



**LIBERTY**  
UNIVERSITY  
COLLEGE *of* OSTEOPATHIC  
MEDICINE

STRATEGIC PLAN  
2019-2025

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### **Reni Gandhi**

*CGA President, Class of 2025*

### **Victoria Darby**

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### **Justin Go**

*SGA Vice President, Class of 2025*

### **Kelly Goforth**

*CGA Vice President, Class of 2025*

### **Michael Leung**

*Student Curriculum Sub-Committee, Class of 2025*

## **Mission Statements and Values**

### **Liberty University Mission Statement**

Liberty University develops Christ-centered men and women with the values, knowledge, and skills essential to impact the world.

Through its residential and online programs, services, facilities, and collaborations, the University educates men and women who will make important contributions to their workplaces and communities, follow their chosen vocations as callings to glorify God, and fulfill the Great Commission.

### **LUCOM Mission Statement**

Liberty University College of Osteopathic Medicine (LUCOM) exists to educate osteopathic physicians in a Christian environment. LUCOM prepares physicians who dedicate themselves to excellence in osteopathic medicine through service toward their fellow man, lifelong learning, and the advancement of medical knowledge. Instilling the Christian values of integrity and professionalism, LUCOM trains physicians who will provide ethical, compassionate, competent, and patient-centered osteopathic medical care.

### **LUCOM Values**

- + Scholarship
- + Teamwork
- + Leadership
- + Service
- + Professionalism
- + Integrity
- + Commitment to a biblical worldview
- + Diversity
- + Ethical treatment of people

## Curriculum Redesign

<b>Strategic Goal #1: Redesign pre-clerkship and clerkship curriculum.</b>		
<b>Strategic Objectives</b>	<b>Key Performance Indicator</b>	<b>Key Performance Target</b>
<ul style="list-style-type: none"> <li><b>1.1:</b> Redesign the pre-clerkship curriculum to align foundational biomedical sciences with medical knowledge to develop clinical reasoning skills.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPI 1.1.1:</b> Improve student performance on COMLEX Level One.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 1.1.1a:</b> Exceed the national average for the first-time COMLEX pass rate for students.</li> <li><b>KPT 1.1.1b:</b> Improve or maintain the LUCOM mean COMLEX pass rate.</li> </ul>
	<ul style="list-style-type: none"> <li><b>KPI 1.1.2:</b> Increase student achievement on COMSAE.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 1.1.2a:</b> Improve students' respective COMSAE scores in the first and second attempts.</li> </ul>
<ul style="list-style-type: none"> <li><b>1.2:</b> Redesign the pre-clerkship and clerkship curriculum to allow for additional learning and clinical opportunities.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPI 1.2.1:</b> The pre-clerkship curriculum ends earlier.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 1.2.1a:</b> The pre-clerkship curriculum will be shorter by up to four weeks.</li> </ul>
<ul style="list-style-type: none"> <li><b>1.3:</b> Allocate appropriate budgetary support for financial requirements, including human capital, to address the curricular initiatives.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPI 1.3.1:</b> Engage in the annual budget development process, by way of the submission of requests and recommendations for budgetary support.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 1.3.1a:</b> Actively manage the approved allocations of the budget to meet strategic objectives.</li> </ul>
<ul style="list-style-type: none"> <li><b>1.4:</b> Provide access to technology, appropriate resources, and corresponding information services to support curricular initiatives.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPI 1.4.1:</b> Investigate or purchase necessary equipment for CSPS.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 1.4.1a:</b> Conduct routine evaluation and maintenance of organizational fleet of high-fidelity manikins.</li> <li><b>KPT 1.4.1b:</b> Upgrade recording equipment for simulation-based learning and OSCEs.</li> </ul>
	<ul style="list-style-type: none"> <li><b>KPI 1.4.2:</b> Acquire and enhance curriculum and study preparatory resources.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 1.4.2a:</b> Provide access to online board preparatory platform.</li> <li><b>KPT 1.4.2b:</b> Utilize virtual anatomy learning hardware and software.</li> </ul>
	<ul style="list-style-type: none"> <li><b>KPI 1.4.3:</b> Evaluate systems to effectively organize and sequence curricular activities.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 1.4.3a:</b> Procure and integrate curriculum mapping software throughout OMS-I through OMS-IV.</li> </ul>
<ul style="list-style-type: none"> <li><b>1.5:</b> Expand existing support system regarding key personnel through intentional recruitment efforts and retention practices.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPI 1.5.1:</b> Continue to recruit for qualified faculty in biomedical and clinical.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 1.5.1a:</b> Recruit faculty in the specialties of, but not limited to: Pathology, Immunology, Anatomical Sciences, Pharmacology, Psychiatry, Pediatrics, Physical Medicine and Rehabilitation, Sports Medicine, Family Medicine, and OMM.</li> </ul>

