



**Burrell College of Osteopathic Medicine
Strategic Plan 2021-2024**



Mission

Para la gente y el futuro: For the people and the future, the Burrell College of Osteopathic Medicine at New Mexico State University is dedicated to improving the health of the Southwestern United States and its border with Northern Mexico through culturally respectful undergraduate, graduate and continuing osteopathic medical education, research and its support of clinical service to the community.

The College is focused on increasing diversity in the physician workforce and fostering a practice of life-long learning, compassion, respect and excellence in its students.

Vision

The Burrell College of Osteopathic Medicine will be regionally and nationally recognized for significantly impacting physician workforce needs of the Southwest and access to quality medical services. The College will be a leader in increasing workforce diversity, particularly among Native American and Hispanic populations.

Executive Summary

Over the past few years, the Burrell College of Osteopathic Medicine achieved several important milestones. Among the most noteworthy were graduating its inaugural class and attaining accreditation by the American Osteopathic Association Commission on Osteopathic College Accreditation. For the past year and a half, students, faculty and staff have risen to the unique challenges of adapting to instruction, learning, and academic support during a world-wide pandemic. With these challenges, a persistent path remains; to improve the healthcare of our region through our commitment of strengthening our quality undergraduate medical education. Guided by the mission and its vision, the strategic plan serves as a framework for institutional decision-making and priorities.

The process of establishing strategic priorities enlisted each department head to complete work with department members to reflect upon their operations and identify critical strategies (see Appendix A) that were needed to address support for the mission of the College, alignment with the standards of accreditation, and areas of innovation that would enhance the student experience, the overall quality of the degree program, and/or any other aspect of the College's operations. A Dean's leadership retreat was held June 14-15, 2021 to build upon the identified departmental strategic goals and objectives to highlight priorities and to ensure the allocation of resources to align with institutional commitment. The retreat provided an opportunity for academic leadership (see Appendix B) to review strategic initiatives and provide input on the mission and vision statements to share with the College's Board of Trustees. Informing the deliberations to determine strategic initiatives is a recognition that the College assumes adherence to programmatic level educational objectives in the Doctor of Osteopathic Medicine degree program.





Programmatic Level Educational Objectives

- **Objective I**
Integrate knowledge and skills acquired from the biomedical, clinical, social, and behavioral sciences to provide patient care in a supervised setting.
- **Objective II**
Demonstrate competence in the skills of osteopathic manipulative treatment and the application of osteopathic philosophy in patient care.
- **Objective III**
Demonstrate professionalism, characterized by honesty, integrity, ethical behavior, empathy, and responsibility.
- **Objective IV**
Communicate effectively with patients, families, faculty, peers, and other members of the healthcare team.
- **Objective V**
Critically appraise, evaluate, and apply scientific evidence to inform patient care and research
- **Objective VI**
Demonstrate awareness of the roles and interactions of professionals within the healthcare system and identify resources to optimize patient care at the individual and community levels
- **Objective VII**
Identify the specific healthcare needs of diverse populations and the ways in which the medical community responds.

Strategic Initiatives

The 2021-2024 Strategic Plan puts forth six over-arching focus areas that are designed to leverage resources and create achievable actions in support of the mission and vision of the Burrell College of Osteopathic Medicine. The focus areas utilize the College's Guiding Principles which guided the development of the framework.

Strategic Focus One: Learning Environment

- Guiding Principle: The College provides an evidence-based osteopathic medical education program that enables students to demonstrate the knowledge and competencies required to enter graduate medical education and the practice of osteopathic medicine.
 - Critically review and analyze the College's curriculum map with outcomes data for curricular improvement.
 - Appraise curricular content integration for continuous quality improvement.
 - Analyze and optimize instructional design to ensure alignment with growth strategies (See Strategic Focus Six).
 - Utilize COMLEX-USA® blueprint to identify gaps and redundancies in the curriculum.
 - Implement a longitudinal assessment of Entrustable Professional Activities (EPAs) and clinical skills to ensure readiness for residency training.
 - Implementation of a peer feedback program for faculty instruction.
 - Develop a *longitudinal* model for addressing and assessing professionalism within the curriculum.
- Guiding Principle: The College prepares students to effectively address the health needs of diverse populations, with emphasis on the southwest border region, particularly among Hispanic and Native American populations.
 - Develop and implement a longitudinal, mission-centric community engagement initiative to provide early clinical experiences during the pre-clerkship curriculum.

Strategic Focus Two: Diversity and Inclusion

- Guiding Principle: The College embraces diversity that fosters inclusiveness and cultural awareness among all learners and educators with the ultimate goal to increase diversity in the regional physician workforce.
 - Recruit, matriculate and graduate a diverse student body to meet the needs of the region we serve.
 - Strengthen recruitment and retention initiatives.
 - Explore and implement academic pipeline program(s) to facilitate admission and matriculation of students from underrepresented populations and the region.
 - Enhance practices and policies of the College to facilitate a culturally respectful learning environment.
 - Involvement of the Office of Diversity and Inclusion in recruitment and hiring practices to ensure a diverse faculty and staff.
 - Organize and promote events and programs celebrating diversity and promoting inclusion.
 - Promote awareness of campus and community resources for diverse populations.
 - Develop learning opportunities to enhance cultural awareness.

Strategic Focus Three: Student Support

- Guiding Principle: The College supports the establishment of a healthcare culture that promotes osteopathic principles of wellness and prevention.
 - Continued development of advisory colleges to enhance student engagement and support.
 - Offering of QPR (Question, Persuade, Refer) certifications for students, faculty and staff.

Strategic Focus Four: Research and Creative Scholarship

- Guiding Principle: The College supports faculty and students in their efforts to advance knowledge by creating an atmosphere of inquiry and discovery that inspires excellence in scholarship and medical practice.
 - Expand and Sustain Research and Creative Scholarship opportunities
 - Develop and expand a tiered mentoring environment that promotes the development of faculty researchers throughout the College, including the Regional Academic Centers.
 - Expand the number of faculty mentored student research opportunities throughout the College including the Regional Academic Centers.
 - Sponsor and facilitate opportunities for students to engage with members of the research community through interest groups, professional affiliations, and scholarly events.
 - Develop and facilitate collaborations with educational affiliates for research and creative scholarship opportunities.
 - Promote opportunities that facilitate the expansion of extramural research.

Strategic Focus Five: UME/GME/CME Continuum

- Guiding Principle: The College develops new graduate medical education (GME) opportunities with special emphasis on primary care and physician retention in the region.
 - Expand GME development and establish a GME Educational Consortium.
 - Assist College-sponsored residency programs in achieving osteopathic recognition.
 - Expand faculty development resources for preceptors.
 - Enhance and deliver CME opportunities for physicians in the region to include a Grand Rounds series.

Strategic Focus Six: Accreditation

- Guiding Principle: The College will achieve and maintain accreditation for its academic program(s) through appropriate accrediting bodies.
 - COCA accreditation renewal in Spring of 2024
 - Gain approval by the COCA for a class size increase in Las Cruces (2022)
 - Gain approval by the regulatory agencies for an additional location in Florida (2024)
 - HLC Accreditation by AY 2024-2025 (Early Initial Accreditation)

Appendix A



BURRELL COLLEGE OF OSTEOPATHIC MEDICINE STRATEGY MAP ACTION PLAN

GOAL: Demonstrate Title IV program responsibility requirements of the Higher Education Reauthorization Act as most recently amended.

TACTICAL INITIATIVE: Ensure standard operating procedures and functionality within the student information system to assist with regulatory compliance.

MARKET ANALYSIS A process that results in factual information that helps you identify opportunities	S- Title IV approval, compliance policies and procedures in place W- CAMS is in a transition due to sale/re-organization; questions on support for CAMS O- Ensuring all aspects of CAMS are analyzed and implemented as appropriate. T- CAMS may not be a viable SIS
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ACTIVITIES What actions will you undertake to achieve tactical initiatives and meet identified metrics?	METRICS How will you measure the performance of the activity?	RESPONSIBILITY Who is accountable for the success of the activity?	RESOURCES What current and additional resources are required?	MILESTONES Begin, end and critical points
Review of Standard Operating Procedures for Title IV Compliance and ensuring processes are followed; operationalize annual internal review.	Annual internal review ahead of annual audit. Less than a 5% exception rate in the internal review.	Office of Financial Aid Office of the Registrar	None	Begin:Fall 2021 End:Ongoing Critical Points:
CAMS analyzation of existing reports and the development of new reports for external reporting.	IPEDS enrollment report created NCLS report created SSRS Reports refined and redundancy eliminated.	Office of Financial Aid Office of the Registrar Office of IT Office of Finance	None	Begin:Fall 2021 End:Ongoing Critical Points:
Examination of CAMS (SWOT Analysis) and possible exploration and implementation of new SIS; In review of CAMS capabilities, examine the faculty portal with a timeline for implementation.	Implementation of faculty portal and/or new SIS.	Office of the Registrar Office of IT Office of Financial Aid Office of Finance	If applicable - institutional Funding for new SIS	Begin:Fall 2021 End:Ongoing/If Implementation of a new SIS-2023 Critical Points: December 2021 – decision on whether new SIS is needed.



BURRELL COLLEGE OF OSTEOPATHIC MEDICINE STRATEGY MAP ACTION PLAN

GOAL: Burrell College embraces diversity that fosters inclusiveness and cultural awareness among all learners and educators with the goal of increasing diversity in the regional physician workforce.

TACTICAL INITIATIVE: Strengthen recruitment and retention initiatives.

<p>MARKET ANALYSIS A process that results in factual information that helps you identify opportunities</p>	<p>S- Dedicated Admissions Team, Existing Relationship with NMSU, OMPP, URM and Mission Region matriculants W- comprehensive recruitment/retention marketing plan O- Grow/strengthen ties to the community; Strengthen campus communication T- Processing the number of designations, competition from other COMS including increasing competition to recruit qualified URM's.</p>
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ACTIVITIES	METRICS	RESPONSIBILITY	RESOURCES	MILESTONES
What actions will you undertake to achieve tactical initiatives and meet identified metrics?	How will you measure the performance of the activity?	Who is accountable for the success of the activity?	What current and additional resources are required?	Begin, end and critical points
Grow current URM and mission region initiatives through a comprehensive marketing plan; analyze data for marketing and recruitment efforts	Marketing Plan Number of Recruiting Events in Southwest Region Number of URM and Mission Region applicants/matriculants	Office of Admissions Marketing and Communications Office of Diversity and Inclusion		Begin: July 2021 End: Ongoing Critical Points:
Explore and implement a 7-year pipeline with NMSU (PhD/DO) program.	Established timeline with critical points of deliverables.	Office of the Dean Office of Admissions NMSU	NMSU Agreement Developed	Begin: July 2021 End: 2024 Critical Points:
Revisit OMPP and explore other pathway opportunities	Revised OMPP agreement approved Other approved pathway agreements	Office of the Dean Office of Admissions		Begin: July 2021 End: 2024 Critical Points:



BURRELL COLLEGE OF OSTEOPATHIC MEDICINE STRATEGY MAP ACTION PLAN

GOAL: Strengthen communication across the Burrell community.

