



Strategic Plan
2020 - 2025

OUR MISSION

The mission of the Lake Erie College of Osteopathic Medicine is to prepare students to become osteopathic physicians, pharmacy practitioners, and dentists through programs of excellence in education, research, clinical care, and community service to enhance the quality of life through improved health for all humanity. The professional programs are dedicated to serve all students through innovative curriculum and the development of postdoctoral education and interprofessional experiences.

OUR CORPORATE VALUES

Values indicate how we desire to behave with one another and how we regard our professional community. With its holistic focus on creating an effective learning environment, the LECOM administration, faculty and student body work together to achieve the following:

- Quality in Osteopathic Medical Education**
- Acceptance of Accountability**
- Cooperative Relationship**
- Trust, Honesty, and Integrity**
- Collegiality**
- Commitment to the Whole**
- Respect for Different Perspectives**
- Diversity**
- Proactive Organization**

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John M. Ferretti, D.O.
President/CEO

A MESSAGE FROM PRESIDENT JOHN M. FERRETTI, D.O.

I am happy to present the new Lake Erie College of Osteopathic Medicine (LECOM) strategic plan. Our plan is designed to drive continued innovation and improvement across the institution, including all of LECOM's programs at each of our campus locations. Since 1992, LECOM has grown into a multi-campus institution offering excellence in affordable education in the health professions.

As we continue to advance our mission and expand our educational offerings, we must continue to think creatively and strategically about the future of our institution. Strategic planning presents an opportunity for each member of the LECOM community to help define together the course of LECOM's future.

I thank you for your past contributions and look forward to your continuing participation in our process of continuous assessment and quality improvement through your engagement with this new strategic plan.

Sincerely,

John M. Ferretti, D.O.
President/CEO
Lake Erie College of Osteopathic Medicine

STRATEGIC PLANNING PROCESS

Overview

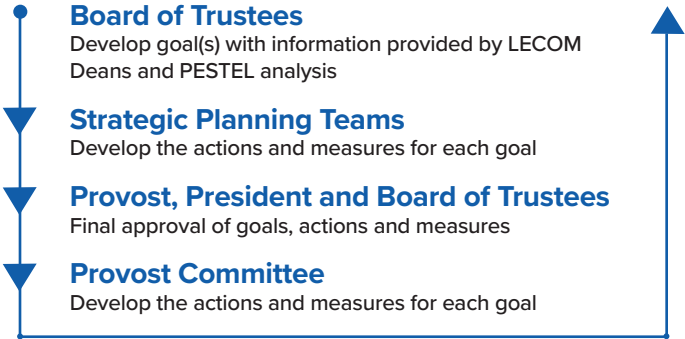
With the formal conclusion of the institution’s previous strategic plan, LECOM began a new strategic planning process. LECOM’s new strategic planning process is an ongoing cycle, designed to drive improvement and innovation, while advancing the mission and values of the institution. This ongoing planning cycle includes stakeholders at every level across the institution, including the Board of Trustees and institutional administration, as well as the academic administrators, faculty, staff, and students of each of LECOM’s programs at all campus locations.

These goals were assigned to strategic planning teams that included representation from academic administrators, faculty, staff, and students from each of LECOM’S programs and campuses. Each team was tasked with developing proposed actions and measures to track and assess progress towards accomplishing their goal. After being approved by the administration, the proposed goals, actions, and measures were presented to the Board of Trustees for final approval.

Explanation of Key Stakeholders’ Roles in the Process

To begin the new strategic planning process, LECOM’s Office of Institutional Planning, Assessment, Accreditation, and Research prepared a strategic planning primer using key information provided by the Deans of each of LECOM’s programs. The LECOM Board of Trustees used this strategic planning primer in conjunction with the results of their PESTEL analysis to identify current institutional goals.

The actions will be carried out by Process Improvement and Implementation Teams chartered by the Provost Committee. LECOM’s Office of Institutional Planning, Assessment, Accreditation and Research will report upon the success of the Process Improvement and Implementation Teams using the measures identified for each of the actions by the strategic planning teams. These outcomes will be used for purposes of assessment and ongoing strategic planning and goal-setting for the institution.