<b>Strategic Goal #1: Redesign pre-clerkship and clerkship curriculum.</b>		
<b>Strategic Objectives</b>	<b>Key Performance Indicator</b>	<b>Key Performance Target</b>
	<ul style="list-style-type: none"> <li>• <b>KPI 1.5.2:</b> Continue to recruit qualified personnel for administrative support roles.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>KPT 1.5.2a:</b> Recruit an Associate Director of Academic Assessment.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>KPI 1.5.3:</b> Provide educational content to increase retention.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>KPT 1.5.3a:</b> Deliver additional faculty development opportunities.</li> <li>• <b>KPT 1.5.3b:</b> Offer additional CME opportunities.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>1.6:</b> Provide increased opportunities for student awareness of and responsiveness to the spiritual needs of patients, families, and colleagues.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>KPI 1.6.1:</b> Enhance the integration of spiritual empathy within the OMS I-IV curriculum.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>KPT 1.6.1a:</b> Enhance the integration of spiritual empathy in assessment across the curriculum.</li> </ul>

## Student Support Services

<b>Strategic Goal #2: Develop a comprehensive student support program for personal and professional growth.</b>		
<b>Strategic Objectives</b>	<b>Key Performance Indicator</b>	<b>Key Performance Target</b>
<ul style="list-style-type: none"> <li><b>2.1:</b> Develop retention strategies for the academic success of each individual student.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPI 2.1.1:</b> Create feedback mechanisms to evaluate academic resources to support student growth.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 2.1.1a:</b> Administer evaluative assessment for academic resources.</li> </ul>
	<ul style="list-style-type: none"> <li><b>KPI 2.1.2:</b> Develop live and virtual opportunities for students in need of additional academic support.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 2.1.2a:</b> Enhance the scope of small group tutoring led by near peer tutors.</li> </ul>
<ul style="list-style-type: none"> <li><b>2.2:</b> Provide career counseling services to pre-clerkship and clerkship students.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPI 2.2.1:</b> Create feedback mechanisms to evaluate career counseling resources to support student growth.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 2.2.1a:</b> Administer evaluative assessment for career counseling resources.</li> </ul>
	<ul style="list-style-type: none"> <li><b>KPI 2.2.2:</b> Provide live and virtual career counseling activities for pre-clerkship and clerkship students.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 2.2.2a:</b> Provide a clinical specialty spotlight during scheduled Deans' Hour for pre-clerkship and clerkship students.</li> <li><b>KPT 2.2.2b:</b> Provide match strategy activity.</li> <li><b>KPT 2.2.2c:</b> Provide training on writing elements and/or complete drafts of a personal statement and Curriculum Vitae.</li> <li><b>KPT 2.2.2d:</b> Provide preparation for residency interviews.</li> <li><b>KPT 2.2.2e:</b> Engage one faculty member from each major specialty in match preparatory activities and during Match week.</li> </ul>
<ul style="list-style-type: none"> <li><b>2.3:</b> Provide appropriate mental health services to students and faculty.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPI 2.3.1:</b> Provide direct services to pre-clerkship and clerkship students.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 2.3.1a:</b> Provide online counseling and medication management with a licensed mental health professional to pre-clerkship students.</li> <li><b>KPT 2.3.1b:</b> Provide online counseling and medication management with a licensed mental health professional to clerkship students.</li> </ul>