TACTICAL INITIATIVE: Create opportunities for faculty, staff and students to learn about processes and procedures of Enrollment Services.

<p>MARKET ANALYSIS A process that results in factual information that helps you identify opportunities</p>	<p>S- Knowledgeable team with willingness to share information W- Trickle down of information is inconsistent O- Greater awareness amongst faculty, staff and students regarding practices in the various offices of ES. T- misinformed community members regarding policies and procedures in ES.</p>
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ACTIVITIES What actions will you undertake to achieve tactical initiatives and meet identified metrics?	METRICS How will you measure the performance of the activity?	RESPONSIBILITY Who is accountable for the success of the activity?	RESOURCES What current and additional resources are required?	MILESTONES Begin, end and critical points
Utilize FAME or another identified forum to present information regarding Enrollment Services to faculty and staff.	presentation agendas and evaluation rubrics	Office of Admissions Office of the Registrar Office of Financial Aid	None	Begin: Fall 2021 End: Ongoing/Goal to Operationalize Critical Points:
Examine additional modalities of communication to students such as Remind101, Town Hall Meetings,	# of meetings by ES departments throughout the year.	Office of Admissions Office of the Registrar Office of Financial Aid	Potential Cost	Begin: Fall 2021 End: Ongoing/Goal to Operationalize Critical Points:
Coordination with the Office of Student Affairs to utilize Advisory Colleges for communication of ES information.	# of meetings by ES departments throughout the year Presentation agendas	Office of Admissions Office of the Registrar Office of Financial Aid Office of Student Affairs	None	Begin: Fall 2021 End: Ongoing/Goal to Operationalize Critical Points:



BURRELL COLLEGE OF OSTEOPATHIC MEDICINE STRATEGY MAP ACTION PLAN Graduate Medical Education

GOAL: Satisfactorily Comply with Commission on Osteopathic College Accreditation (COCA) Standard 10: Graduate Medical Education (GME)

Meet COCA Element 10. 1: A COM must demonstrate its policies, procedures, personnel, and budgetary resources to support the continuum of osteopathic education.

TACTICAL INITIATIVE: Establishment of an GME Educational Consortium.

<p>MARKET ANALYSIS A process that results in factual information that helps you identify opportunities</p>	<p>S-This goal was satisfactorily met for initial accreditation of Burrell. W-Modest resources devoted to GME at Burrell. O-National and state interest in GME is increasing. T-Competition is increasing among COMs.</p>
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ACTIVITIES What actions will you undertake to achieve tactical initiatives and meet identified metrics?	METRICS How will you measure the performance of the activity?	RESPONSIBILITY Who is accountable for the success of the activity?	RESOURCES What current and additional resources are required?	MILESTONES Begin, end and critical points
Continue GME development initially to establish an educational consortium for Graduate Medical Education which exists to enhance the quality of GME through the collective efforts of member institutions. Areas of focus would include: <ul style="list-style-type: none"> • Accreditation • Program Director and core faculty development • Scholarly activity • Learning modules • ACGME and CLER resources • Osteopathic recognition • Library resources 	Establishment of Consortium	Associate Dean of GME	Fully develop GME, a plan for staff, service expansion, and GME expertise. A proposal to the Permian Strategic Partnership has been submitted for extramural funding of GME.	Begin: Now End: Five Years Critical Points: Funding decision on proposal by Permian Strategic Partnership

GOAL: Satisfactorily Comply with Commission on Osteopathic College Accreditation (COCA) Standard 10: Graduate Medical Education (GME)

Meet COCA Element 10.2 A COM must provide a mechanism to assist new and existing graduate medical education (GME) programs in meeting the requirements for accreditation by the Accreditation Council for Graduate Medical Education (ACGME).

TACTICAL INITIATIVE: Expand GME training programs in Burrell HUBs.

<p>MARKET ANALYSIS A process that results in factual information that helps you identify opportunities</p>	<p>S-This goal was satisfactorily met for initial accreditation of Burrell. W-Since 2019, GME Office focused on management of GME rather than development. O- National and state interest in GME is increasing. T-ACGME minimum accreditation requirements significantly more rigorous than AOA.</p>
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ACTIVITIES What actions will you undertake to achieve tactical initiatives and meet identified metrics?	METRICS How will you measure the performance of the activity?	RESPONSIBILITY Who is accountable for the success of the activity?	RESOURCES What current and additional resources are required?	MILESTONES Begin, end and critical points
Develop residency training in the following Burrell HUBs: <ul style="list-style-type: none"> • Eastern New Mexico • Albuquerque • Florida • Tucson 	ACGME accreditation of Sponsoring Institutions and Residency Programs	Associate Dean for Graduate Medical Education	Establishment of an Office of GME with greater than 0.25 FTE staff; initially need 2.25 FTE staff	Begin: Now End: Five Years Critical Points: Funding by Permian Strategic Partnership or internal Burrell funds
				Begin: End: Critical Points:
				Begin: End: Critical Points:

Satisfactory Comply with Comply Commission on Osteopathic College Accreditation (COCA) Standard 10: Graduate Medical Education (GME)

GOAL: Meet COCA Element 10.3: A COM must provide a mechanism to assist graduate medical education programs accredited by the ACGME in meeting the requirements of osteopathic recognition.

TACTICAL INITIATIVE: Continue Osteopathic Recognition (OR) for existing residency programs beginning in Las Cruces, New Mexico.

<p>MARKET ANALYSIS A process that results in factual information that helps you identify opportunities</p>	<p>S-Osteopathic Recognition already achieved for one residency program in Las Cruces, NM. W-Resources for Osteopathic Recognition fall outside of Burrell. O-Residency Programs interested in Osteopathic Recognition. T-ACGME requirements significantly more rigorous than AOA requirement.</p>
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ACTIVITIES What actions will you undertake to achieve tactical initiatives and meet identified metrics?	METRICS How will you measure the performance of the activity?	RESPONSIBILITY Who is accountable for the success of the activity?	RESOURCES What current and additional resources are required?	MILESTONES Begin, end and critical points
Make application to the ACGME for the Family Medicine Residency at Memorial Medical Center to obtain Osteopathic Recognition.	Award of Osteopathic Recognition to the Family Medicine Residency Program.	Associate Dean for GME	Burrell to provide the faculty member for the OR of the Family Medicine Residency Program.	Begin: Fall 2021 End: Fall 2023 Critical Points: Production of the ACGME application and awarding of OR to the residency program.

Satisfactory Comply with Comply Commission on Osteopathic College Accreditation (COCA) Standard 10: Graduate Medical Education (GME)

GOAL: Meet COCA Element 10.4: A COM must demonstrate and publish publicly the placement of its students in graduate medical education programs, including through the publication of placement rates of its students.

TACTICAL INITIATIVE:

<p>MARKET ANALYSIS A process that results in factual information that helps you identify opportunities</p>	<p>S-In the inaugural class all Burrell graduates placed into GME programs. W-In the second graduating Burrell class; some students have not placed into GME programs. O-Residency Programs are interested in Burrell graduates as potential residents. T-The future looks uncertain for successful placements for Burrell graduates in GME programs with increasing number of graduates nationally.</p>
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ACTIVITIES What actions will you undertake to achieve tactical initiatives and meet identified metrics?	METRICS How will you measure the performance of the activity?	RESPONSIBILITY Who is accountable for the success of the activity?	RESOURCES What current and additional resources are required?	MILESTONES Begin, end and critical points
Responsibility for Element 10.4 is with Student Affairs.				Begin: End:



BURRELL COLLEGE OF OSTEOPATHIC MEDICINE STRATEGY MAP ACTION PLAN

GOAL: Support the establishment of a healthcare culture that promotes osteopathic principles of wellness and prevention.

TACTICAL INITIATIVE: Establish a culture of wellness within the student body.

<p>MARKET ANALYSIS A process that results in factual information that helps you identify opportunities</p>	<p>S-Behavioral health resources through Burrell Cares initiatives W-Limited available space to host wellness activities/programs O-Ability to collect data on reason for wellness visits to Student Affairs to guide future programming; developing collaborative partnerships with external entities T-Inability to control quality of mental health services outside of Burrell; low student participation.</p>
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ACTIVITIES What actions will you undertake to achieve tactical initiatives and meet identified metrics?	METRICS How will you measure the performance of the activity?	RESPONSIBILITY Who is accountable for the success of the activity?	RESOURCES What current and additional resources are required?	MILESTONES Begin, end and critical points
Implementation and promotion of TimelyCare Telehealth Resources	<p>Publication of resources on the Burrell Website</p> <p>Presentation of resource during new student orientation</p> <p>Promotional events throughout the academic year highlighting the resource</p> <p>Utilization Metrics</p>	Office of Student Affairs	<p>Salary:</p> <p>M&O:</p> <p>Travel:</p>	<p>Begin: Fall 2021</p> <p>End: Ongoing</p> <p>Critical Points: June 30th Launch date; presentations to the student body</p>