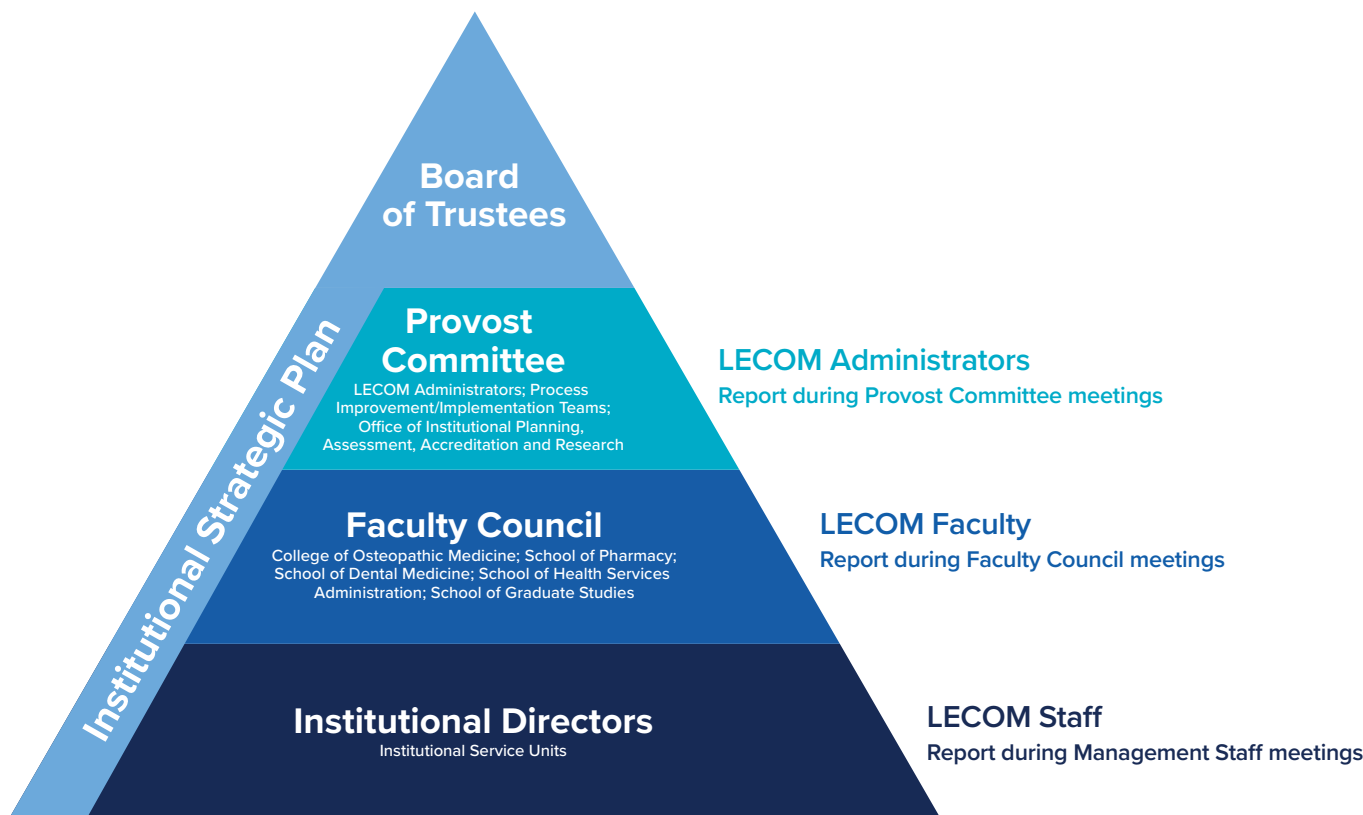


LECOM's Ongoing Planning Cycle

Rather than viewing institutional priorities and goals within the traditional framework of a static strategic plan, with set beginning and end dates, LECOM has adopted an ongoing planning cycle that allows for evolution and growth over time.

As LECOM's Board of Trustees develops institutional goals, and the actions identified as part of each goal by strategic planning teams are carried out through Process Improvement and Implementation Teams chartered by the Provost Committee, the Office of Institutional Planning, Assessment, Accreditation and Research measures and reports upon the progress toward achieving the goals and advancing the institution's mission. This information is reported back to the Board of Trustees, and used for purposes of ongoing strategic planning and goal-setting for the institution.