<b>Strategic Goal #2: Develop a comprehensive student support program for personal and professional growth.</b>		
<b>Strategic Objectives</b>	<b>Key Performance Indicator</b>	<b>Key Performance Target</b>
	<ul style="list-style-type: none"> <li>• <b>KPI 2.3.2:</b> Provide indirect services to pre-clerkship and clerkship students.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>KPT 2.3.2a:</b> Refine the referral process to mental health resources for pre-clerkship students (Psychiatry, psychological testing, and counseling).</li> <li>• <b>KPT 2.3.2b:</b> Provide an updated list of mental health offerings for clerkship students at all training sites.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>KPI: 2.3.3:</b> Refine and manage fatigue mitigation procedures and corresponding curriculum.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>KPT 2.3.3a:</b> Deliver fatigue mitigation curriculum during scheduled Deans' Hours, faculty and staff meetings, and other appropriate formats.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>2.4:</b> Allocate appropriate budgetary support for financial requirements, including human capital, to address the curricular initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>KPI 2.4.1:</b> Engage in the annual budget development process, by way of the submission of requests and recommendations for budgetary support.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>KPT 2.4.1a:</b> Actively manage the approved allocations of the budget to meet strategic objectives.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>2.5:</b> Provide access to technology, appropriate resources, and corresponding information services to support counseling initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>KPI 2.5.1:</b> Identify and evaluate prospective online resources.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>KPT 2.5.1a:</b> Maintain student resources for Kaplan online, board preparatory materials, media sources, and question banks.</li> <li>• <b>KPT 2.5.1b:</b> Evaluate and provide findings associated with the viability of supporting SketchyMedical and Pathoma memberships, or other resources identified by individual student needs to appropriate stakeholders.</li> <li>• <b>KPT 2.5.1c:</b> Maintain access to StudentLinc, while implementing and providing access for students to the Safe Haven mental health resource.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>2.6:</b> Expand existing support system regarding key personnel through intentional recruitment efforts and retention practices</li> </ul>	<ul style="list-style-type: none"> <li>• <b>KPI 2.6.1:</b> Recruit additional personnel for academic counseling support.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>KPT 2.6.1a:</b> Add supplemental academic counselors FTEs as determined by student needs.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>KPI 2.6.2:</b> Recruit additional personnel for student mental health support.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>KPT 2.6.2a:</b> Add supplemental mental health provider FTEs as determined by student needs.</li> </ul>

<b>Strategic Goal #2: Develop a comprehensive student support program for personal and professional growth.</b>		
<b>Strategic Objectives</b>	<b>Key Performance Indicator</b>	<b>Key Performance Target</b>
	<ul style="list-style-type: none"> <li><b>KPI 2.6.3:</b> Provide learning content to increase workforce retention.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 2.6.3a:</b> Provide additional professional development opportunities on clear job, organizational, and regulatory expectations.</li> </ul>
<ul style="list-style-type: none"> <li><b>2.7:</b> Provide increased opportunities for student awareness of and responsiveness to the spiritual needs of patients, families, and colleagues.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPI 2.7.1:</b> Promote spiritual growth programs to students at all COM training locations.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 2.7.1a:</b> Expand the access of virtual convocation sessions to OMS I-IV students.</li> </ul>