Student Affairs #1

Promotion of the Burrell Care Team resource	Faculty and staff training on care team referrals/process	Office of Student Affairs	Salary M&O: Travel: Attendance at annual NABITA Conference	Begin: Fall/Spring 2019 End: Ongoing Critical Points Training date/time.
Promotion of auxiliary Wellness Resources • Food Pantry, clinical closet, emergency use gift cards available in Student Affairs • NMSU Health and Wellness Center (Physical Health) • NMSU Activity Center and Aquatic Center • Community wellness events and resources	Multiple promotional publications and communication to the student body throughout the academic year	Office of Student Affairs	Salary: M&O: Travel:	Begin: Fall 2019 End: Ongoing Critical Points: Creation of promotional material
Offer Drug Alcohol and Substance Abuse Programming	Offer multiple lunch and learn opportunities throughout the academic year	Office of Student Affairs	Salary: M&O: TBD Travel: TBD	Begin: Fall 2019 End: Ongoing Critical Points:
Offer Question Persuade Refer Certifications for students, staff and faculty	Offer multiple QPR workshops throughout the academic year	Office of Student Affairs	Salary: M&O: TBD Travel:	Begin: Fall 2021 End: Ongoing Critical Points: Identifying course dates/time; implementing workshop.
Offer Self-Care and Resiliency programming	Invite 3 guest speakers with expertise in certain areas (ex. Healthy sleep habits, healthy eating habits, meditation, experts on handling resiliency through stressful situations).	Office of Student Affairs	Salary: Potential Contractor Needed for training M&O: TBD Travel:	Begin: Fall 2021 End: Ongoing Critical Points: Identifying event dates/time
Offer In-person wellness events	Once a month Student Affairs socials (promoting wellness resources) Hold at least 1 Hikes, walks, yoga session per month	Office of Student Affairs	Salary: M&O: TBD Travel:	Begin: Fall 2021 End: Ongoing Critical Points: resumption of SA social July 2021

Student Affairs #1

<p>Facilitate student led wellness Initiatives and events</p>	<p>Active Diversity and spiritual clubs</p> <p>Coordinate at least 3 student led wellness events in collaboration with student organizations.</p> <p>Resumption of in person social events led by student organizations</p>	<p>Office of Student Affairs</p>	<p>Salary:</p> <p>M&O: TBD</p> <p>Travel:</p>	<p>Begin: Fall 2021</p> <p>End: Ongoing</p> <p>Critical Points: student organization promotion during orientation week July 2021; Student org presidents meeting for event facilitation July 2021</p>
<p>Seek External Funding for Student Wellness</p>	<p>Research and identification of potential grants</p>	<p>Office of Student Affairs</p>	<p>Salary:</p> <p>M&O: TBD</p> <p>Travel:</p>	<p>Begin: Fall 2021</p> <p>End: Ongoing</p> <p>Critical Points: research for opportunities for funding.</p>



BURRELL COLLEGE OF OSTEOPATHIC MEDICINE STRATEGY MAP ACTION PLAN

GOAL: Provide a data-driven academic support program that identifies at-risk students during their formative assessments and provides needed academic interventions by using evidence-based and research-based intervention methods.

TACTICAL INITIATIVE: Support at-risk students through structured programming that will provide them with opportunities to improve their: study and test-taking strategies, clinical reasoning, time management, and board preparation/success.

<p>MARKET ANALYSIS A process that results in factual information that helps you identify opportunities.</p>	<p>S-Strong collaboration with Office of Assessment and Student Affairs team; highly motivated Student Affairs team; clear understanding of need for better data</p> <p>W-no usable data from past Level 1 pre-assessments; no mandatory pre-assessments for Level 2; informal SPARK process for returning SPARKlers</p> <p>O-develop intervention program for years 1 & 2/Level 1 & 2; grow the tutoring program and have them work more closely with Course Directors</p> <p>T- large number of at-risk students at any given time – roughly 40-50% within 2 blocks of year-one</p>
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ACTIVITIES What actions will you undertake to achieve tactical initiatives and meet identified metrics?	METRICS How will you measure the performance of the activity?	RESPONSIBILITY Who is accountable for the success of the activity?	RESOURCES What current and additional resources are required?	MILESTONES Begin, end and critical points
Facilitate Students Performing at Academic Risk (SPARK) meetings after each formative, basic science assessment	Create meetings with student, faculty advisor, and SPARK team	Office of Student Affairs SPARK Team Office of Assessment	Salary: M&O: Travel:	Begin: Fall 2021 End: Ongoing Critical Points:

Student Affairs #2

<p>Develop (in collaboration with The Office of Assessment) a Level 1 & Level 2 intervention and success program</p>	<p>Implement a formal process Spring sem. of 2nd-year post-COMSAE</p> <p>Identify a standard pre-assessment for Level 2</p>	<p>Office of Student Affairs Office of Assessment</p>	<p>Salary:</p> <p>M&O:</p> <p>Travel:</p>	<p>Begin: July 2021</p> <p>End: Ongoing</p> <p>Critical Points:</p>
<p>Facilitate monthly presentations, panels, and workshops that target; study and test-taking strategies, clinical reasoning, time management, and board preparation/study.</p>	<p>Implementation of <u>at least</u> one presentation and/or panel a month for OMS-1 and OMS-2; implementation of Level 2/Step 2 presentations and/or <u>panels at least</u> twice in the Fall, and twice in the Spring.</p>	<p>Office of Student Affairs</p>	<p>Salary:</p> <p>M&O:</p> <p>Travel:</p>	<p>Begin: June 2021</p> <p>End:</p> <p>Critical Points:</p>
<p>Provide peer-tutoring, including small- and large-group, student led reviews, anatomy and ultrasound open-lab, and OMM didactic and practical sessions.</p>	<p>Provide weekly small-group tutoring sessions (didactics and practical)</p> <p>Facilitate <u>at least</u> one Student Led Review per OMS 1 basic science block</p>	<p>Office of Student Affairs</p>	<p>Salary:</p> <p>M&O:</p> <p>Travel:</p>	<p>Begin: July 2021</p> <p>End: Ongoing</p> <p>Critical Points:</p>



BURRELL COLLEGE OF OSTEOPATHIC MEDICINE STRATEGY MAP ACTION PLAN

GOAL: Create and identify programs and services designed to meet student's health, wellness, academic support, and career-planning needs (6.1)

TACTICAL INITIATIVE: Establish quality programming that will provide support to students with their medical career planning

<p>MARKET ANALYSIS A process that results in factual information that helps you identify opportunities</p>	<p>S-Subscription to Careers in Medicine program, full – time career counselor; development of LEO platform with learning modules; successful match rates. W-Lack of available full-time faculty to serve in an advisory role. O-Innovation in practice of career planning; faculty development in advising program T- Uncertainty on residency programs criteria/expectations on students with board exams going P/F.</p>
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ACTIVITIES What actions will you undertake to achieve tactical initiatives and meet identified metrics?	METRICS How will you measure the performance of the activity?	RESPONSIBILITY Who is accountable for the success of the activity?	RESOURCES What current and additional resources are required?	MILESTONES Begin, end and critical points
Creation and Implementation of Four (4) Advisory Colleges	Student Surveys, Retention Rates, GME Placement Rates	Office of Student Affairs, Faculty	Salary: M&O: CiM membership for each cohort Travel	Begin: July 2020 End: Ongoing

Implementation of a career counseling course platform	Development of a course for each academic year on LEO	Career Counselor & Office of Student Affairs	Salary: M&O: CiM membership for each cohort Travel:	Begin: August 2021 End: Ongoing
Year 1: <ul style="list-style-type: none"> Introduction at Orientation for Career Counseling timeline Introduce students to Careers in Medicine 	Year 1: <ul style="list-style-type: none"> Completion of Orientation Week Subscription to CiM 	Year 1: Career Counselor and Office of Student Affairs	Salary: M&O: CiM membership for each cohort; lunches for lunch and learn sessions Travel:	Begin: August 2021 End: Ongoing/yearly
Year 2: <ul style="list-style-type: none"> Reinforcing students the use of Careers in Medicine Introduction to second phase "Specialty exploration" 	Year 2: <ul style="list-style-type: none"> Presentations to students are provided during the year Meetings are optional for information on specialty of interest 	Year 2: Career Counselor and Office of Student Affairs	Salary: M&O: Financial support for luncheons and workshops Travel:	Begin: August 2021 End: Ongoing/yearly
Year 3: <ul style="list-style-type: none"> Roadmap to Residency Plan Presentation Creating individual planning for each student on their residency strategy/planning 	Year 3: <ul style="list-style-type: none"> Twice 1:1 individual meetings are mandatory Development of strategy are created during meetings 	Year 3: Career Counselor and Office of Student Affairs	Salary: M&O: Financial support for travel expenses. Travel: Albuquerque; Tucson; Eastern NM; El Paso, Gallup, & FL	Begin: August 2021 End: Ongoing/yearly
Year 4: <ul style="list-style-type: none"> Action plan for each student is finalized Individual meetings continue and at-risk students of not matching are identified and mandatory meetings are set 	Year 4: <ul style="list-style-type: none"> Documentation of individual meetings with students. Development of strategy is finalized Communicate and meet individually with "At-Risk" students 	Year 4: Career Counselor and Office of Student Affairs	Salary: M&O: Travel:	Begin: August 2021 End: ongoing/yearly



BURRELL COLLEGE OF OSTEOPATHIC MEDICINE STRATEGY MAP ACTION PLAN Diversity and Inclusion

GOAL: Develop partnerships with regional American Indian tribal communities to initiate pathway programs to prepare the youth to be equipped to pursue careers in allied health and medicine.

TACTICAL INITIATIVE:

<p>MARKET ANALYSIS A process that results in factual information that helps you identify opportunities</p>	<p>S- Burrell College’s mission speaks to improving the health of the region and diversifying the physician workforce along with the vision to be a leader in increasing workforce diversity, particularly among Native American and Hispanic populations.</p> <p>W- The pool of qualified American Indian/Alaska Natives (AI/AN) enrolling at DO schools is minuscule. In 2018-2019, 95 AI/AN enrolled at DO schools accounting for 0.3% of total enrolment. In the 6 Burrell College admission cycles, 13 AI/NA students have enrolled and matriculated. Only 2 of these students have identified with an AI community in the region.</p> <p>O- Burrell College’s students are eager to operationalize the mission and vision through providing mentorship and encouragement to the youth to realize that they too can aspire pursue a career in applied health and medicine.</p> <p>T- Without a sanctioned commitment to support a pathway program for Native Americans, Burrell College will continue to compete with other MD and DO schools for a limited pool of highly qualified Native American applicants and continue to have a low AI/AN enrolment and matriculant outcome.</p>
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ACTIVITIES	METRICS	RESPONSIBILITY	RESOURCES	MILESTONES
What actions will you undertake to achieve tactical initiatives and meet identified metrics?	How will you measure the performance of the activity?	Who is accountable for the success of the activity?	What current and additional resources are required?	Begin, end and critical points

<p>Develop and establish partnerships with tribal communities in the region to offer weeklong summer programs in the tribal communities with a visit to the Burrell College campus. Further engagement is expansive, upon offering the initial summer program.</p>	<ul style="list-style-type: none"> • A memorandum of agreement (MOA) is secured between Burrell College and a tribal community • Youth (and family) from the tribal community participate in the program • Post summer program, the tribal community expresses a commitment to continue the collaboration for the upcoming summer. • Track participate outcomes via a longitudinal study that measures education persistence and outcomes. 	<ul style="list-style-type: none"> • Asst VP of Diversity and Inclusion • Adela Lente, MD • Dr. Nancy Minugh-Purvis • Tribal community representatives 	<ul style="list-style-type: none"> • Funding is committed • Faculty and staff time • Student interest • Other faculty and staff involvement as interested 	<p>Begin: July 2021</p> <p>End: Ongoing</p> <p>Critical Points: Institutional and tribal community commitments are made</p>
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BURRELL COLLEGE OF OSTEOPATHIC MEDICINE STRATEGY MAP ACTION PLAN Diversity and Inclusion

GOAL: Burrell College will foster a sense of community and belonging for its diverse students, staff, and faculty through offering cultural relevant service and programming to encourage the sharing and learning about other cultures.

