget; Research and Grants Committee; Development of collaborative opportunities; Notification of extramural funding opportunities	Faculty/staff scholarly activities and research is documented in a central office with policies and procedures, a list of activities (presentations), funding information, and publications
	8.2b Identify and communicate grant opportunities and other sources of funding	Ongoing	Dean/Chief Academic Officer; Associate Dean of Preclinical Academic Affairs and Basic Medical Science; Associate Dean of Pre-Clinical Academic Affairs and Research; Directors of Research; Directors of Research & Grants; Research and Grants Committee	Director of Health Sciences Research & Grants; Health Sciences Community Research Specialist; Medical Librarian	
	8.2c Establish and strengthen partnerships with other Colleges of Osteopathic and Allopathic Medicine, regional consortia, state and local organizations	Ongoing	Dean/Chief Academic Officer; Associate Dean of Preclinical Academic Affairs and Basic Medical Science; Associate Dean of Pre-Clinical Academic Affairs and Research; Director of Research; Chief of GME	Regional and national conferences (e.g., AOA)	



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	8.2d Foster and promote research and/or scholarly activity that includes or incorporates osteopathic manipulative medicine (OMM) and osteopathic principles and practice (OPP)	Ongoing	Dean/Chief Academic Officer; Associate Deans of Preclinical Academic Affairs; Assistant Dean of Clinical Affairs; Research Directors; Chair of OPP	All faculty; OPP scholars; facilities (e.g., OPP lab, basic science labs, clinical/functional assessment labs)	
8.3 Encourage and support research and scholarly activity by faculty, staff, students, and post-graduate trainees	8.3a Equip and maintain laboratories for clinical and basic medical science research and assess emerging equipment and facilities needs on a regular basis	Annually, or as needed	Dean/Chief Academic Officer; Associate Dean of Preclinical Academic Affairs and Basic Medical Science; Associate Dean of Pre-Clinical Academic Affairs and Research; Research and Grants Committee; Directors of Research; Facilities Resources Committee	Budget; inventory	Annual research report reflects scholarly activities, research initiatives, grant funding, student participation in summer research, student participation in research fellowship, funding allocated for requests, funding allocated for new faculty research start-up, and developmental activities
	8.3b Equip and maintain a light/electron microscopy facility	Annually, or as needed	Dean/Chief Academic Officer; Associate Dean of Preclinical Academic Affairs and Basic Medical Science; Associate Dean of Pre-Clinical Academic Affairs and Research; Research and Grants Committee; Directors of Research; Director of Math & Sciences Imaging & Analysis	Budget	

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8.3c Review library support to ensure that it meets the research needs of LMU-DCOM faculty, staff, and students	Annually	Medical Librarian; Learning Resources Committee; Directors of Research	Library budget
8.3d Maintain policies and procedures for processing LMU-DCOM faculty, staff, and student requests for research needs	Ongoing	Dean/Chief Academic Officer; Associate Dean of Preclinical Academic Affairs and Basic Medical Science; Associate Dean of Pre-Clinical Academic Affairs and Research; Research and Grants Committee; Directors of Research	Basic Medical Sciences budget; LMU-DCOM website
8.3e Provide research start-up funding packages for new faculty	As hired	Dean/Chief Academic Officer; Associate Dean of Preclinical Academic Affairs and Basic Medical Sciences; Associate Dean of Preclinical Academic Affairs and Research; Assistant Dean of Clinical Affairs; Department Chairs	Budget; Funding determined annually