## Research and Scholarly Activities

<b>Strategic Goal #3:</b> Establish a reputation among osteopathic schools for excellence in biomedical and clinical research and scholarship.		
Strategic Objectives	Key Performance Indicator	Key Performance Target
<ul style="list-style-type: none"> <li><b>3.1:</b> Develop a culture that recognizes and promotes scholarly work for students, residents, and/or faculty.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPI 3.1.1:</b> Host Annual Research Day.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 3.1.1a:</b> Host one Research Day event per year.</li> <li><b>KPT 3.1.1b:</b> Achieve <math>\geq 60</math> LUCOM students presenting scholarly work.</li> <li><b>KPT 3.1.1c:</b> Achieve an attendance of <math>\geq 100</math> faculty, students, and/or staff.</li> </ul>
	<ul style="list-style-type: none"> <li><b>KPI 3.1.2:</b> Publicize ongoing research.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 3.1.2a:</b> Draft and publish at least one Research Spotlight publication per semester.</li> </ul>
	<ul style="list-style-type: none"> <li><b>KPI 3.1.3:</b> Expand the scope of collaboration between faculty and students for the purpose of scholarly publications.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 3.1.3a:</b> Implement an online platform for the publication of peer-reviewed scholarly publications, indexed to reputable research journals.</li> </ul>
<ul style="list-style-type: none"> <li><b>3.2:</b> Provide faculty and student development in all areas of research.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPI 3.2.1:</b> Develop learning resources that facilitate productive scholarly activity by faculty, preceptors, students, and/or residents.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 3.2.1a:</b> Complete Research Policy handbook by 03/2023 for AY23–24 execution.</li> <li><b>KPT 3.2.1b:</b> Develop library of research-based modules that increase research competencies.</li> <li><b>KPT 3.2.1c:</b> Integrate systems-based approach to research in PBM and research electives.</li> </ul>
<ul style="list-style-type: none"> <li><b>3.3:</b> Increase faculty and student involvement in research/scholarly activity.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPI 3.3.1:</b> Increase peer-reviewed publication submissions.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 3.3.1a:</b> Achieve <math>\geq 50\%</math> student involvement in one or more scholarly projects during the four-year program.</li> <li><b>KPT 3.3.1b:</b> Achieve authorship of <math>\geq 8</math> scholarly peer-reviewed publications per year involving LUCOM faculty and students.</li> </ul>
	<ul style="list-style-type: none"> <li><b>KPI 3.3.2:</b> Increase peer-reviewed abstract submissions.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 3.3.2a:</b> <math>\geq 15</math> scholarly peer-reviewed abstracts and presentations per year at nationally recognized meetings/conferences</li> </ul>
	<ul style="list-style-type: none"> <li><b>KPI 3.3.3:</b> Increase peer-reviewed grant application submissions.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 3.3.3a:</b> Submit <math>\geq 5</math> grant applications per year to external funding agencies.</li> <li><b>KPT 3.3.3b:</b> Attain <math>\geq 1</math> grant application per year funded by an external funding agency.</li> </ul>

<b>Strategic Goal #3: Establish a reputation among osteopathic schools for excellence in biomedical and clinical research and scholarship.</b>		
<b>Strategic Objectives</b>	<b>Key Performance Indicator</b>	<b>Key Performance Target</b>
<ul style="list-style-type: none"> <li><b>3.4:</b> Establish cooperative and informed working relationships with clinical partners that facilitate productive research/scholarly activity by faculty, preceptors, students, and residents.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPI 3.4.1:</b> Facilitate projects involving LUCOM and clinical partners.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 3.4.1a:</b> Conduct ≥ 1 scholarly project(s) per year involving LUCOM faculty/students &amp; clinical partners at medical sites.</li> </ul>
	<ul style="list-style-type: none"> <li><b>KPI 3.4.2:</b> Facilitate publications and abstracts involving LUCOM and clinical partners.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 3.4.2a:</b> Achieve authorship of ≥ 2 scholarly publications or abstracts per year involving LUCOM faculty/students and clinical partners at medical sites as authors.</li> </ul>
	<ul style="list-style-type: none"> <li><b>KPI 3.4.3:</b> Facilitate grant applications involving LUCOM and clinical partners (submissions and funded awards).</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 3.4.3a:</b> Attain ≥ 1 grant application/year to an external funding agency involving LUCOM and a clinical site.</li> </ul>
	<ul style="list-style-type: none"> <li><b>KPI 3.4.4:</b> Establish infrastructure for research involving electronic medical records.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 3.4.4a:</b> Establish clinical EMR data warehouse that is amendable for clinical research.</li> <li><b>KPT 3.4.4b:</b> Establish clinical database access through the veteran’s affairs.</li> </ul>
<ul style="list-style-type: none"> <li><b>3.5:</b> Allocate appropriate budgetary support for financial requirements, including human capital, to address the curricular initiatives.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPI 3.5.1:</b> Engage in the annual budget development process, by way of the submission of requests and recommendations for budgetary support.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 3.5.1a:</b> Actively manage the approved allocations of the budget to meet strategic objectives.</li> </ul>
<ul style="list-style-type: none"> <li><b>3.6:</b> Provide access to technology, appropriate resources, and corresponding information services to support research initiatives.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPI 3.6.1:</b> Ensure the availability of appropriate statistical software.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 3.6.1a:</b> Continue service alignment and manage service contracts associated with SPSS, JMP, and JASP.</li> </ul>
	<ul style="list-style-type: none"> <li><b>KPI 3.6.2:</b> Ensure adequate IT support for research equipment.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 3.6.2a:</b> Develop a calendar of provided maintenance and scheduled requests.</li> </ul>
<ul style="list-style-type: none"> <li><b>3.7:</b> Expand existing support system regarding key personnel through intentional recruitment efforts and retention practices.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPI 3.7.1:</b> Increase the number of research personnel.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 3.7.1a:</b> Leverage research graduate program to increase number of qualified research personnel (i.e. Statistician, clinical research coordinator, clinical informatician).</li> </ul>