TACTICAL INITIATIVE:

<p>MARKET ANALYSIS A process that results in factual information that helps you identify opportunities</p>	<p>S- Burrell College is positioned as a leader in improving healthcare and addressing the physician shortage locally and in the region through providing medical education and its support of clinical service to the community. With institutional and departmental support and backing, the impact of providing cultural programming and a day of service to the community can highlight the medical school's commitment to living the mission.</p> <p>W- The COVID-19 pandemic has limited interaction among the students, faculty, staff, well as with the community, which in turn may have lessened Burrell College's brand equity.</p> <p>O- Burrell College's students and Diversity Council are eager to engage and support the community through service. Burrell College's brand can be heightened through service.</p> <p>T- The opportunity to highlight the medical school as a benefit to the community through service will remain untapped.</p>

ACTIVITIES	METRICS	RESPONSIBILITY	RESOURCES	MILESTONES
What actions will you undertake to achieve tactical initiatives and meet identified metrics?	How will you measure the performance of the activity?	Who is accountable for the success of the activity?	What current and additional resources are required?	Begin, end and critical points
Coordinate an International Night gathering where students, staff, and faculty	<ul style="list-style-type: none"> Track the number of students, faculty, and staff participants at the cultural gathering 	Asst. VP for Diversity and Inclusion Student Affairs Student Government Association	<ul style="list-style-type: none"> Funding Approved Use of the Bear Den 	Begin: July 2021 End: Ongoing

share a food dish and wear traditional attire	<ul style="list-style-type: none"> • Follow up with a survey to assess the experience of the gathering • Cover and share the gathering via photos and a news article in The Pulse Newsletter 	Marketing & Communications Facilities – Operation		Critical Points: Funding is Committed
Commit a day/half-day of Burrell College (students, faculty, staff, and senior leadership) service to the community on MLK, Jr. Day	<ul style="list-style-type: none"> • Track the number of community members who participate in the event or benefit from the service • Track the number of Burrell College students, faculty, and staff who participate in the day of service 	Asst. VP of Diversity and Inclusion Facilities and Operations Student Government Association Marketing and Communications <u>Support Teams:</u> Diversity Council Community Engagement Team	Funding for supplies, refreshments, etc., as needed Media coverage	Begin: July 1, 2021 End: Ongoing Critical Points: Institutional commitment is secured
Collaborate with the American Indian student organizations at NMSU to provide a cultural food experience for the Burrell College community to learn more about the tribal communities located in the region.	<ul style="list-style-type: none"> • Track the number of students, faculty, and staff participants at the cultural food experience • Follow up with a survey to assess the food experience • Cover and share the gathering via photos and a news article in The Pulse Newsletter 	Asst. VP for Diversity and Inclusion Facilities and Operations	<ul style="list-style-type: none"> • Funding, if need • Approved Use of the Bear Den • Food handlers permit 	Begin: July 2021 End: Ongoing Critical Points: A commitment to collaborate and facility use is approved



BURRELL COLLEGE OF OSTEOPATHIC MEDICINE STRATEGY MAP ACTION PLAN

GOAL: Faculty will be supported and prepared to provide excellent instruction and excel in various areas of faculty activities.

TACTICAL INITIATIVE: Provide longitudinal programming to faculty to develop skills in teaching, osteopathic principles, research, and other areas of faculty development.

<p>MARKET ANALYSIS A process that results in factual information that helps you identify opportunities</p>	<p>S-Faculty committed to continuous improvement and excellence. W-Limited protected time for development activities. O- Established Faculty Academy can be honed to improve effectiveness. T-Lack of cohesive faculty development could compromise student success and curricular cohesiveness.</p>
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ACTIVITIES What actions will you undertake to achieve tactical initiatives and meet identified metrics?	METRICS How will you measure the performance of the activity?	RESPONSIBILITY Who is accountable for the success of the activity?	RESOURCES What current and additional resources are required?	MILESTONES Begin, end and critical points
Continue to develop a faculty academy with protected time for needs-based training in the learning sciences, osteopathic principles, research, and other areas of faculty development	Consistent faculty attendance and participation in academy meetings, evaluation surveys	Faculty Affairs Faculty Development Advisory Council	Faculty Affairs budget	Begin: Current End: Ongoing Critical Points:
Implement and expand a peer feedback on teaching program, including	Faculty participation, feedback on outcomes (survey)	Faculty Affairs	Faculty time for training and implementation	Begin: Fall 2021 End: Ongoing Critical Points: January 2022 for full implementation
Further develop faculty academy to include benchmarks and opportunities for recognition and mentoring roles.	Development of academy structure	Faculty Affairs Faculty Development Advisory Council Faculty Council	Faculty Affairs budget	Begin: Fall 2021 End: Ongoing Critical Points: Academic year 2022-2023

BURRELL COLLEGE OF OSTEOPATHIC MEDICINE STRATEGY MAP ACTION PLAN

GOAL: Help preceptors improve their teaching knowledge and skills

TACTICAL INITIATIVE: Provide more robust faculty development resources for preceptors

<p>MARKET ANALYSIS A process that results in factual information that helps you identify opportunities</p>	<p>S: Large pool of preceptors W: Many preceptors new to teaching O: Knowledge gained can greatly enhance teaching practice T: Limited time for faculty development; geographically dispersed faculty</p>
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ACTIVITIES What actions will you undertake to achieve tactical initiatives and meet identified metrics?	METRICS How will you measure the performance of the activity?	RESPONSIBILITY Who is accountable for the success of the activity?	RESOURCES What current and additional resources are required?	MILESTONES Begin, end and critical points
Provide regular needs assessment	Needs assessment survey and data from Qualtrics	Faculty Affairs	Qualtrics, Faculty Affairs time	Begin: Current End: Ongoing Critical Points:
Add to online offerings of faculty development resources and modules.	List of resources, research, cost of additional resources	Faculty Affairs, Clinical Education	Faculty Affairs time, IT help, potential subscriptions	Begin: Fall 2021 End: Ongoing Critical Points: review in January 2022
Provide on-site faculty development at hubs at least annually	Sessions delivered	Faculty Affairs, Clinical Education	Faculty Affairs time & budget, Clinical Education time	Begin: Ongoing End: Ongoing Critical Points: Early summer hub visits
Build upon CME accreditation to provide more opportunities for continuing medical education to include a Grand Rounds series	Programs delivered; credits documented	Faculty Affairs, Clinical Education, Clinical Medicine Dept.	Faculty Affairs budget; clinical faculty time	Begin: Ongoing End: Ongoing Critical Points: Spring 2022-first annual report after accreditation

BURRELL COLLEGE OF OSTEOPATHIC MEDICINE STRATEGY MAP ACTION PLAN

GOAL: Enhance Burrell’s ability to recruit and retain a talented, skilled, and committed faculty

TACTICAL INITIATIVE: Enhance processes in recruitment, onboarding, and faculty promotion & career advancement

<p>MARKET ANALYSIS A process that results in factual information that helps you identify opportunities</p>	<p>S: Staff time has been allocated to these priorities W: Requires coordination of departments that have separate processes O: Utilize knowledge from prior experience in recruitment, onboarding, & promotion T: Limited time for coordinated efforts for some key participants</p>
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ACTIVITIES What actions will you undertake to achieve tactical initiatives and meet identified metrics?	METRICS How will you measure the performance of the activity?	RESPONSIBILITY Who is accountable for the success of the activity?	RESOURCES What current and additional resources are required?	MILESTONES Begin, end and critical points
Work with HR, Office of Diversity and Inclusion, and academic departments to improve faculty recruitment processes.	Feedback from faculty, staff, and faculty candidates	Faculty Affairs, HR, Office of Diversity and Inclusion, and academic departments	Personnel time	Begin: Current End: Ongoing Critical Points: January 2022 check-in on processes
Work with HR and academic departments to further develop a comprehensive faculty onboarding program.	Feedback from faculty, staff, and new faculty	Faculty Affairs, HR, and academic departments; other departments to contribute introductory information	Personnel time	Begin: Fall 2021 End: Ongoing Critical Points: January 2022 check-in on processes
Work with Faculty Council, academic departments, and the Appointments & Promotions Committee to develop workshops to introduce faculty to expectations for promotions & the process for faculty on a pathway toward promotion at each rank.	Development and evaluation of workshops	Faculty Affairs, Faculty Council, academic departments, and the Appointments & Promotions Committee	Personnel time, Faculty Affairs budget for events	Begin: Fall 2021 End: Ongoing Critical Points: Spring 2022 for full development of workshops



BURRELL COLLEGE OF OSTEOPATHIC MEDICINE STRATEGY MAP ACTION PLAN – Instruction

GOAL: The Library supports the students, faculty, and staff through activities that promote Evidence Based Practice (EBP) knowledge and skills resulting in the ability to retrieve and apply medical information/research in practice and as lifelong learners.

TACTICAL INITIATIVE: Work collaboratively to teach and train on relevant EBP topics within and outside the curriculum.

