



**College of Osteopathic Medicine**  
SAM HOUSTON STATE UNIVERSITY

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**Element 1.2: Strategic Plan**

- **1.2-1 Supporting Documentation**
  - College of Osteopathic Medicine: 2018-2024 Strategic Plan – [link](#)



Sam Houston State University

# College of Osteopathic Medicine

ELEMENT 1.2 - SHSU-COM STRATEGIC PLAN

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**Revision Date:**

**March 1<sup>st</sup>, 2023**

## **MESSAGE FROM THE DEAN**

Welcome to the Sam Houston State University College of Osteopathic Medicine (SHSU-COM), the 8<sup>th</sup> college of the University.

An essential part of our mission is to prepare students for the degree of Doctor of Osteopathic Medicine with an emphasis toward primary care and rural practice. As we grow our program and our relationships with our clinical partners, we plan to change the physician workforce and promote primary care access across the eastern region of Texas and beyond. Our hospital and clinic partners are invested in the collaboration with SHSU-COM since it helps them recruit and retain physicians.

Our collaborative model will allow us to support our undergraduate teaching component and will work with our clinical coordinators to ensure a smooth transition into the clinical clerkship rotations. SHSU-COM also supports graduate medical education (GME) in our partner hospitals and is actively developing new GME programs to extend our educational mission.

We value and thank all the people who have helped us get to where we are today. Sam Houston State University is an institution with a great mission and deserves our best efforts in creating a significant and lasting impact for the people in East Texas.



**Thomas J. Mohr, MS DO FACOI FAOGME**  
Dean and Professor of Internal Medicine  
College of Osteopathic Medicine  
Sam Houston State University

## OVERVIEW

The SHSU-COM strategic plan is aligned with the mission of Sam Houston State University. Since its inception in 1879, the university has played a key role in developing educational opportunities in the East Texas region. There are thousands of SHSU alumni living in the East Texas service area, many of whom came to SHSU as first-generation college students. SHSU has been a valued resource in the community and currently has approximately 21,000 enrolled students.

The College of Osteopathic Medicine was created by the university to meet a specific need – to address a physician workforce shortage in the eastern region of Texas. The aim of the medical school is to improve access to primary care and other specialties in short supply in the region. This will be accomplished by recruiting qualified students into the College of Osteopathic Medicine from communities in our service region, educating them with an emphasis on needed specialties, training them in healthcare facilities in the region, and creating opportunities for residency education in these same regional hospitals. Upon completion of their training, the expectation will be for them to serve in these communities and improve access to healthcare in East Texas.

All four years of medical education are focused on the Osteopathic Core Competencies for Medical Students and preparation for practice. The first two-year integrated curriculum lays a foundation for evidence-based decision making and diagnostic reasoning. This will facilitate the transition to clerkship rotations in our clinical facilities. SHSU-COM has established clinical affiliations with facilities in the service region interested in becoming academic teaching sites.

SHSU-COM has partnered with Huntsville Memorial Hospital to launch its first Rural Family Medicine Residency program in 2024. The program has received funding through the HRSA Teaching Health Center GME program. SHSU-COM is developing a GME consortium model which will serve as the COM-based ACGME accredited sponsor. This consortium is actively working on developing additional residency programs in the region.

## **DEVELOPMENT OF THE INITIAL STRATEGIC PLAN**

The strategic plan was an iterative process that was developed over several months in 2018 utilizing the skills and experience of the SHSU-COM leadership in coordination with the leadership of Sam Houston State University. The decision was made early on to direct the mission of the COM toward support of East Texas where the need for primary care, general surgery and mental health were the greatest, and where the implementation of the osteopathic medical school could have the most benefit.

### **Participants in Development of the SHSU COM Strategic Plan\***

#### **SHSU-COM**

- Charles Henley, DO, Dean, SHSU-COM
- Stephen McKernan, DO, Associate Dean for Clinical Affairs, SHSU-COM
- Courtney West, PhD, Associate Dean for Educational Affairs, SHSU-COM
- Sanjeev Choudhary, PhD, Chair of Cell Biology, Biochemistry, & Genetics, SHSU-COM
- Lori Graham, PhD, Director of Faculty Development and CME, SHSU-COM
- Sharon Gustowski, DO, Chair of OMM
- Stany Lobo, PhD, Chair of Anatomical Sciences, SHSU-COM
- Clair Collins, MA, Assistant to the Dean, SHSU-COM

#### **SHSU**

- Dana Hoyt, PhD, President, SHSU
- Richard Eglsaer, PhD, Provost and VP for Academic Affairs, SHSU
- Carlos Hernandez, EdD, VP for Finance and Operations, SHSU
- Heather Thielemann, EdD, VP for Enrollment Management, SHSU
- Mark Adams, VP for IT, SHSU
- Ken Hendrickson, PhD, Dean of the College of Graduate Studies, SHSU
- Somer Franklin, EdD, Associate VP for Training and Accreditation, SHSU
- Leah Mulligan, EdD, Associate VP for Enrollment Management Communications, SHSU
- Dave Verghese, CFA, Treasurer, SHSU
- Donna Artho, MBA, Assistant VP for Institutional Effectiveness, SHSU
- Andrew Miller, PhD, Assistant VP for Student Affairs, SHSU

\*Please note that the initial strategic planning group did not include a student doctor as the inaugural class had not matriculated at that time. Future strategic plan revisions will include input from student doctors.