<b>Strategic Goal #3:</b> Establish a reputation among osteopathic schools for excellence in biomedical and clinical research and scholarship.		
<b>Strategic Objectives</b>	<b>Key Performance Indicator</b>	<b>Key Performance Target</b>
<ul style="list-style-type: none"> <li><b>3.8:</b> Provide increased opportunities for student awareness of and responsiveness to the spiritual needs of patients, families, and colleagues.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPI 3.8.1:</b> Expand the scope of collaboration between faculty and students on research opportunities which include the spiritual needs of patients, families, and colleagues.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 3.8.1a:</b> Achieve collaborations resulting in a presentation at <math>\geq 1</math> research/scholarly activity event(s) or meeting(s) each year.</li> </ul>

## Clinical Capacity

<b>Strategic Goal #4: Develop new, high quality core clerkship rotation sites for OMS-III and OMS-IV students.</b>		
<b>Strategic Objectives</b>	<b>Key Performance Indicator</b>	<b>Key Performance Target</b>
<ul style="list-style-type: none"> <li><b>4.1:</b> Expand LUCOM’s clinical training network by recruiting and developing additional core training sites.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPI 4.1.1:</b> Contractually engage with new sites.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 4.1.1a:</b> Onboard 3 sites over 5 academic years (2020 – 2025).</li> </ul>
	<ul style="list-style-type: none"> <li><b>KPI 4.1.2:</b> Establish new sites in Virginia’s Tobacco Region.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 4.1.2a:</b> Develop one site in Virginia’s Tobacco Region by 2025.</li> </ul>
<ul style="list-style-type: none"> <li><b>4.2:</b> Increase the academic and clinical rigor of the third year by expanding the capacity for block rotations.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPI 4.2.1:</b> Expand the capacity for OMS-3 block rotations.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 4.2.1a:</b> Expand the capacity for 3<sup>rd</sup> year block non-core rotations, allowing the development of electives, selective, non-clinical academic experiences or rotations in programs providing Graduate Medical Education (GME).</li> </ul>
<ul style="list-style-type: none"> <li><b>4.3:</b> Allocate appropriate budgetary support for financial requirements, including human capital, to address the curricular initiatives.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPI 4.3.1:</b> Engage in the annual budget development process, by way of the submission of requests and recommendations for budgetary support.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 4.3.1a:</b> Actively manage the approved allocations of the budget to meet strategic objectives.</li> </ul>
<ul style="list-style-type: none"> <li><b>4.4:</b> Provide access to technology, appropriate resources, and corresponding information services to support clinical initiatives.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPI 4.4.1:</b> Collaborate with new sites to provide the appropriate information technology resources to students on rotation.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 4.4.1a:</b> Ensure appropriate access and resources for proctoring exams.</li> <li><b>KPT 4.4.1b:</b> Ensure appropriate access for remote meetings between the sites and LUCOM.</li> </ul>
<ul style="list-style-type: none"> <li><b>4.5:</b> Expand existing support system regarding key personnel through intentional recruitment efforts and retention practices.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPI 4.5.1:</b> Increase faculty recruitment.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 4.5.1a:</b> Recruit 3 Directors of Student Medical Education.</li> <li><b>KPT 4.5.1b:</b> Recruit 3 Student Education Coordinators.</li> </ul>
	<ul style="list-style-type: none"> <li><b>KPI 4.5.2:</b> Increase adjunct faculty member/student ratio.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 4.5.2a:</b> Recruit a minimum of 30 adjunct clinical faculty members.</li> </ul>