<p>MARKET ANALYSIS A process that results in factual information that helps you identify opportunities</p>	<p>S- over 60 combined years of diverse professional library experience; strong collaborators; extensive EBP training; support active learning W- librarians balancing both operational and teaching responsibilities; very limited inclusion in curriculum decision-making O- evolving curriculum that could allow for further librarian engagement; partnership development with faculty in other departments; creation of educational programs of interest outside of the formal curriculum; development of online resources for individual instruction T- reduction of librarian involvement in instruction overall; redundancy of EBP topics taught within the curriculum; challenges assessing EBP knowledge and skills; other medical schools have larger library staff/faculty that allow for greater focus and specialization</p>
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ACTIVITIES <i>What actions will you undertake to achieve tactical initiatives and meet identified metrics?</i>	METRICS <i>How will you measure the performance of the activity?</i>	RESPONSIBILITY <i>Who is accountable for the success of the activity?</i>	RESOURCES <i>What current and additional resources are required?</i>	MILESTONES <i>Begin, end and critical points</i>
Create educational programs/sessions outside of the formal curriculum that support EBP and/or lifelong learning	Develop and deliver at least (2) live sessions	Librarians	IT Support Student Affairs Faculty Affairs	Begin: July 2021 End: May 2023 Critical Points: May 2022
Develop on-demand, online resources; examples include slide presentations or “how to” demonstration videos	Develop and post at least (4) resources on library’s website	Librarians	Library Technician IT Support	Begin: July 2021 End: May 2023 Critical Points: May 2022
Evaluate pre- and post-test assessment data on students’ self-perceptions of KSA’s on EBP topics and library resources taught in formal curriculum	--Analyses completed --Improvements made as feasible	Librarians	Assistant Dean of Student Assessment	Begin: July 2021 End: Ongoing Critical Points: May 2022



BURRELL COLLEGE OF OSTEOPATHIC MEDICINE LIBRARY STRATEGY MAP ACTION PLAN – Outreach & Programming

GOAL: Create learning opportunities and strengthen community connections through outreach and programming to enrich Burrell’s academic and community environments.

TACTICAL INITIATIVE: Provide programming in medical humanities, health information literacy and cultural diversity, as appropriate, to internal and external communities.

<p>MARKET ANALYSIS A process that results in factual information that helps you identify opportunities</p>	<p>S- over 60 combined years of diverse professional library experience; strong collaborators; strong record of institutional support for library programming W- librarians balancing both operational and teaching responsibilities; for-profit status; time for programming and outreach due to multiple responsibilities O- ability to create partnerships (particularly with local non-profits and NMSU); engaged and motivated Burrell faculty, staff and students; new members of National Network of Libraries of Medicine Region #4 due to national restructuring T- reduction or insufficient increase in library budget; other medical schools have larger library staff/faculty that allow for greater focus and specialization; competing with UNM Health Sciences Library for funding and outreach opportunities (alternatively, there are opportunities for collaboration)</p>
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ACTIVITIES <i>What actions will you undertake to achieve tactical initiatives and meet identified metrics?</i>	METRICS <i>How will you measure the performance of the activity?</i>	RESPONSIBILITY <i>Who is accountable for the success of the activity?</i>	RESOURCES <i>What current and additional resources are required?</i>	MILESTONES <i>Begin, end and critical points</i>
Provide programming in medical humanities and cultural awareness/sensitivity (internal)	Provide at least (2) programs per year to students, faculty and/or staff	Librarians	Internal or other funding support Student Affairs	Begin: July 2021 End: Ongoing Critical Points: May 2022
Create outreach activities to benefit the health of our community and create local goodwill and meaningful partnerships (internal/external)	Create or participate in at least (1) program that engages the community per year	Librarians	Budget or other funding support Facilities Support Programming Spaces IT Support	Begin: July 2021 End: Ongoing Critical Points: May 2022
Develop targeted marketing strategies to engage specific user groups	--Generate and distribute at least (10) newsletters/emails or other promotional items for targeted audiences per year --Increase social media presence, e.g., instagram, twitter	Librarians	Director of Communications & Marketing	Begin: July 2021 End: Ongoing Critical Points: May 2022



BURRELL COLLEGE OF OSTEOPATHIC MEDICINE LIBRARY STRATEGY MAP ACTION PLAN – Resources & Services

GOAL: The Library provides Burrell students, faculty and staff access to high quality library spaces, resources and services to support teaching, learning and research.

TACTICAL INITIATIVE: Create and continuously improve electronic and physical spaces, library collections and targeted services using a variety of assessment and decision-making strategies for the Burrell community both on and off campus.

<p>MARKET ANALYSIS A process that results in factual information that helps you identify opportunities</p>	<p>S- over 60 combined years of diverse professional library experience; funding for resources W- librarians balancing both operational and teaching responsibilities; extremely limited physical space O- relocation of library to new location on campus; more longitudinal data to assist in effective decision-making T- Reduction or insufficient increase in library budget; other medical schools have larger library staff/faculty that allow for greater focus and specialization</p>
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ACTIVITIES <i>What actions will you undertake to achieve tactical initiatives and meet identified metrics?</i>	METRICS <i>How will you measure the performance of the activity?</i>	RESPONSIBILITY <i>Who is accountable for the success of the activity?</i>	RESOURCES <i>What current and additional resources are required?</i>	MILESTONES <i>Begin, end and critical points</i>
Relocate to new library space	--Participate in planning new library space, including selection of new furnishings, shelving, etc. --Relocation completed --Review and revise library policies and procedures as needed	Library Director Assistant VP for Administration/CIO	IT Support Facilities Support Funding for move, new furnishing, etc. Outside vendors, e.g., moving, shelving, furnishing	Begin: July 2021 End: March 2022 (TBD) Critical Points: October 2021; December 2021; Jan 2022
Further investigate article request and management software/system for improved operational and cost efficiencies	--Decide whether to acquire CLIO or other management system -Implement if acquired --Obtain current DOCLINE installation requirements -Implement if feasible	Librarians	Potential funding for software/system IT Support	Begin: July 2021 End: June 2023 Critical Points: June 2022
Develop a programmatic plan for library assessment	--Organize and document assessment activities --Create a formal tracking process --Create an SOP	Librarians	Office of Compliance & Institutional Assessment Assistant Dean of Student Assessment	Begin: July 2021 End: On-going Critical Points: June 2022



BURRELL COLLEGE OF OSTEOPATHIC MEDICINE STRATEGY MAP ACTION PLAN

GOAL: Increased Didactic Delivery

TACTICAL INITIATIVE: Office of Clinical Education will provide biweekly and monthly didactic sessions

<p>MARKET ANALYSIS A process that results in factual information that helps you identify opportunities</p>	<p>S - The Zoom meetings guarantee the comparability across the Hubs W - Time difference in Hubs (Rockledge, FL) O - Physicians and Residency program Directors interested in providing the sessions T - Time away from clinical rotations and student complaints from missing the clinical time.</p>
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ACTIVITIES What actions will you undertake to achieve tactical initiatives and meet identified metrics?	METRICS How will you measure the performance of the activity?	RESPONSIBILITY Who is accountable for the success of the activity?	RESOURCES What current and additional resources are required?	MILESTONES Begin, end and critical points
Every Wednesday evening students enrolled in IM, FM and Surgery will have to attend patient presentation sessions with Dr. Ruffenach.	The attendance of the sessions will be mandatory. The attendance will be recorded. (Zoom provides the attendance report)	Office of Clinical Education	Zoom Dr. Ruffenach's contract	Begin: July 5, 2021 End: June 30, 2022 Critical Points: Participating Physician has been identified
Every COMAT Friday, at 1:00 PM, there will be a mandatory didactic session by topic. The residents at Mountain View will be responsible for the sessions.	The attendance of the sessions will be mandatory. The attendance will be recorded. (Zoom provides the attendance report)	Office of Clinical Education Residency Programs in the community (El Paso and Las Cruces Hubs).	Zoom	Begin: July 5, 2021 End: June 30, 2022 Critical Points: Participating Residents identified
				Begin: End: Critical Points:



BURRELL COLLEGE OF OSTEOPATHIC MEDICINE STRATEGY MAP ACTION PLAN

GOAL: Improve Student Performance (Academic and Professional)

TACTICAL INITIATIVE: Office of Clinical Education will work on improving the students' academic and professional performance

<p>MARKET ANALYSIS A process that results in factual information that helps you identify opportunities</p>	<p>S – Reduce the failure rate (academic and professional) W – Not all faculty (preceptors) are willing to provide written feedback O – Clerkship Directors will be more proactive, and intervene before the failure occurs, thus providing increased opportunity for students to improve their performance T – Preceptors compliance and willingness to perform this new task.</p>
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ACTIVITIES What actions will you undertake to achieve tactical initiatives and meet identified metrics?	METRICS How will you measure the performance of the activity?	RESPONSIBILITY Who is accountable for the success of the activity?	RESOURCES What current and additional resources are required?	MILESTONES Begin, end and critical points
Mid-point evaluation will be implemented with the start of the new academic year.	The number of Corrective Actions per academic year, per specialty and the number of failures of the clerkship.	Office of Clinical Education Students Faculty Affairs Preceptors	Leo Faculty development	Begin: July 5, 2021 End: June 30, 2022 Critical Points: Evaluation form has been approved by the Curriculum Committee
				Begin: End: Critical Points:
				Begin: End: Critical Points:



BURRELL COLLEGE OF OSTEOPATHIC MEDICINE STRATEGY MAP ACTION PLAN Curriculum Management 1

GOAL: Graduates of the Burrell College of Osteopathic Medicine degree program will be able to integrate knowledge and skills acquired from the biomedical , clinical, social and behavioral sciences to provide patient care in a supervised setting.

TACTICAL INITIATIVE: Review of the current status of Objectives, mapping of objectives to core competencies and exam questions in order to complete the feedback loop to identify extent of coverage within the current curriculum.