## CONTINUOUS REVIEW OF THE INITIAL STRATEGIC PLAN

Strategic planning is an ongoing process of assessment and quality improvement. Any alteration in the mission or objectives of the COM is considered a substantial change requiring COCA approval and such changes are not considered until after graduation of the inaugural class of student doctors. In addition, SHSU has embarked on a journey to review and update the university strategic plan. Any review and update of the COM strategic plan has been delayed to ensure alignment with the new university-wide plan.

### SHSU Strategic Planning Update

The SHSU Strategic Planning process was restarted in September 2021 with the creation of a cross-institutional Strategic Planning Steering Committee (Faculty, Staff, Students, Alumni and Community members). Their charge was to conduct an environmental scan, focus groups and surveys which would inform both a SWOT (strengths, weaknesses, opportunities, and threats) analysis looking out ten years (2031) but also our Mission (Who we are), Values and Vision (who we want to be). This work was completed in January 2022 and submitted for Cabinet review in February 2022 which resulted in the University's restated Strategic Framework proposal (Mission, Values, Vision, and Strategic Priorities). The Framework was approved by the Texas State University System in May 2022. Documentation of this approval can be found on the Board website (page 11) at the following link: <https://www.tsus.edu/regents/board-meetings.html>

In June 2022 it was decided that each of the four strategic priorities (*Prioritize Student Success and student access, Embody a culture of excellence, Elevate the reputation and visibility of SHSU, and Expand and elevate our service to the state and beyond*) would have two Cabinet level Champions and roles were assigned.

Work to move the framework forward to become a strategic plan was halted between June and the end of August 2022 to ensure the critical mass needed to build informed Goals, objectives and Key Performance indicators could be created. 21 goals were identified during this process supporting the four strategic priorities. Each Goal TF Team consisted of approximately 9-15 representing our stakeholders (Students, faculty, staff, alumni, and community members). Upon completion of the Goal Task Force work their efforts were consolidated into a draft strategic plan and submitted to Stakeholder leadership organizations (Student Government, Faculty Senate, Staff Senate, Alumni Board and Presidents Circle) for comment and input on lead goals to provide focus for university efforts going into FY24. The draft plan was then submitted to Cabinet for input and has now been finalized in a formal outline (Message from the President, Strategic Planning process, Mission, vision Values, SHSU Experience, Strategic Priority's with supporting goals and the strategic plan assessment). This was submitted to the Texas State University System Board of Regents for approval in the May 2023 Meeting.

The leadership of the COM has been involved in the development of the new university strategic plan and input has been solicited along the way at all levels including from faculty, staff, and students.

An overview of the new strategic plan is on the following page and more details can be found on the website at: <https://www.shsu.edu/strategic-plan/>.

# Sam Houston State University **STRATEGIC PLAN**

## MISSION

Sam Houston State University is a student-centered, community-engaged institution whose mission is to offer an accessible, quality higher education. The university offers a variety of innovative and flexible degree programs at the undergraduate, graduate, and professional levels focused on career readiness, personal and professional development, and service. SHSU provides integrated academic and student success services designed to support traditional and non-traditional students from diverse backgrounds.



## VALUES

- Student Success and Support
- Academic Excellence
- Service and Community Engagement
- Inclusive Excellence
- Collaborative Environment
- Honor
- Creativity and Innovation

## VISION

Sam Houston State University will provide a transformative environment that enables students from diverse backgrounds to become leaders who serve their families, communities, and professions. We aspire to make SHSU both the best value in higher education and the top regional public university in the state of Texas. We will accomplish this through providing high quality, innovative, and flexible academic programs; a commitment to student success, scholarship and creative works; and engagement that solves the most critical challenges facing the world.



## STRATEGIC PRIORITIES

1. Student Success and Student Access
2. Embody a culture of excellence
3. Elevate the reputation and visibility of SHSU
4. Expand and elevate our service to the State and beyond



Sam Houston State University

MEMBER THE TEXAS STATE UNIVERSITY SYSTEM



## **SHSU-COM Strategic Planning Review**

Although there have been no revisions in the COM Strategic Plan, it has been reviewed by the COM Executive Committee to ensure that curricular and budgetary issues remain in compliance with the plan. On February 10, 2023, the COM Dean led a required session with all COM faculty and staff to review each point of the COM Strategic Plan as well as the new proposed university plan. All (or nearly all) faculty and staff employees were present or attended by Zoom. On March 6<sup>th</sup>, 2023, the COM leadership team met with the Student Council to review the strategic plan with student leaders.