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	8.3f Provide consultation to faculty, staff, students, postgraduate trainees, and affiliated GME members in research design and analysis, as well as grant acquisition	Ongoing/as needed	Dean/Chief Academic Officer; Associate Dean of Preclinical Academic Affairs and Basic Medical Science; Associate Dean of Pre-Clinical Academic Affairs and Research; Chief of GME; Director of Research and Grants; Research and Grants Committee; Directors of Research	Associate Dean of Preclinical Academic Affairs and Basic Medical Science; Associate Dean of Pre-Clinical Academic Affairs and Research; Director of Research and Grants; Research and Grants Committee; Directors of Research; Faculty; Statistical support	
	8.3g Provide funds for faculty and student research publications and presentations at local, regional, and national professional conferences and meetings	Annually	Dean/Chief Academic Officer; Associate Dean of Preclinical Academic Affairs and Basic Medical Science; Associate Dean of Pre-Clinical Academic Affairs and Research; Directors of Research	Budget; Funding determined annually	
8.4 Develop and implement an evaluation system that recognizes the importance of research to the mission of LMU DCOM	8.4a Provide faculty, and staff as appropriate, with protected time for research and other scholarly activities	Ongoing	Dean/Chief Academic Officer; Associate Dean of Preclinical Academic Affairs and Basic Medical Science; Associate Dean of Preclinical Academic Affairs and Research; Department Chairs; Assistant Dean of Clinical Affairs; Director of Research and Grants	Grant writing support; faculty success planning and evaluations	Presentations by LMU-DCOM faculty, staff and students at annual LMU Research Day and at local, regional, and national meetings; Publications in peer-reviewed scholarly journals; Annual faculty & staff evaluations

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	8.4b Incorporate research and scholarly activity in the annual faculty success planning and evaluation process	Annually	Dean/Chief Academic Officer; Associate Dean of Preclinical Academic Affairs and Basic Medical Science; Associate Dean of Preclinical Academic Affairs and Research; Assistant Dean of Clinical Affairs; Department Chairs; Promotion and Multi-Year Appointments Committee	Dean; Department Chairs; Associate Dean of Preclinical Academic Affairs and Basic Medical Science; Associate Dean of Pre-Clinical Academic Affairs and Research; Deans of Clinical Medicine; Promotion and Multi-Year Appointments Committee	Annual faculty evaluations
	8.4c Ensure faculty and staff awareness of the incentive pay policy to encourage extramural funding applications	Ongoing	Dean/Chief Academic Officer; Associate Dean of Preclinical Academic Affairs and Basic Medical Science; Associate Dean of Preclinical Academic Affairs and Research; Directors of Research; LMU Office of Research Grants and Sponsored Programs (ORGSP)	Time committed to research activities; LMU incentive	Number of faculty/staff with incentive pay agreements

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<b>Standard 9: Students. The DO program recruits, admits, and holistically supports students</b>					
<b>Objectives</b>	<b>Actions</b>	<b>Timeline</b>	<b>Resources/Data To Meet Target</b>	<b>Resources</b>	<b>Assessment Targets</b>
9.1 Recruit and select qualified applicants from diverse backgrounds to the LMU-DCOM osteopathic medical education program	9.1a Increase completion rate of applications for prospective students from the Southern Appalachian region	Ongoing	Director of Admissions; LMU-DCOM Recruiter	Budget	Identify and contact 100% of in-progress applicants from the Southern Appalachian region to encourage application completion
	9.1b Increase engagement with prospective students from diverse backgrounds raise the visibility of LMU-DCOM	Ongoing	Director Public Relations and Marketing for Health Sciences; LMU-DCOM Recruiter; Director of Admissions; Student Activities Coordinator; LMU-DCOM DO student ambassadors and specialty student club members	Budget; Public Relations Budget	Attend Diversity in Osteopathic Medicine Career Fair (Choose DO)
	9.1c Conduct onsite and/or virtual interviews for prospective students	Ongoing	LMU-DCOM faculty and staff	Budget	Interview 1200 applicants