In addition to these processes at the institutional level, strategic planning will continue to occur within each of LECOM's academic units, including the College of Osteopathic Medicine, School of Pharmacy, School of Dental Medicine, School of Health Services Administration, and School of Graduate Studies, and all of LECOM's institutional service units. Strategic planning at these academic and service unit levels is informed by the institutional goals, and the outcomes will be reported back to the institution through the Provost Committee. This information will help to inform the Board of Trustees as part of the ongoing planning cycle for the institution.



STRATEGIC GOALS, ACTIONS AND MEASURES

DEVELOP NEW HEALTHCARE RELATED PROGRAMS TO DIVERSIFY EDUCATIONAL OFFERINGS

ACTIONS		MEASURES	
1.1	Development of new LECOM programs	1.1	Two new programs will be proposed annually based upon data collected through the environmental scan.
1.2	Focused Development Program, for students who do not match and/or require alternative pathways for employment	1.2	Evaluate outcomes of the Focused Development Program after the first year of implementation and annually on an ongoing basis (i.e. successful implementation in residency post-LECOM program).
1.3	Evaluate a new model for rotations upon a uniform incentive package for clinical sites	1.3	If uniform incentive package is approved, oversee implementation across institution.



STRENGTHEN RECRUITMENT ACROSS ALL SCHOOLS AND ALL PROGRAMS

ACTIONS		MEASURES	
2.1	Comprehensive institutional recruiting plan	2.1	Evaluate outcomes of institutional recruiting plan, including: number of new partnerships; number of faculty, students and alumni participating in recruiting efforts; and number of applicants.
2.2	Focused marketing plan for purposes of recruiting	2.2	A. Updated branding of LECOM the Institution and programs. B. Website and social media redesign, beta-test, re-evaluation, implementation and ongoing evaluation.
2.3	Evaluate additional LECOM resources related to career and alumni services	2.3	Number of applicant referrals from alumni.



LECOM Bradenton

CREATE STRATEGIC ALLIANCES THROUGH ACTIVE PARTNERSHIPS WITH LOCAL COMMUNITIES AND GOVERNMENTAL AGENCIES

ACTIONS	MEASURES
<p>3.1 Engagement with Civic Leaders/Agencies</p> <p>3.2 Networking</p> <p>3.3 Evaluation of Current Community Partnerships</p> <p>3.4 Institutional Branding</p>	<p>3.1 A. Generate a list of talking points and conduct a workshop to be delivered to key personnel.</p> <p>B. Survey institutional personnel regarding current civic engagement activities and existing relationships with civic leaders/agencies.</p> <p>C. Complete identification of target organizations in one year for each location.</p> <p>D. Increase grant and other financial support of LECOM including but not limited to the Student Scholarship Fund.</p> <p>E. Leverage collaborative relationships to increase applications to and enrollment in LECOM programs.</p> <p>3.2 A. Establish two new placements semiannually for three years.</p> <p>B. Submit four grants annually to support partnerships.</p> <p>C. Increase grant and other financial support of LECOM including but not limited to the Student Scholarship Fund.</p> <p>D. Leverage collaborative relationships to increase applications to and enrollment in LECOM programs.</p> <p>3.3 A. Survey of students to determine how they heard/learned about LECOM.</p> <p>B. Monies received annually from community partnerships for Student Scholarship Fund.</p> <p>C. Increase grant and other financial support of LECOM including but not limited to the Student Scholarship Fund.</p> <p>D. Leverage collaborative relationships to increase applications to and enrollment in LECOM programs.</p> <p>3.4 A. Create singular message cards and deliver education on the five minute pitch.</p> <p>B. Complete identification of target audiences within one year.</p> <p>C. Implementation of style guide.</p> <p>D. Increase grant and other financial support of LECOM including but not limited to the Student Scholarship Fund.</p> <p>E. Leverage collaborative relationships to increase applications to and enrollment in LECOM programs.</p>

DEVELOP A PROGRAM OF ACCOUNTABILITY FOR AND THE DEVELOPMENT OF PRESENT/FUTURE LEADERS FOR THE INSTITUTION

ACTIONS	MEASURES
<p>4.1 Education</p> <p>4.2 Evaluation</p> <p>4.3 Engagement</p>	<p>4.1 A. Annual number of internal programs and number of faculty and staff attendees.</p> <p>B. Annual number of presentations delivered by program attendees and number of faculty and staff attendees.</p> <p>4.2 A. Establish and refine job descriptions.</p> <p>B. Implement new evaluation process.</p> <p>C. Regular recognition of anniversary dates, birthdays and other significant milestones or accomplishments.</p> <p>4.3 A. Number of individuals actively engaged in the mentorship program.</p> <p>B. Participation in LECOM and community activities.</p>