<p>MARKET ANALYSIS A process that results in factual information that helps you identify opportunities</p>	<p>S-We have a catalog of our current objectives and there are nationally determined objectives for some disciplines. W- Not all disciplines have national objectives for comparison and wording may not be exact between sets of objectives. O- To provide an accurate picture of what we currently present to serve as a reference in relation to what we should have as outlined by COMLEX blueprint and established medical practice. T- Multiple sources and variety of quality of internal objectives. Absence of analysis and feedback causes the learning loop to remain open and not completed.</p>
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ACTIVITIES What actions will you undertake to achieve tactical initiatives and meet identified metrics?	METRICS How will you measure the performance of the activity?	RESPONSIBILITY Who is accountable for the success of the activity?	RESOURCES What current and additional resources are required?	MILESTONES Begin, end and critical points
Critically review and analyze objectives mapped to exam questions and Goals and objectives within Leo	Generation of a document outlining the results of analysis and feedback of the objectives maps	Assistant Dean for Student Assessment Testing center Course directors/ Faculty	LEO Examsoft Faculty and Staff salary	Begin: End: Critical Points:
Generate a list of Clinical presentations based on the	Internally generated list of clinical presentations presented by our	Asst. Dean Of Pre-Clerkship Curriculum Curriculum coordinators Course directors/ Faculty	LEO Faculty and Staff Salaries	Begin: End:

presentation within our curriculum.	faculty (comparable to a list found in COMLEX Blueprint.			Critical Points:
Generate a general list of topics covered in each course and analyze by disciplines addressing each topic	List of topics within course List of hours by discipline List of hours per topic by discipline	Asst. Dean Of Pre-Clerkship Curriculum Curriculum coordinators Course directors/ Faculty	LEO Faculty and Staff Salaries	Begin: End: Critical Points:
When completed this helps to define what we have. Compare this picture of the curriculum to the blueprint/guidelines analysis to identify coverage, over coverage and coverage gaps within the curriculum.	Assemblage of a group/task for analysis of what we have (Strategic plan 2) and what we need to have (Strategic plan 1) Document to submit to curriculum review task force and curriculum committee	Asst. Dean Of Pre-Clerkship Curriculum Assistant Dean for Student Assessment Curriculum coordinators Course directors/ Faculty	Faculty and Staff Salaries	



BURRELL COLLEGE OF OSTEOPATHIC MEDICINE STRATEGY MAP ACTION PLAN Curriculum management 2

GOAL: Graduates of the Burrell College of Osteopathic Medicine degree program will be able to integrate knowledge and skills acquired from the biomedical , clinical, social and behavioral sciences to provide patient care in a supervised setting.

TACTICAL INITIATIVE: Review and update curriculum to align with COMLEX-USA blueprint and current medical practice (guidelines and Entrustable Professional Activities (EPA's))

<p>MARKET ANALYSIS A process that results in factual information that helps you identify opportunities</p>	<p>S- We have a catalog of objectives, NBOME Blueprint, Medical Discipline Guidelines and EPA's(?) W- We are unsure of the alignment to blueprint or guidelines O- Analysis of blueprint and guidelines will allow assuredness that what we are teaching is the right material for our students. T- Lack of alignment will tarnish reputation of institution and lead to decreased quality of applicants. Continued lower board scores leads to students having trouble getting residencies in fields of medicine that they desire. EPA's are a fluid target</p>
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ACTIVITIES What actions will you undertake to achieve tactical initiatives and meet identified metrics?	METRICS How will you measure the performance of the activity?	RESPONSIBILITY Who is accountable for the success of the activity?	RESOURCES What current and additional resources are required?	MILESTONES Begin, end and critical points
Fully analyze COMLEX-USA blue print	Creation of document outlining material taken from Blueprint and Guidelines that will serve as the target document to guide alignment	Asst. Dean of Pre-Clerkship Curriculum, Academic Department Chairs	COMLEX-USA level 1 blueprint Faculty time (Salary) Generation of internal target document	Begin: June 20, 2021 End: May 31, 2022 Critical Points: Analysis and document generation, application By CD's and faculty to Course
	Identify and analyze current guidelines for medical disciplines	Asst. Dean Of Pre-Clerkship Curriculum	Current guidelines for medical practice	Begin: June 20, 2021 End: May 31, 2022

Research and analyze current guidelines for Core rotations within the 3 rd and 4 th year	related to each core rotation in years 3 and 4 Create internal target document to guide alignment	Academic Department Chairs (aided by clinical education)	related to each core rotation Faculty time (Salary) Generation of internal target document	Critical Points: Analysis and document generation, application By CD's and faculty to Course
Research and analyze the current status of EPA's for residency and construct a plan of steps to get the students prepared to meet EPA's for residencies they desire	Identify core EPA's and discipline specific EPA's and create a target document. Design a pathway over the 4 years of medical school to accomplish each EPA and demonstrate competency	Asst. Dean Of Pre-Clerkship Curriculum Assistant Dean for Student Assessment Curriculum coordinators Course directors/ Faculty	Current listing of EPA's for both Core and Discipline related EPA's Faculty time (Salary)	Begin: June 20, 2021 End: May 31, 2022 Critical Points: Analysis and document generation
Adjust OMS-1 and OMS-2 curriculum to align with blueprint, guidelines and EPA's.	Generation of internal target documents Course meetings to discuss alignment of materials Calendar generation in LEO	Asst. Dean Of Pre-Clerkship Curriculum Assistant Dean for Student Assessment Academic Department Chairs Curriculum Coordinators	Catalog of Objectives Objectives / topics report Internal target documents Faculty time (Salary) LEO	Begin: June 10, 2022 End: May 31, 2023 Critical Points: Identification of missing elements in curriculum. Fully aligned curriculum for Fall 2023



BURRELL COLLEGE OF OSTEOPATHIC MEDICINE STRATEGY MAP ACTION PLAN Curriculum Management 3

GOAL: Provide students explicit guidance on obtaining developmentally appropriate Entrustable Professional Activities (EPAs) achievement.

EPAs: What a learner/resident has to do?

Competencies: The abilities of the learner/resident to carry out that work

Milestones: How the learner/resident gets there?

TACTICAL INITIATIVE: Development of a continuum of the competencies and milestones needed to master the EPAs through four years of UME

<p>MARKET ANALYSIS A process that results in factual information that helps you identify opportunities</p>	<p>S- Clinical Education is committed to aligning years 1-4 competencies W-Development of meaningful rubrics is a resource-heavy endeavor O- Robust mapping capability exists in the LMS and in the AAMC Curriculum Inventory portal T- Adjunct clinical faculty and clerkship preceptors have limited access to professional development opportunities</p>
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ACTIVITIES What actions will you undertake to achieve tactical initiatives and meet identified metrics?	METRICS How will you measure the performance of the activity?	RESPONSIBILITY Who is accountable for the success of the activity?	RESOURCES What current and additional resources are required?	MILESTONES Begin, end and critical points
Inventory existing clinical competencies and associated milestones covered in pre-clinical and clinical years and crosswalk with AAMC EPAs.	Activity completed and approved by the Curriculum Committee	Associate Dean of Clinical Education (Dr. Lente), Chair of Clinical Medicine (Dr. Goldsteen), Assistant Dean of Assessment and Evaluation (Dr. Oxford)		Begin: June, 2021 End: August, 2021 Critical Points: 1. Define EPAs 2. Defined Competencies 3. Define Milestones
Create a structure in Leo to facilitate the mapping of EPAs, Competencies, and Milestones		Assessment and Evaluation (Dr. Oxford)		Begin: August, 2021 End: August, 2021 Critical Points:

Map learning events to milestones in Leo		Faculty		Begin: August, 2021 End: June, 2022 Critical Points:
Develop rubrics to measure competency and milestone acquisition		Clinical Department Chair (Dr. Goldsteen), Associate Dean of Clinical Education (Dr. Lente), Assistant Dean of Assessment and Evaluation (Dr. Oxford)		Begin: August, 2021 End: June, 2022 Critical Points:
Provide faculty and preceptors with ongoing professional development on the use of rubrics to ensure inter-rater reliability		Clinical Department Chair (Dr. Goldsteen), Associate Dean of Clinical Education (Dr. Lente), Assistant Dean of Assessment and Evaluation (Dr. Oxford)		Begin: July, each year End: June, each year Critical Points:



BURRELL COLLEGE OF OSTEOPATHIC MEDICINE STRATEGY MAP ACTION PLAN Curriculum Management 4

GOAL: Maintain a comprehensive (Years 1-4) student assessment and evaluation strategy that is informed by outcomes, demonstrates student competence, and provides stakeholders timely, actionable data

TACTICAL INITIATIVE: Establish the Office of Student Assessment and Evaluation

<p>MARKET ANALYSIS A process that results in factual information that helps you identify opportunities</p>		<p>S-A student assessment plan has been developed and approved by the institution W-Data is not readily available to stakeholders O-Comprehensive access to student performance outcomes will lead to vertical curriculum alignment and a unification of efforts across academic and support departments T-All stakeholders must actively engage in a review process to ensure success</p>		
ACTIVITIES What actions will you undertake to achieve tactical initiatives and meet identified metrics?	METRICS How will you measure the performance of the activity?	RESPONSIBILITY Who is accountable for the success of the activity?	RESOURCES What current and additional resources are required?	MILESTONES Begin, end and critical points
Review student assessment plan and modify to include updates and additions.	Revised plan approved by Curriculum Committee	Assistant Dean of Assessment and Evaluation		Begin: June, 2021, continue yearly End: July, 2021, continue yearly Critical Points:
Implement a software solution that enables the college to integrate disparate data from all data sources to inform stakeholders, support students, drive institutional effectiveness, and improve education	<ul style="list-style-type: none"> • Implementation is completed • Stakeholders receive training • Stakeholders are surveyed to measure satisfaction 	Assistant Dean of Assessment and Evaluation		Begin: June, 2021 End: May, 2022 Critical Points: Implementation (complete 12/21) Training (complete 12/21) Satisfaction survey (5/22)
Implement a departmental Continuous Improvement Strategy to monitor Plan	Feedback from Stakeholders	Assistant Dean of Assessment and Evaluation		Ongoing



BURRELL COLLEGE OF OSTEOPATHIC MEDICINE STRATEGY MAP ACTION PLAN Curriculum Management 5

GOAL: Graduates of the Burrell College of Osteopathic Medicine degree program will be able to integrate knowledge and skills acquired from the biomedical , clinical, social and behavioral sciences to provide patient care in a supervised setting.

