



The Valley College[®]

of Osteopathic Medicine

The Valley College of Osteopathic Medicine

Strategic Plan

2024 - 2027

“Training Osteopathic Physicians to Care, Lead, and Succeed”

Executive Summary

By following the steps outlined in this plan, The Valley College of Osteopathic Medicine (The Valley COM) intends to prepare osteopathic physicians to care, lead, and succeed. Our goals are to:

1. **Care** for our diverse community of students, faculty, staff and Arizonans with compassion
2. **Lead** in healthcare, wellness, innovation, and the business of medicine.
3. **Succeed** in improving the state of medical education and the health and wellbeing of our communities.

Based on this commitment, we have defined the following focus areas of interest for our strategic plan:

1. Academic Excellence
2. Professional Identity Development
3. Applied Research
4. Social Responsibility
5. Student, Faculty, and Staff Experience

This strategic plan serves as our compass, guiding us toward a vision of excellence, innovation, and impact. At the heart of our endeavors is a commitment to advancing medical knowledge, fostering a culture of inquiry, and providing unparalleled educational experiences.

Central to our mission is the dedication to interdisciplinary collaboration, where faculty, students, residents, and healthcare professionals unite to address complex healthcare challenges.

The Valley COM will use these same focus areas to invest in our faculty, staff and administrators to foster an environment that allows our students to flourish into providers that meet our mission. It is our goal to continuously refine Professional Identify Development for all stakeholders.

Introduction to the Strategic Plan

This strategic plan is a “living document”, which will be periodically reviewed and amended to meet new challenges and opportunities encountered by a changing educational and healthcare environment and maturation of an institution. Each year, The Valley COM mission and strategic plan will be assessed through surveys of the students, faculty, staff, and alumni. This data will fuel a more substantial review of these guiding documents every 3 - 5 years along with contributing to real time process improvement plans in between formal strategic planning cycles.

Each mission and strategic plan review will include stakeholders from the following groups:

1. The Valley COM Board of Trustees
2. Administration
3. Faculty
 - a. Onsite
 - b. Clinical
4. Staff
5. Students
6. Alumni
7. Clinical Partners
8. Linked Admissions Partners
9. Community Partners

The Strategic Planning Process

This initial Strategic Plan for The Valley College of Osteopathic Medicine was developed by the current faculty, staff, and administration. The plan was reviewed and edited by our key partners and then approved by the Board of Trustees.

Future iterations of the Strategic Plan will be developed based upon survey data collected annually and outcomes from the current plan. A team will be assembled from stakeholder groups identified above who will then oversee a process including focus groups and brainstorming sessions to gather ideas. The ideas will be reviewed with the entire The Valley COM student body, faculty, and staff through an anonymous survey tool.

As the ideas develop into strategic initiatives, The Valley COM Dean’s Council will review each initiative and objective. Metrics will then be developed for each objective by the selected Strategic Initiative Team. Finally, a DRAFT Strategic Plan document will be developed and

reviewed by the entire COM via a survey mechanism to assess commitment to the objectives and achievability of the metrics. Survey results will be incorporated to create the final Strategic Plan document. The document will then be submitted to the Board of Trustees for final approval.

Incorporation of COCA Accreditation Requirements

This Strategic Plan complies with the Commission on Osteopathic College Accreditation (COCA): COM New and Developing Accreditation Standards. There are twelve accreditation standards, each with an accompanying set of elements.

Mission and Vision

To train osteopathic physicians with the courage to lead, the passion to serve, a devotion to learning, and an unwavering commitment to improve the health and wellbeing of our patients and communities through innovative technologically advanced clinical care.

Strategic Goals

The Valley College of Osteopathic Medicine's strategic plan encompasses five focus areas serving as the guiding force to help the COM accomplish its mission and vision. The Valley COM will assess each of these goals as part of our programmatic assessment plan.

Strategic Focus Area #1: Academic Excellence

- **Goal:** Develop and implement a “best practices curriculum” for all four years of undergraduate medical education.
 - **Measure of success:** Four- and six-year graduation rates in the top ten percentile among all osteopathic medical schools (2030).
- **Goal:** Develop and implement programs that utilize innovative educational technology in the delivery and assessment of education.
 - **Measure of success:** Present and publish in the area of technology use in medical education (2027).
- **Goal:** Have top quartile COMLEX-USA pass rates for osteopathic medical schools.
 - **Measure of success:** COMLEX-USA pass rates for COMLEX-USA Level 1, Level 2-CE, and Level 3 will be in the top quartile among osteopathic medical schools (2028, 2029, 2031).
- **Goal:** Develop programs that prepare students for success in graduate medical education.
 - **Measure of success:** 100% graduate medical education placement rate (2030).
- **Goal:** Apply educational technology to identify individual areas of strength and weakness to ensure students can use a targeted learning approach to succeed in medical school.
 - **Measure of success:** All students have access to personalized precision education plans created for them by advisors, coaches, and mentors (2026).