## Graduate Medical Education/Residencies

<b>Strategic Goal #5: Build graduate medical education/residencies.</b>		
<b>Strategic Objectives</b>	<b>Key Performance Indicator</b>	<b>Key Performance Target</b>
<ul style="list-style-type: none"> <li>• <b>5.1:</b> Expand LUCOM’s clinical training network by recruiting and developing additional core training sites to support GME.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>KPI 5.1.1:</b> Assist existing or develop new GME programs among newly recruited sites.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>KPT 5.1.1a:</b> Onboard 3 sites over 5 years (2020 – 2025) that have GME or are willing to develop GME program with LUCOM.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>5.2:</b> Enhance LMMG clinical sites as a LUCOM / LUCOM GMES integrated clinical-educational site.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>KPI 5.2.1:</b> LUCOM GMES, in conjunction with Collaborative Health Partners (CHP), executes operations and management for clinical-educational activities.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>KPT 5.2.1a:</b> Develop the CHP platform for LMMG clinicians to provide specialty services for the education of undergraduate/ graduate medical students and healthcare to the greater Lynchburg area.</li> <li>• <b>KPT 5.2.1b:</b> Increase the capacity for ONMM residency program slots.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>5.3:</b> Work with local healthcare organizations to create and execute a needs analysis regarding psychiatric care and addiction medicine within the community and contiguous counties.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>KPI 5.3.1:</b> Conduct a needs analysis regarding psychiatry care and addiction medicine residency programs.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>KPT 5.3.1a:</b> Identify a specialty chair to serve as Residency Program Director.</li> <li>• <b>KPT 5.3.1b:</b> Engage a local hospital partner by which to implement the residency program.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>5.4:</b> Allocate appropriate budgetary support for financial requirements, including human capital, to address the curricular initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>KPI 5.4.1:</b> Engage in the annual budget development process, by way of the submission of requests and recommendations for budgetary support.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>KPT 5.4.1a:</b> Actively manage the approved allocations of the budget to meet strategic objectives.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>5.5:</b> Provide access to technology, appropriate resources, and corresponding information services to support GME related initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>KPI 5.5.1:</b> Provide access to LUCOM Library services.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>KPT 5.5.1a:</b> Provide access for residency faculty to the LUCOM Library and the LUCOM eJournal.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>KPI 5.5.2:</b> Utilize program administration software to ensure institutional oversight.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>KPI 5.5.2a:</b> Ensure access to MedHub.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>5.6:</b> Expand existing support system regarding key personnel through intentional recruitment of physician faculty specialists to LMMG to deliver patient care and educate medical students, residents, and/or fellows.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>KPI 5.6.1:</b> Enhance capacity for medical services in the community-based system.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>KPT 5.6.1a:</b> Add ≥ 2 medical service lines in the community-based setting.</li> </ul>