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	9.1d Develop and present the Osteopathic Medical Education Awareness Conference (OMAC) to local community	Ongoing	Director of Admissions	Budget	Include new LMU-DCOM faculty and departments (i.e. Career Services) to present and provide a wider range of topics for participants
	9.1e Participate and/or exhibit in national and regional conferences and health professions events	Ongoing	LMU-DCOM Recruiter; LMU-DCOM faculty/staff	Budget	Attend 10 to 15 events
	9.1f Monitor entry data and admission criteria, including Medical College Admission Test (MCAT), grade point average (GPA), and demographic factors	Annually; Ongoing	Director of Admissions; Assessment Office; Dean of Students	Admissions reports; Assessment Data	Enroll 443 students
	9.1g Assist students with military scholarships, including Health Professions Scholarship Program (HPSP)	Ongoing	Director of Admissions; LMU Office of Financial Services; Dean of Students; Invited military scholarship personnel	Orientations; Email; Invited presentations	Hire FTE (Director of Enrollment Services) to assist HPSP students
9.2 Publish and follow academic standards policies and procedures	9.2a Implement tracking system for student advancement, including student promotion, filing of grievances/appeals, retention, graduation	Ongoing	Dean of students; Director of Academic Support; Director of Students and Academic Advancement	Student Handbook; Course Syllabi	Reports generated from centralized tracking software/program (Maxient; Blackboard)

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	9.2b Implement student tracking system for United States Medical Licensing Examination (USMLE) licensure examinations in addition to Comprehensive Osteopathic Medical Licensing Examinations (COMLEX)	Ongoing	Dean of Students; Dean of Basic Medical Sciences; Dean of Curricular Innovation; Director of Academic Support, Director of Students and Academic Advancement	Student Handbook; Email; Blackboard Organization	Reports generated from centralized tracking software/program
9.3 Publish and follow policies and procedures regarding transfer or admissions with advanced standing	9.3a Create transfer course equivalency form for student applications	Ongoing	Director of Admissions; Dean of Students; Registrar		100% of transfer students have completed transfer course equivalence form for approval
9.4 Maintain accurate, secure, and confidential database for official student record keeping	9.4a Train faculty and staff on policies regarding student record keeping, including but not limited to Student Concern Form, FERPA	Annually	Dean of Students; University Legal Services		100% of faculty staff complete FERPA training and receive links to Student Encounter and Student Concerns Forms

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9.5 Provide academic counseling resources and services to support student learning and advancement	9.5a Increase availability of individual and group-based academic support activities for students	Ongoing	Director of Academic Support; Dean of Students; Director of Students and Academic Advancement		Add 2 to 5 additional academic support workshops; Add 2 to 5 additional tutor groups (open and closed sessions); Add 1 staff member; Hold two Dean's Hours per semester; Hold weekly Dean's Lunches
9.6 Provide career counseling resources and services	9.6a Increase availability of career counseling workshops for students years 1 through 4	Ongoing	Director of Career Services; Associate Director of Career Services; Senior Associate Dean; Director of Alumni Services	Student Handbook; Orientations; Email; Ongoing workshops	Add 2 to 5 additional career services workshops
	9.6b Provide opportunities to connect Alumni with students years 1 through 4 and offer mentoring regarding career development	Ongoing	Director of Alumni Services and CME; Chief Information Officer; University Advancement;	Budget; Social Media; fundraising	Add 2 to 5 additional presentations from Alumni



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9.7 Provide financial aid and debt management counseling	9.7a Present mandatory financial aid and debt counseling sessions to matriculating students	Ongoing	LMU Office of Financial Services; invited guest speakers	Budget; Interview Day; Orientations; Graduation Requirement	100% of students complete mandatory sessions
	9.7b Offer group and individual financial aid and debt counseling meetings to students	Ongoing	LMU Office of Financial Services	Student Handbook; Orientations, LMU Website	100% of students receive assistance from financial aid services
	9.7c Conduct loan exit interviews with graduates, recessed, and dismissed students	Ongoing	LMU Office of Financial Services; Dean of Students		100% of students attend exit loan interviews
9.8 Provide student access to confidential mental health services 24 hours a day, 365 days a year	9.8a Increase knowledge of and accessibility to available mental health services, including service locations and hours	Ongoing	LMU Office of Counseling Services; Dean of Students; Director of Students and Academic Advancement	Student Handbook; Orientations; Email; Ongoing workshops; LMU Website	Add additional LMU mental health counselors
9.9 Provide student access to physical health services	9.9a Increase knowledge of and accessibility to available diagnostic, preventive, and therapeutic health services	Ongoing	Director of Operations; Dean of Students; Medical Director Student Health Center; Dean of Clinical Education	Student health fees; Student Handbook; Orientations; Email; LMU Website	Develop list of physical health services available to students on and off campus