Strategic Focus Area #2: Professional Identity Development

- **Goal:** Develop professionalism expectations, consistent with the Core Competencies, Entrustable Professional Activities, and ACGME Milestones throughout the curriculum and the extra-curricular college activities.
 - **Measure of success:** Limit the number of professionalism concerns needing to be addressed by the Student Performance Committee to fewer than 3 situations per year (2026).
- **Goal:** Develop curricular offerings for all four years of the curriculum that focus on each area of the AOA Code of Ethics to enhance moral and ethical reasoning and general professional behaviors.
 - **Measure of success:** Elimination of professionalism issues for graduates while in graduate medical education and when working as licensed physicians (2026).
- **Goal:** Develop opportunities for students, faculty, and staff to enhance leadership skills.
 - **Measure of success:** Number of students, faculty, and staff who complete formal training in leadership (2025/2026).
- **Goal:** Develop opportunities for students, faculty, and staff to enhance business knowledge and skills.
 - **Measure of success:** Number of students, faculty, and staff who complete formal training in business (including MBA and MHA programs) (2030).
- **Goal:** Develop interprofessional educational experiences that prepare students to train and practice in an evolving healthcare environment.
 - **Measure of success:** Student survey data regarding IPE experiences and efficacy (2026).
- **Goal:** Develop a professional development program for faculty and staff that supports growth of and promotion for each individual.
 - **Measure of success:** Number of faculty and staff who participate in our professional development programs and obtain promotions at The Valley COM (2028).

Strategic Focus Area #3: Applied Research

- **Goal:** Engage all students in research and scholarship such that every student has the opportunity to present or publish at least one project during their undergraduate medical education.
 - **Measure of success:** Over the first 5 years of operation, continually increase the total number of annual community-based research publications and presentations (2030).
- **Goal:** Obtain grant funding to support student and faculty research in our focus areas.
 - **Measure of success:** Annual grant funding amounts with increase year over year (2025).
- **Goal:** Train all students and faculty to utilize data to drive improvements in community health, healthcare, and education.
 - **Measure of success:** All students complete a data driven capstone project in community health, healthcare, or education (2030).
- **Goal:** Ensure that The Valley COM contributes to the body of research and to scholarly activity in Osteopathic Principles and Practice as well as Osteopathic Manipulative Medicine.
 - **Measure of success:** Document at least 2 publications and 5 episodes of participation in scholarly activities related to OPP and OMM by our faculty, staff, and students each year (2026).
- **Goal:** Ensure that all employed faculty are provided adequate time to participate in research and scholarship.
 - **Measure of success:** Ensure that every year the faculty and staff are assessed on participation in research and scholarship and that they are granted adequate time to participate in the following year (2025).

Strategic Focus Area #4: Social Responsibility

- **Goal:** Foster an institutional culture of inclusion
 - **Measure of success:** Conduct a survey of students that poses the question, *“How well does The Valley COM foster a culture of social responsibility”* will look to achieve 75% or greater top box and performance will be monitored and assessed for continuous improvement (2026).
- **Goal:** Recruit faculty, staff, and students who are aligned with our mission
 - **Measure of success:** 30% or more of our graduates enter GME in Arizona (2030).
- **Goal:** Develop procedures and policies that promote inclusivity, safety and wellbeing for all of The Valley COM students and employees.
 - **Measure of success:** Publish policies in the above (2024).
- **Goal:** Develop student, faculty and staff competency in the social determinants of health.
 - **Measure of success:** All students, faculty and staff will complete annual education regarding the social determinants of health (2026).
- **Goal:** Support students from underrepresented in medicine backgrounds through a four-year Success and Achievement program focused on coaching, mentoring, and career counseling.
 - **Measure of success:** Student outcomes for URiM students will not differ from non-URiM students at The Valley COM or from national outcomes (2030).

Strategic Goal Area #5: Student, Faculty, and Staff Experience

- **Goal:** Assure students have the skills, knowledge, and resources to understand how to maintain their own mental, physical, emotional and spiritual health to reduce burnout, enhance their effectiveness as part of the healthcare team, and to help model healthy lifestyle choices for their future patients.
 - **Measure of success:** Conduct a survey of students that poses the question, *“Does The Valley COM support my overall wellness?”* will look to achieve 75% or greater Likert Scale agreement with annual improvement in the measurement (2026).
- **Goal:** Create a culture that promotes a healthy and balanced lifestyle for The Valley COM community to include physical activity, nutrition, mental and emotional wellbeing, and spiritual health.
 - **Measure of success:** Number of campus community members engaged in wellbeing activities designed to reduce burnout, increase retention, enhance productivity, and reduce turnover for employees (2028).
- **Goal:** Create a system that promotes retention and advancement for faculty and staff using pay and rank equity, professional development, and incentivization.
 - **Measure of success:** Faculty and staff retention and promotion (2029).
- **Goal:** Promote a positive environment for student, faculty, and staff learning and well-being.
 - **Measure of success:** Conduct a survey that poses the question, *“I have the tools to be successful in my education OR work”* and *“I am maintaining a positive attitude.”* will look to achieve 75% or greater Likert Scale agreement with annual improvement in the measurement (2026).

Summary

As faculty and staff are onboarded, The Valley COM leadership team will work with each new employee to educate them about this Strategic Plan. Each individual will then identify components of this plan that they will take responsibility for and work toward achieving. As that happens, the entire COM community will continue to add to the detailed objectives that help meet each goal and tighten the measures and timelines for achievement. Eventually, the entire COM community will be able to feel confident that we have met these goals and begin development of our next Strategic Plan – together.