## Increased Programmatic Opportunities

<b>Strategic Goal #6:</b> Develop additional education tracks and pipelines for increased student opportunities.		
<b>Strategic Objectives</b>	<b>Key Performance Indicator</b>	<b>Key Performance Target</b>
<ul style="list-style-type: none"> <li><b>6.1:</b> Establish an education track to train students for local, domestic, and/or international medical missions.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPI 6.1.1:</b> Establish a global missions certificate program.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 6.1.1a:</b> Enroll the first cohort of students in the global missions' certificate track.</li> <li><b>KPT 6.1.1b:</b> Develop didactics for programmatic curriculum.</li> <li><b>KPT 6.1.1c:</b> Graduate the first cohort in 2027.</li> </ul>
	<ul style="list-style-type: none"> <li><b>KPI 6.1.2:</b> Develop partnerships and expand existing relationships with like-minded organizations.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 6.1.2a:</b> Establish agreements with clinical institutions and/or hospitals to provide appropriate education and services.</li> <li><b>KPT 6.1.2b:</b> Provide opportunities to participate in clinical rotations.</li> </ul>
<ul style="list-style-type: none"> <li><b>6.2:</b> Establish an education track to train students for research.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPI 6.2.1:</b> Establish a dual graduate program for a Master of Science in Research Technology.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 6.2.1a:</b> Enroll the first cohort of students in the dual degree research track.</li> <li><b>KPT 6.2.1b:</b> Develop didactics for the programmatic curriculum.</li> <li><b>KPT 6.2.1c:</b> Provide opportunities to participate in research opportunities.</li> <li><b>KPT 6.2.1d:</b> Graduate the first cohort in 2027.</li> </ul>
<ul style="list-style-type: none"> <li><b>6.3:</b> Develop a pipeline between LUCOM and LU's pre-medicine program.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPI 6.3.1:</b> Establish the 3+1 program.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 6.3.1a:</b> Collaborate with undergraduate pre-medicine faculty to identify qualified students.</li> <li><b>KPT 6.3.1b:</b> Enroll the first cohort of students into the 3+1 program.</li> <li><b>KPT 6.3.1c:</b> Graduate the first cohort in 2027.</li> </ul>
<ul style="list-style-type: none"> <li><b>6.4:</b> Allocate appropriate budgetary support for financial requirements, including human capital, to address the curricular initiatives.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPI 6.4.1:</b> Engage in the annual budget development process, by way of the submission of requests and recommendations for budgetary support.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 6.4.1a:</b> Actively manage the approved allocations of the budget to meet strategic objectives.</li> </ul>



<b>Strategic Goal #6: Develop additional education tracks and pipelines for increased student opportunities.</b>		
<b>Strategic Objectives</b>	<b>Key Performance Indicator</b>	<b>Key Performance Target</b>
<ul style="list-style-type: none"> <li><b>6.5:</b> Provide access to technology, appropriate resources, and corresponding information services to support the provision of increased opportunities.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPI 6.5.1:</b> Ensure student access to appropriate data warehouses.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 6.5.1a:</b> Establish infrastructure for research involving electronic medical records.</li> </ul>
	<ul style="list-style-type: none"> <li><b>KPI 6.5.2:</b> Ensure faculty and student access to ECHO platform.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 6.5.2a:</b> Develop service lines for ECHO OMM services.</li> <li><b>KPT 6.5.2b:</b> Develop ECHO core consultation services for various specialty rotations.</li> </ul>
<ul style="list-style-type: none"> <li><b>6.6:</b> Expand existing support system regarding key personnel through intentional recruitment efforts and retention practices.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPI 6.6.1:</b> Recruit and share faculty nationally and internationally.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 6.6.1a:</b> Identify qualified personnel to serve as clinical faculty on missions-oriented rotations.</li> </ul>
	<ul style="list-style-type: none"> <li><b>KPI 6.6.2:</b> Recruit LU graduates and/or LUCOM teaching fellows.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 6.6.2a:</b> Collaborate with the parent institution to identify and recruit LU graduate leaders to operate as research personnel.</li> <li><b>KPT 6.6.2b:</b> Establish a pathway to recruit LUCOM teaching fellows to operate as research personnel.</li> </ul>