TACTICAL INITIATIVE: Complete a task of Curriculum revision designed to carry Burrell College of Osteopathic Medicine Program into the future

<p>MARKET ANALYSIS A process that results in factual information that helps you identify opportunities</p>	<p>S-Existing Curriculum Dedicated teaching faculty W-Lower than we would like Board Scores Lack of full analysis of curriculum coverage and gaps Alignment of years 1 and 2 and alignment of Pre-clinical (1 and 2) and Clinical years (3 and 4). O- Improvement of curriculum and student preparation T- lack of stability of the initial curriculum (constantly changing) Faculty fatigue related to revision concept and execution</p>
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ACTIVITIES What actions will you undertake to achieve tactical initiatives and meet identified metrics?	METRICS How will you measure the performance of the activity?	RESPONSIBILITY Who is accountable for the success of the activity?	RESOURCES What current and additional resources are required?	MILESTONES Begin, end and critical points
Form a Curriculum task force to identify state of the art practices currently employed in Medical Education	Monthly meetings and final report	Assistant Dean of Pre-Clerkship Curriculum Dean	Faculty salaries Library resources ?????	Begin: End: Critical Points:
Form a curriculum Action committee to initiate the process of curriculum reform design	Meetings and final design of new or revised curriculum	Assistant Dean of Pre-Clerkship Curriculum Dean	Faculty Salaries ?????	Begin: End: Critical Points:
Assemble a group of interested faculties and develop a plan for	Develop a living document that incorporates ideas and activities that incorporate the best practices	Assistant Dean of Pre-Clerkship Curriculum	Faculty Salaries ?????	

incorporating best practices learned during COVID	learned during the Covid outbreak to serve as a guide to improve delivery of the curriculum	Assistant Dean for Student Assessment Course directors Faculty		
Obtain approval from all invested bodies in the design of the new or revised curriculum	Approval by Faculty, Curriculum committee, Executive committee, Dean, Board of Trustees	Assistant Dean of Pre-Clerkship Curriculum Dean	Faculty salaries Committee meetings ?????	
Engage faculty to execute the process of curriculum reform	Reform Curriculum calendar and establish plan to redesign sessions. Develop materials to address the new Curriculum Begin presentation of new curriculum	Assistant Dean of Pre-Clerkship Curriculum Course Directors Faculty	Faculty salaries ?????	Begin: End: Critical Points:



BURRELL COLLEGE OF OSTEOPATHIC MEDICINE STRATEGY MAP ACTION PLAN Curriculum Management 6

GOAL: Graduates of the Burrell College of Osteopathic Medicine degree program will be able to integrate knowledge and skills acquired from the biomedical , clinical, social and behavioral sciences to provide patient care in a supervised setting.

TACTICAL INITIATIVE: Recruit and maintain qualified faculty to support curricular development and delivery

<p>MARKET ANALYSIS A process that results in factual information that helps you identify opportunities</p>	<p>S-Dedicated Faculty W- High faculty loads in Teaching and service O-To diversify faculty and distribute service loads To improve board scores Foster the research program T-Space to house additional faculty Requires substantial capital outlay</p>

ACTIVITIES What actions will you undertake to achieve tactical initiatives and meet identified metrics?	METRICS How will you measure the performance of the activity?	RESPONSIBILITY Who is accountable for the success of the activity?	RESOURCES What current and additional resources are required?	MILESTONES Begin, end and critical points
Analyze faculty numbers and distribution to determine number of faculty needed to deliver curriculum effectively	Meetings to determine the requisite hours of Teaching Research and Service Generation of a faculty needs assessment and report findings.	Department Chairs Asst. Dean of Pre-Clerkship Curriculum	Faculty salaries (current) Faculty Adequacy Model	Begin: End: Critical Points:
Refine and utilize Post-Doctoral Fellows for training teachers.	Examine the policies related to the hiring of post docs. Advertise for post-docs in each department	Department Chairs Asst. Dean of Faculty Affairs	Policy on Hiring of Post-Doctoral Fellows	Begin: End: Critical Points:
Hire new Faculty and Post-Doctoral Fellows to contribute to faculty teaching and free up time	Decreased faculty teaching loads Increased time for service and research	Department Chairs Asst. Dean of Faculty Affairs	Faculty salaries (current and additional)	Begin: End:

for faculty for research and service				Critical Points:
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BURRELL COLLEGE OF OSTEOPATHIC MEDICINE STRATEGY MAP ACTION PLAN

GOAL: Burrell College supports faculty and students in their efforts to advance knowledge by creating an atmosphere of inquiry and discovery that inspires excellence in scholarship and medical practice

TACTICAL INITIATIVE: Expand and Sustain Research & Creative Scholarship

<p>MARKET ANALYSIS A process that results in factual information that helps you identify opportunities</p>	<p>S-</p> <ul style="list-style-type: none">• Diverse Faculty; Some with Notable Research Accomplishments• College Research Facilities• Recent Grant Success of Faculty• Student Interest in Research & Creative Scholarship• Intramural Support for Summer Research Experience• Distinguished Researcher Seminar Series that connects College researchers with researchers from other institutions <p>W-</p> <ul style="list-style-type: none">• Faculty Workload limits Research Activity• For Profit Status Restricts Certain Opportunities for Funding• Limited Clinical Research Opportunities• Basic and Clinical Science Faculty with limited research training or experience.• Lack of statistical support services for researchers <p>O-</p> <ul style="list-style-type: none">• Well equipped research laboratories that support bench science, human physiology, and osteopathic manipulative medicine studies• Research Collaboration with neighboring and affiliated institutions (e.g., NMSU, UTEP, UTHealth Sciences, Medical Center of the Americas, Florida Tech, Spaceport, etc.)• Medical Residents in affiliated programs looking for research opportunities• College affiliation with a rapidly developing Clinical Trials network in the border region. <p>T-</p>
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	<ul style="list-style-type: none"> • Faculty Workload • For Profit Status • Burrell College sometimes viewed as competitor by neighboring institutions.

ACTIVITIES What actions will you undertake to achieve tactical initiatives and meet identified metrics?	METRICS How will you measure the performance of the activity?	RESPONSIBILITY Who is accountable for the success of the activity?	RESOURCES What current and additional resources are required?	MILESTONES Begin, end and critical points
Provide research professional development/educational opportunities for faculty/staff and students on topics ranging from responsible conduct of research to publishing to grant writing.	Number of Participants Number and Quality of publications/grants being submitted. Publication/Grant Outcomes.	Assistant Dean, ORSP, Faculty Affairs	Funding for workshops, Incentives for participants. Incentives for successful completion of activities.	Begin: End: Critical Points:
Increase opportunities for trainees to participate in research: 1) Expand Summer Research Experience to include faculty mentored projects from clinical faculty at hub sites. 2) Encourage College faculty to offer opportunities for medical residents to join ongoing research projects 3) Identify and recruit students into non-clinical research rotations supervised by College faculty.	Projects involving students. Medical students participating in faculty mentored research. Residents involved faculty mentored research.	Assistant Dean for Research, ORSP, Student Research	Expand funding model for Summer Research Experience to include mentors at clinical hubs. Expansion of faculty research support fund to include resources for faculty at clinical sites.	Begin: End: Critical Points:
Develop and implement a time allocation model that provides adequate protective time for faculty who wish to engage in research. Balance departmental teaching and service based on departmental distribution of effort. Evaluate faculty on how they distribute their effort,	FTE allocation for research. Publications Grants Students Supervised	Assistant Dean for Research Department Chairs Faculty		Begin: End: Critical Points:
Sponsor and facilitate the formation of a Student Research Interest Group or Club.	Student involvement Faculty involvement Student Research Activity	Assistant Dean for Research ORSP Staff	Resources to support the club activities.	

	Interest in Distinction in Research Program Students engaging in non-clinical research rotations.	Student Research Representatives Research Advisory Council Student Affairs		
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GOAL: Burrell College supports faculty and students in their efforts to advance knowledge by creating an atmosphere of inquiry and discovery that inspires excellence in scholarship and medical practice

TACTICAL INITIATIVE: Provide Comprehensive Support of the College’s Research Enterprise

<p>MARKET ANALYSIS A process that results in factual information that helps you identify opportunities</p>	<p>S-</p> <ul style="list-style-type: none">• Research Laboratories and Research Infrastructure• Service minded and highly competent support staff• Human Subjects Research and Institutional Biosafety Committee Oversight• Existing and developing policies and procedures for research activities• Summer Research Program• Office practices that support investigators in areas of research compliance, ordering and budget tracking.• Laboratory training programs both online (e.g. CITI program) and in person (e.g. Laboratory Standard/Hazard Communication)• Developing pre-award/post-award procedures <p>W-</p> <ul style="list-style-type: none">• Limited research support for faculty at clinical hubs• Distance to Research Laboratories viewed as barrier by some• Lack of a vivarium prohibits research on animals• Pre-Award and Post-Award Grant Administration continues to mature <p>O-</p> <ul style="list-style-type: none">• Clinical Research Support• Federal Grants• Other sources of Extramural Support• Consortial Opportunities <p>T-</p> <ul style="list-style-type: none">• Office staffing limits services for researchers• Regulatory burden imposed by external rules/regulations• Research space capacity.
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ACTIVITIES What actions will you undertake to achieve tactical initiatives and meet identified metrics?	METRICS How will you measure the performance of the activity?	RESPONSIBILITY Who is accountable for the success of the activity?	RESOURCES What current and additional resources are required?	MILESTONES Begin, end and critical points
Develop a robust pre-award process that is capable of meeting requirements of extramural research sponsors.	Policies and procedures that comply with sponsor guidelines.	Assistant Dean for Research, ORSP, Office of Finance, Research Advisory Council	Additional staffing (start at 0.5 FTE)	Begin: End: Critical Points:
Secure a federally negotiated rate for NIH grants and contracts	Successful negotiation of a rate	Assistant Dean for Research Office of Finance	May need external consultant.	
Develop a robust post-approval support process for awards that supports administration of grants and contracts received by the College	Evidence that College is meeting assurances. Finance processes addresses sponsor requirements	Assistant Dean for Research, ORSP, Office of Finance	Additional Staffing (start at 0.5 FTE)	Begin: End: Critical Points:
Provide opportunities for staff development that supports the Research Office Mission	Staff Participation in Research Training Certifications in appropriate job related areas	Assistant Dean for Research	Staff professional development support.	Begin: End: Critical Points:
Increased Research Office Support for Researchers at Clinical Hubs.	Research Activity at Clinical Hubs	Assistant Dean for Research Office of Research Staff	Additional funds for Faculty Research Support Fund Additional funds for professional develop for clinical faculty engaged in research Support for a Clinical Research Coordinator	
Formalize affiliation agreements for research with clinical hubs and affiliated institutions	Agreements and activity related to the agreements	Assistant Dean for Research	Travel to hub sites engaged in research.	
Expand services to faculty researchers offered by the Research Laboratories.	Types of services Number of services accessed by researchers	Assistant Dean for Research Research Laboratories	Continued funding of research laboratory	



BURRELL COLLEGE OF OSTEOPATHIC MEDICINE STRATEGY MAP ACTION PLAN (FY21)

GOAL: Support BCOM through providing an effective and secure physical environment

TACTICAL INITIATIVE: Ensure facilities are functional, secure, well-maintained and sized to meet operational needs