LECOM School of Dental Medicine

TRAIN CLINICIANS THROUGH EMERGING TECHNOLOGY

ACTIONS	MEASURES
5.1 Identify current/future technologies within each professional discipline	5.1 A. Conduct annual needs assessment. B. Written reports from conference/external training opportunities directed towards the curriculum committees and IT.
5.2 Educate faculty and staff on the technologies identified for inclusion in the curricula of each college/school	C. Annual recommendations by IT. 5.2 Number of faculty and staff educated annually.
5.3 Integrate technologies identified for inclusion in the curricula of each college/school	5.3 A. Number of implemented technologies. B. Evaluation of course curricula to ascertain the effectiveness of the content.



CULTIVATE THE PROFESSIONAL ABILITY TO DEVELOP SAFETY AND DISASTER PREPAREDNESS PLANS

ACTIONS	MEASURES
<p>6.1 Develop an interprofessional curriculum focused on preparing LECOM students to respond to emergencies by recognizing hazards, forming plans of action, and working to actively mitigate those hazards</p> <p>6.2 Implement curriculum across LECOM's professional programs</p> <p>6.3 Cultivate strategic alliances with regional disaster preparedness efforts</p>	<p>6.1 A. Develop curricular framework within six months. B. Develop actual curriculum within one year.</p> <p>6.2 A. Identify curricular champions within each program for implementation. B. Evaluate the piloted curriculum at the end of the year.</p> <p>6.3 A. Number of organization partnerships. B. Number of events hosted on LECOM campuses. C. Number of drills each year.</p>



LECOM at Elmira

CODIFICATION OF DIVERSITY, EQUITY, AND INCLUSION (DEI) PRACTICES WITHIN LECOM

ACTIONS		MEASURES	
7.1	Create a D.E.I. specific strategic plan	7.1	<ul style="list-style-type: none"> A. Engage the LECOM community (faculty, staff and students) in the D.E.I. strategic planning process. B. Develop and implement the D.E.I. strategic plan.
7.2	Establish an institutional office of D.E.I.	7.2	<ul style="list-style-type: none"> A. Identify an Institutional Director of Diversity, Equity, and Inclusion (D.E.I.) for the institution. B. Integrate the new Institutional Director in the administrative framework of the institution.
7.3	Implement D.E.I. training events for LECOM	7.3	<ul style="list-style-type: none"> A. Identify areas of need for professional development at LECOM. B. Establish annual or more frequent D.E.I. training events for LECOM campuses, Colleges and Schools.



12 LECOM Erie Main Campus (left) and LECOM West (right)



The Lake Erie College of Osteopathic Medicine (LECOM) is the nation's largest medical college and is the only Academic Health Center in the osteopathic profession. LECOM is a private college with its main campus in Erie, Pennsylvania, additional campus locations in Greensburg, Pennsylvania and Elmira, New York, and a branch campus in Bradenton, Florida. LECOM's mission is to prepare health care professionals trained in the osteopathic tradition of competent and compassionate, whole-person care.

LECOM offers innovative and affordable education in osteopathic medicine, pharmacy, and dental medicine, as well as programs in the sciences, medical education, public health and health services administration, and biomedical ethics. LECOM's programs are housed within the institution's College of Osteopathic Medicine, School of Pharmacy, School of Dental Medicine, School of Health Services Administration, and a School of Graduate Studies.

LECOM recognizes that students learn in different ways, and the College of Medicine is the only medical school in the country with five different student-centered learning pathways for earning a Doctor of Osteopathic Medicine degree. The School of Pharmacy offers three distinct learning pathways to earn the Doctor of Pharmacy degree, including a distance education pathway which allows students to complete a significant amount of their coursework online. LECOM's dental program features a unique and innovative curriculum which introduces students to clinical care during their first year, with their fourth and final year focusing on providing clinical care in one of LECOM's dental offices. By offering these student-centered learning pathways, LECOM provides excellence in medical, pharmaceutical, and dental education.

L|E|C|O|M

LAKE ERIE COLLEGE OF OSTEOPATHIC MEDICINE