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<p>9.10 Any health professional engaged in a physician-patient relationship must recuse from the academic assessment or promotion of the student receiving those services</p>	<p>9.10a Require committee members to recuse themselves from Student Progress Committee and other evaluative activities should a conflict of interest be present</p>	<p>Ongoing</p>	<p>Chair of Student Progress Committee; Dean of Basic Medical Sciences; Dean of Clinical Education</p>	<p>Student Progress Committee Minutes</p>	<p>Agenda item added and 100% of recusals tracked</p>
<p>9.11 Require student health insurance</p>	<p>9.11a Track student health insurance requirements</p>	<p>Annually</p>	<p>Director of Admissions; Director of Students and Academic Advancement; Rotations Manager; Dean of Students</p>	<p>CastleBranch</p>	<p>100% of students provide proof of student health insurance</p>

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<b>Goal #10: The DO Program supports the development and maintenance of community-based graduate medical education programs and prepares students to be competitive for placement into GME programs.</b>					
<b>Objectives</b>	<b>Actions</b>	<b>Timeline</b>	<b>Responsibility</b>	<b>Resources/Data To Meet Target</b>	<b>Assessment Targets</b>
10.1. Support the development and maintenance of graduate medical education programs	10.1a The Graduate Medical Education Committee shall meet at least quarterly to monitor Graduate Medical Education (GME) development	Quarterly	Chief of GME and Rotations; Graduate Medical Education Committee (GMEC)	Budget; work with local, state and regional health systems to identify GME opportunities, develop feasibility studies and navigate the accreditation process	4 meetings annually
	10.1b Develop a Suite of Services for GME Development and Maintenance	Quarterly programming	Chief of GME and Rotations; GMEC, Medical Librarian, American Heart Association (AHA) Training Center, Simulation and Training Center, Director of Alumni Services and CME	Budget, library resources, IS resources, event registration and communication platforms	Event registrations, library usage data, and program and course completion data tracking implemented.

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	10.1c Develop marketing materials that describe LMU-DCOM GME development resources	Jul-22	Chief of GME and Rotations; GMEC; Director of PR and Marketing for Health Sciences	Printing budget, web presence/IS resources	Baseline acquired for number of packets distributed, web usage statistics
	10.1d Develop an Osteopathic Recognition Task Force to educate and encourage the development of and aid programs to achieve and maintain Accreditation Council for Graduate Medical Education (ACGME) osteopathic recognition designation when feasible	Semiannually to begin in 2022	Chief of GME and Rotations; OPP Subcommittee of GMEC; LMU-DCOM Osteopathic Manipulative Medicine (OMM) Department	OMM department support, library resources, budget for printed materials	Baseline acquired for number of sites that materials are given to and education provided for; meet with each program director annually and as needed
10.2. Produce well prepared students for residency	10.2a Incorporate the teaching and assessment of Entrustable Professional Activities (EPA) into the clinical curriculum	Quarterly	Associate Dean of Clinical Affairs; Rotation Chairs; Director of Alumni Services and CME; Center for IPE and Simulation (CIPES)	Budget for programming	Baseline attendance acquired for annual preceptor training on EPAs; attendance reports from trainings;