## Diversity, Equity, and Inclusion

<b>Strategic Goal #7: Integrate mission appropriate diversity, equity, and inclusion within recruitment, retention, and curriculum practices to advance student, faculty, and staff performance.</b>		
<b>Strategic Objectives of Goal #7</b>	<b>Key Performance Indicator</b>	<b>Key Performance Target</b>
<ul style="list-style-type: none"> <li><b>7.1:</b> Enhance our relationships with Christian entities, Historically Black Colleges and Universities (HBCU), and Hispanic Serving Institutions (HSI).</li> </ul>	<ul style="list-style-type: none"> <li><b>KPI 7.1.1:</b> Communicate different scholarship/grant opportunities for specific student groups/populations to the student body.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 7.1.1a:</b> Maintain updated listing of scholarship offerings.</li> </ul>
	<ul style="list-style-type: none"> <li><b>KPI 7.1.2:</b> Expand recruitment efforts to reach target populations.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 7.1.2a:</b> Schedule virtual or in-person recruitment sessions with local churches and Christian-based organizations.</li> <li><b>KPT 7.1.2b:</b> Schedule virtual or in-person recruitment sessions with HBCUs.</li> <li><b>KPT 7.1.2c:</b> Schedule virtual or in-person recruitment sessions with HSIs.</li> </ul>
<ul style="list-style-type: none"> <li><b>7.2:</b> Incorporate principles of DEI in the design and delivery of the curriculum.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPI 7.2.1:</b> Streamline the integration of diverse and inclusive case studies across the curriculum.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 7.2.1a:</b> Integrate patient care instruction for different gender, ethnic, and special populations across systems-based courses.</li> </ul>
<ul style="list-style-type: none"> <li><b>7.3:</b> Provide student-centered retention activities.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPI 7.3.1:</b> Provide access among students to non-curricular retention activities.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 7.3.1a:</b> Host <math>\geq 1</math> social gathering(s)/event(s) each semester to celebrate ethnic diversity.</li> </ul>
	<ul style="list-style-type: none"> <li><b>KPI 7.3.2:</b> Provide access among students to co-curricular retention activities.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 7.3.2a:</b> Provide opportunities to participate in student committees, organizations, and clubs.</li> </ul>
<ul style="list-style-type: none"> <li><b>7.4:</b> Provide employee-centered retention activities.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPI 7.4.1:</b> Provide professional development sessions that focus on mission appropriate DEI topics.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 7.4.1a:</b> Schedule <math>\geq 1</math> activity focused on fostering an awareness of cultural competencies.</li> </ul>
<ul style="list-style-type: none"> <li><b>7.5:</b> Utilize the DEI committee to develop recommendations to align organizational practices with mission appropriate principles.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPI 7.5.1:</b> Promote non-curricular retention activities among faculty, staff, and students.</li> </ul>	<ul style="list-style-type: none"> <li><b>KPT 7.5.1a:</b> Develop event calendar of yearly activities that promote DEI among faculty, staff, and students.</li> </ul>
	<ul style="list-style-type: none"> <li><b>KPI 7.5.2:</b> Provide recommendations to executive team members</li> </ul>	<ul style="list-style-type: none"> <li><b>KPI 7.5.2a:</b> Develop appropriate recommendations regarding professional development activities.</li> </ul>

<b>Strategic Goal #7: Integrate mission appropriate diversity, equity, and inclusion within recruitment, retention, and curriculum practices to advance student, faculty, and staff performance.</b>		
<b>Strategic Objectives of Goal #7</b>	<b>Key Performance Indicator</b>	<b>Key Performance Target</b>
	based on DEI sub-committee assignments.	<ul style="list-style-type: none"> <li>• <b>KPI 7.5.2b:</b> Develop appropriate recommendations regarding curricular design and implementation.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>7.6:</b> Allocate appropriate budgetary support for financial requirements, including human capital, to address the curricular initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>KPI 7.6.1:</b> Engage in the annual budget development process, by way of the submission of requests and recommendations for budgetary support.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>KPT 7.6.1a:</b> Actively manage the approved allocations of the budget to meet strategic objectives.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>7.7:</b> Provide access to technology, appropriate resources, and corresponding information services to support the fostering of mission appropriate diversity, equity, and inclusion.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>KPI 7.7.1:</b> Invest in additional manikins and corresponding software.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>KPT 7.7.1a:</b> Acquire manikins representative of different genders, ethnicities, and age groups.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>KPI 7.7.2:</b> Develop media content for virtual or in-person student recruitment sessions.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>KPT 7.7.2a:</b> Provide access to media equipment for outreach purposes.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>7.8:</b> Expand existing support system regarding key personnel through intentional recruitment efforts and retention practices.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>KPI 7.8.1:</b> Actively recruit diverse Standardized Patients.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>KPT 7.8.1a:</b> Advertise Standardized Patient opportunities in the community.</li> <li>• <b>KPT 7.8.1b:</b> Collaborate with LU Human Resources to develop mechanisms for expanding recruitment opportunities and avenues.</li> </ul>