<p>MARKET ANALYSIS A process that results in factual information that helps you identify opportunities</p>	<p>S- Relatively new environment, without maintenance backlog; staff expertise; location on NMSU campus W- Very small staff; extensive reliance on outsourced service providers; limited funds for significant changes or upgrades O- Review needs after two full years of operation, and identify options for improved use of space T- Outsourced services may not meet expectations</p>
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ACTIVITIES What actions will you undertake to achieve tactical initiatives and meet identified metrics?	METRICS How will you measure the performance of the activity?	RESPONSIBILITY Who is accountable for the success of the activity?	RESOURCES What additional resources are required?	MILESTONES Begin, end and critical points
Control and report progress on major facility projects	Implement formal task timeline reporting and project-level budgetary control; apply to current year projects	AVP Administration	Salary: M&O: Travel:	Begin: July 2021 End: ongoing
Regularly evaluate effectiveness of services	Develop metrics and schedule for regular evaluation of both internally-provided and outsourced services; implement and meet service targets for internal and external service providers; perform market analysis of cost of services	AVP Administration, Facility Manager	Salary M&O: Travel:	Begin: July 2021 End: ongoing
Maintain and control facility adequately	Formalize facility access approval; implement fixed asset controls	AVP Administration, Facility Manager	Salary: M&O: Travel:	Begin: July 2021 End: ongoing
Manage and fund repair and renewal needs adequately	Review R&R requirements annually against external benchmarks, and develop budget requests to address needs	AVP Administration, Facility Manager	Salary M&O: Travel:	Begin: July 2021 End: ongoing



STRATEGY MAP ACTION PLAN (FY21)

GOAL: Support BCOM Strategic Initiatives through Finance and Human Resources Systems and Controls

TACTICAL INITIATIVE: Provide reliable, effective and responsive financial and HR administration that both meets and anticipates internal needs, and ensures compliance with external requirements

<p>MARKET ANALYSIS A process that results in factual information that helps you identify opportunities</p>	<p>S- Significant staff combined experience; customer service orientation W- Manual processes, under-sized administrative software systems O- Fully automate processes, increase service for academic and student support T- Failure to meet regulatory compliance in expanded service areas, control weaknesses in manual systems</p>
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ACTIVITIES What actions will you undertake to achieve tactical initiatives and meet identified metrics?	METRICS How will you measure the performance of the activity?	RESPONSIBILITY Who is accountable for the success of the activity?	RESOURCES What additional resources are required?	MILESTONES Begin, end and critical points
Continually review and improve processes and systems	Ensure timely, accurate and secure processing and reporting of transactions; improve processes and departmental access through data integrity project and expanded system functionality	Controller, ED of HR, AVP Admin, Director of IT	Salary: M&O: Travel:	Begin: July 2021 End: ongoing
Improve internal control through expanded staffing; expand system and position documentation	Update procedural documentation and end user training, establish multi-level review protocols, expand segregation of duties	VP Administration, Controller, Asst. Controller, ED of HR, Director of Employment	Salary M&O: Travel:	Begin: July 2021 End: June 2022
Meet or exceed financial performance goals and external requirements	Monitor Key Performance Indicators; support financial analysis of growth models	President, VP Administration, Controller	Salary: M&O: Travel:	Begin: July 2021 End: ongoing



STRATEGY MAP ACTION PLAN (FY21)

GOAL: Support BCOM Strategic Initiatives through Human Resources Services

TACTICAL INITIATIVE: Provide reliable, responsive and effective HR services that both meet and anticipate internal needs and ensure compliance with external requirements

<p>MARKET ANALYSIS A process that results in factual information that helps you identify opportunities</p>	<p>S- Significant staff combined experience; customer service orientation W- Manual processes, under-sized administrative software systems O- Fully automate processes, increase service for academic and student support T- Failure to meet regulatory compliance in expanded service areas, control weaknesses in manual systems</p>
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ACTIVITIES What actions will you undertake to achieve tactical initiatives and meet identified metrics?	METRICS How will you measure the performance of the activity?	RESPONSIBILITY Who is accountable for the success of the activity?	RESOURCES What additional resources are required?	MILESTONES Begin, end and critical points
Expand and enhance the employee onboarding and offboarding process	Design and implement improved onboarding process, including automation of benefits processing and position control	ED HR, Director of Employment, Director of HR Services, AVP Admin, Director of IT	Salary: M&O: Travel:	Begin: July 2021 End: June 2022
Review and improve employee training options, including enhanced desk manuals for staff	Evaluate effectiveness and scope of mandatory employee training; coordinate development of end user admin systems documentation and desk manuals as training resources	ED HR, Director of Employment, AVP Admin	Salary M&O: Travel:	Begin: July 2021 End: June 2022
Update website presentation of employee information	Automate directory update for personnel actions; format presentation of employee information and job duties on departmental web pages	ED HR, Director of Employment, AVP Admin, Director of IT	Salary: M&O: Travel:	Begin: July 2021 End: June 2022



BURRELL COLLEGE OF OSTEOPATHIC MEDICINE STRATEGY MAP ACTION PLAN (FY21)

Information
Technology 1

GOAL: Support BCOM through providing an effective and secure virtual environment

TACTICAL INITIATIVE: Academic and administrative software system security will be optimized

<p>MARKET ANALYSIS A process that results in factual information that helps you identify opportunities</p>	<p>S- Relatively new systems; staff expertise W- Small staff; extensive reliance on outsourced service providers; limited funds for significant changes or upgrades O- Perform a thorough security audit to identify opportunities for improvement T- Security breaches may not be adequately controlled; outsourced services may not meet expectations</p>
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ACTIVITIES What actions will you undertake to achieve tactical initiatives and meet identified metrics?	METRICS How will you measure the performance of the activity?	RESPONSIBILITY Who is accountable for the success of the activity?	RESOURCES What additional resources are required?	MILESTONES Begin, end and critical points
Ensure that IT security plan is fully documented and disseminated, and that it will meet both internal and external requirements; monitor effectiveness regularly	Review IT security policies and procedures to ensure external requirements will be met; schedule regular follow up security audits from multiple external sources to ensure compliance with plan	AVP Administration, Director of IT, IT Staff, IT Security Consultant	Salary: M&O: Travel:	Begin: July 2021 End: Ongoing
Expand off-site backup and disaster recovery functionality	Implement a secure off-site data room and backup functionality in the Library and Student Services addition building	VP Administration, AVP Administration, Director of IT, IT Security Consultant	Salary M&O: Travel:	Begin: February 2022 End: June 2022
Expand security awareness training for end users	Develop and implement additional outreach training for both students and employees; monitor at risk end users and offer supplemental training or enhanced control procedures	AVP Administration, Director of IT, IT Staff, ED of HR	Salary: M&O: Travel:	Begin: July 2021 End: Ongoing



BURRELL COLLEGE OF OSTEOPATHIC MEDICINE STRATEGY MAP ACTION PLAN (FY21)

GOAL: Support BCOM Strategic Goals through IT Services and Support

TACTICAL INITIATIVE: IT Team will meet or exceed expectations of students, faculty and staff, providing reliable, responsive and effective service

<p>MARKET ANALYSIS A process that results in factual information that helps you identify opportunities</p>	<p>S- Versatile, adaptive, solution oriented W- Organized project definition and management is lacking; uneven communication with internal customers; some systems are inadequately sized for current performance needs O- Improve service through expanded staff, reconfigured space, and third-party solution provides T- Small staff and extensive outsourcing compromises accountability</p>
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ACTIVITIES	METRICS	RESPONSIBILITY	RESOURCES	MILESTONES
What actions will you undertake to achieve tactical initiatives and meet identified metrics?	How will you measure the performance of the activity?	Who is accountable for the success of the activity?	What additional resources are required?	Begin, end and critical points
Review and standardize all policy and procedure documentation within external policy framework requirements	Complete review of current policies and SOP, and add new policies and SOP as identified by Security Policy framework	AVP Administration, Director of IT	Salary: M&O: Travel:	Begin: July 2021 End: June 2022
Address academic and administrative computing needs, for both hardware and systems; evaluate and optimize system performance and effectiveness of end user support, including training and documentation	Support automation/improvement goals across all systems; meet regularly with internal clients to identify unmet needs and communicate progress; complete Progress IQ reports; complete contracts database; complete system documentation and expand end user training	AVP Administration, Director of IT, IT Staff	Salary M&O: Travel:	Begin: July 2021 End: Ongoing
Lead Data Integrity Project to ensure secure collection, storage and retrieval of all data; evaluate and optimize system interfaces	Inventory and verify secure collection and storage of all data; define formal access approval for all data and systems; document and review all system interfaces for security and needed manual interface.	VP Administration, AVP Administration, Director of IT, Data Custodians	Salary: M&O: Travel:	Begin: July 2021 End: June 2022

Appendix B

Academic leadership of the College met in a planning retreat on June 14 and 15, 2021. The following were in attendance:

Joseph Benoit, PhD, Assistant Dean for Research
Debra Bramblett, PhD, Department Chair of Biomedical Sciences
Scott Cyrus, DO, Chair of Promotions and Evaluation
Jennifer Eastwood, PhD, Assistant Dean of Faculty Affairs
Elizabeth Eaton, PhD, Director of Compliance
Cindy Funk, PhD, Chair of Student Performance Committee
Robert Goldsteen, DO, Department Chair of Clinical Medicine
Kristin Gosselink, PhD, Department Chair of Physiology and Pathology
Jeff Harris, Assistant Vice-President and Chief Information Officer
Oliver Hayes, DO, Associate Dean of Graduate Medical Education
Linda Kutinac, Executive Assistant to the Dean
Adela Lente, DO, Associate Dean of Clinical Education
Justin McHorse, MS, Assistant Vice-President of Diversity and Inclusion
Nina Nunez, MA Ed, Assistant Vice-President of Enrollment Services and Institutional Effectiveness
Scott Ochs, PhD, Chair of Admissions Governance Council
David Osborne, PhD, Assistant Dean for Pre-Clerkship Curriculum
Marcy Oxford, PhD, Assistant Dean of Assessment and Evaluation
Erin Palazzolo, MLIS, Directory of Library Services
Bill Pieratt, DO, Dean/Chief Academic Officer
Vanessa Richardson, MA Ed, Executive Director of Student Affairs
Harald Stauss, PhD, MD, Chair of Institutional Review Board
Paul Umbach, Facilitator, Tripp Umbach
Michael Woods, PhD, Director of Research Laboratories