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	10.2b Conduct Faculty Development Training to help students through the GME application process and understand current trends	Annually, typically in summer/fall	Director of Career Services; Associate Director of Career Services	Careers in Medicine; AACOM resources; faculty; IS; alumni; specialty colleges	Placement outcomes with target goal of 98% placement rate annually
	10.2c Prepare students for the residency application process.	Ongoing	Director of Career Services; Associate Director of Career Services; Director of GME and Rotations; Director of Alumni Services and CME	Careers in Medicine; Big Interview Medical; Alumni/Career Services Seminar Series; MATCHMaker Mentorship Program; faculty advisors; meeting technology; Blackboard; YouTube; Anthology alumni website; LMU-DCOM	Placement outcomes, usage rates, programs delivered, alumni mentors engaged with target goal of 98% placement rate annually and target goal of at least 10% of total graduate population enrolled as alumni mentors

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				website	
	10.2d Collaborate with affiliated Graduate Medical Education (GME) programs to monitor continuity of undergrad to graduate education	Ongoing	Chief of GME and rotations; Curriculum Sub-committee	Academic Services and Assessment; Library Services	GME staff member hired and serves on Curriculum Committee
10.3. Support faculty members of affiliated GME programs in the Appalachian region and beyond	10.3a Monitor the process for clinical and adjunct faculty credentialing and academic rank application	Ongoing	Department of Clinical Education; LMU-DCOM Promotion and Multi-Year Application Committee (PMYAC)	Federation of State Medical Boards (FSMB) database; Verification Matters; DO Profiles; AOIA Credentials Database	100% of training sites are equipped with faculty and preceptors to train students

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<b>Objectives</b>	<b>Actions</b>	<b>Timeline</b>	<b>Responsibility</b>	<b>Resources/Data To Meet Target</b>	<b>Assessment Targets</b>
	10.3b Provide outcome-based learning resources and education to faculty, staff and residents	Quarterly	Chief of GME and Rotations; GMEC; Health Science Librarians	Budget	1-3 faculty development programs delivered

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	10.3c Augment GME didactics with visiting LMU-DCOM faculty on-site and via distance learning, access to simulation, and American Heart Association courses and other resources	Ongoing	Chief of GME and Rotations; GMEC; Director of Alumni Services and CME; AHA Training Center staff; Assistant Director of CIPES	LMU-DCOM Faculty and residency faculty, staff and leadership	At least one educational offering provided per quarter with attendance rosters



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	10.3d Develop scholarly activity presentations, research funding opportunities and mentorship	Annually	LMU-DCOM Director of Research; Chief of GME and Rotations; GMEC; and other graduate and professional degree program directors	Budget	Greater than or equal to 1 poster submitted to LMU research fair and Rural Health Association of Tennessee (RHAT) virtual poster fair.
10.4 Track LMU-DCOM DO Alumni to determine beginning and ending specialty choice, residency completion rates, fellowship entry and practice locations as applicable	10.4a Prepare Graduate Medical Education (GME) accountability report to determine residency placement by specialty of DO graduates	Annually	Assessment department; Office of Career Services; Chief of GME; Director of Alumni Services and CME	Budget	Produce and distribute findings annually with target goal of 98% placement rate annually
	10.4b Work with mapping vendor for licensure analysis to include tracking of licensure address, licensure specialty, service in rural area, service in underserved area, and service in Appalachia and beyond	Annually	Director of Alumni Services and CME	Contract with National Center for the Analysis of Healthcare Data (NCAHD); budget	Identify 95% of alumni licensure data

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	10.4c Contact alumni including, but not limited to, through monthly email newsletters, social media outreach, offering engagement opportunities (including mentoring students and speaking to students), surveys, event invitations, live and virtual events.	Ongoing	Director of Alumni Services and CME	Budget; Constant Contact, alumni website through Anthology, LMU-DCOM Facebook page	Review and analyze actions taken at least annually with target goal of at least one alumni communication per month
10.5 Provide accredited Continuing Medical Education (CME) programs that include clinical and preceptor development programs with resources targeting preceptors, adjunct faculty, clinical sites, alumni, residency program staff and faculty, and health care professionals.	10.5a Identify (assess), develop and deliver high-quality CME programs, addressing practice gaps in clinical and preceptor and clinical faculty development areas with integration of Osteopathic Principles and Practice (OPP) content as appropriate	Ongoing	Director of Alumni Services and CME, Preceptor Development Committee, Clinical Education office	Educational grants, Learning Management Systems including, but not limited to, EthosCE and MediaSite, Clinical faculty, Information Technology (IT) support, OMM faculty	Deliver at least 5 CME programs annually; review results of annual needs assessments, completion of programs and analysis of outcomes data; maintain AOA accreditation as a Category 1 CME sponsor
10.6 Provide library support and other resources to meet the needs of faculty in affiliated Graduate Medical Education (GME) programs and postgraduate trainees	10.6a Work with affiliated graduate medical education programs to determine needs and provide resources	Ongoing	Medical Librarians (Harrogate and DCOMK); Chief GME/Rotations Officer; GMEC	Library staff; Library website and resources; LMU IRB; LMU-DCOM Research and Grants Committee	100% of affiliated GME programs and trainees receive documentation of resources by library and Graduate Medical Education Office

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10.7 Solidify relationships with physicians (DOs and MDs) and other health care professionals, hospitals and other health care facilities serving in the Appalachian region and beyond	10.7a Track attendance and participation in strategic state and national events, including, but not limited to, the American Osteopathic Association annual conference (AOA OMED), Tennessee Osteopathic Medical Association (TOMA), and Rural Health Association of Tennessee (RHAT).	Annually	Dean and Chief Academic Officer; Senior Associate Dean; Office of Clinical Education; Chief GME/Rotations Officer; Director of Alumni Services and CME; selected faculty and staff	Budget for registration and exhibit booth fees	Attendance tracking implemented at prioritized conferences
	10.7b Establish and maintain relationships between LMU-DCOM and affiliated health care systems and facilities	Ongoing	LMU-DCOM faculty and staff leadership	Budget	Documentation of attendance and participation at appropriate meetings and other programs with target goal of attending at least five meetings annually
	10.7c Encourage and recruit DO alumni to precept medical students	Ongoing	Office of Clinical Education; Chief GME/Rotations Officer; Director of Alumni Services and CME		
	10.7d Develop and attend need-based accredited Continuing Medical Education (CME) Conferences and events.	Ongoing	Director of Alumni Services and CME; GME Program leadership; LMU-DCOM faculty and staff leadership; LMU-DCOM Alumni	Budget	Documented and delivered CME programs with a target of delivering at least 5 programs annually.

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**Goal# 11: The DO program assesses programmatic and individual student outcomes using data to continuously improve all aspects of the COM.**

Objectives	Actions	Timeline	Responsibility	Resources/Data To Meet Target	Assessment Targets
11.1 Oversee outcome measures to ensure program and academic quality	11.1a Ensure COMLEX-Level I first time pass rates are competitive with national norms	Annually	Assessment Office; Program Outcomes Committee; Curriculum Committee	COMLEX-Level I first time pass rate; faculty; Lecturio; Uworld	Meet or exceed COMLEX-Level I mean national first time pass rates
	11.1b Ensure COMLEX-Level II first time pass rates are competitive with national norms	Annually	Assessment Office; Program Outcomes Committee; Curriculum Committee	COMLEX-Level II average score; faculty; Online MedED; Uworld	Meet or exceed COMLEX-Level II mean national first time pass rates
	11.1c Detect "at risk" students and provide assistance to aid in their improvement	Monthly	Director of Academic Assessment; Student Services	GPA before and after detection; Student Success Committee; Student Progress Committee; Community Standards Committee; faculty; Student tutors	Improved GPA and passing courses
	11.1d Maintain contact with LMU-DCOM alumni in order to gather data for outcomes assessment purposes	Ongoing	Director of Alumni Services	Regular communications to Alumni	> 50% of graduates place into primary care residency programs

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