The SHSU COM Strategic Plan can be found at the following link:

<https://www.shsu.edu/academics/osteopathic-medicine/about/policies-and-procedures.html>

## **SHSU COLLEGE OF OSTEOPATHIC MEDICINE MISSION**

The mission of the SHSU College of Osteopathic Medicine is to prepare students for the degree of Doctor of Osteopathic Medicine with an emphasis toward primary care and rural practice; to develop culturally aware, qualified, diverse, and compassionate physicians, who follow osteopathic principles, that are prepared for graduate medical education, and will serve the people of Texas with professionalism and patient-centered care. (Created January 16, 2017; Updated March 9, 2018; Revised July 5, 2018; Reviewed by Faculty and Staff - February 10, 2023; Reviewed by Student Leadership - March 6, 2023)

## **SHSU COLLEGE OF OSTEOPATHIC MEDICINE VISION**

The vision of the SHSU College of Osteopathic Medicine is to provide medical education and service to the eastern region of Texas and be recognized as a leader in improving primary care access and workforce needs in the state. The SHSU-COM will:

- Provide an excellent academic experience through a vertically integrated basic science/clinical curriculum provided by highly skilled and experienced basic science faculty and clinicians.
- Reinforce the quality of the academic experience through biomedical and clinical research.
- Create opportunities with clinical partners to develop strong clinical training programs for students and facilitate the creation and expansion of graduate medical education.
- Produce qualified candidates for entry into GME who will become part of the medical workforce in east Texas.

## **GOAL 1: IMPLEMENT A CULTURE THAT EMPHASIZES PRIMARY CARE, RURAL PRACTICE, AND SERVICE TO THE COMMUNITY**

1. Recruit faculty and staff who are aligned with our mission toward primary care and other needed specialties.

To achieve this objective, SHSU-COM will:

- Engage in targeted recruiting and networking to locate key faculty and staff who share this mission.
- Maintain SHSU-COM leadership who emphasize primary care and community service.

2. Recruit qualified students from rural and underserved communities in the eastern region of Texas.

To achieve this objective, SHSU-COM will:

- Collaborate with SHSU Enrollment Management team to implement a recruitment plan of qualified candidates from the East Texas service region.
- Establish partnerships with schools and community leaders to facilitate the implementation of at least three pipeline programs in the SHSU service area.

3. Place students in regional sites for clerkship training to experience practice in rural and underserved areas.

To achieve this objective, SHSU-COM will:

- Partner with hospitals and clinics in the SHSU service area so that students can remain in a selected area for their clerkship training.
- Help hospitals develop GME so that students who train in the region during their clerkship years will have an opportunity to pursue a residency in the same region.

4. Encourage diversity in faculty and staff recruitment.

To achieve this objective, SHSU-COM will:

- Actively recruit and support faculty members who are underrepresented in medicine and medical education at all levels within the college.
- Engage in diversity training and actively work with SHSU Human Resources to field a diverse group of candidates.

## **GOAL 2: APPLY OSTEOPATHIC PRINCIPLES AND PRACTICE TO EDUCATION AND PATIENT CARE**

1. Create a curriculum grounded in osteopathic principles, including the application of holistic and preventive aspects of health and osteopathic manipulative diagnosis and treatment in all four years.

To achieve this objective, SHSU-COM will:

- Emphasize the integration of the osteopathic tenets and five models of osteopathic medicine in the first two years of curriculum and have the students report their use of osteopathic principles and OMM.
- Integrate osteopathic examination and treatment into core clinical rotation curriculum.

2. Support faculty development in the area of osteopathic principles and practices

To achieve this objective, SHSU-COM will:

- Provide on-site and distance education in osteopathic principles and practices for COM faculty and preceptors at clinical sites.

### **GOAL 3: PROVIDE A QUALITY EDUCATIONAL EXPERIENCE TO PROMOTE ACADEMIC EXCELLENCE AND FACILITATE LIFELONG LEARNING**

1. Deliver a clinically focused academic experience based on an integrated, systems-based curriculum provided by experienced basic science faculty and clinicians.

To achieve this objective, SHSU-COM will:

- Incorporate case-based learning throughout the curriculum.
- Develop curriculum through a team approach including basic scientists and clinicians.

2. Provide career development and facilitate self-directed learning opportunities.

To achieve this objective, SHSU-COM will:

- Create an individualized professional development program that includes, but is not limited to, GME counseling.
- Enhance mentoring, advising, and peer support through Learning Communities.

3. Utilize outcome measures to engage in continuous quality improvement.

To achieve this objective, SHSU-COM will:

- Gather and analyze data related to academic performance and student feedback.
- Develop action plans based on identified needs to determine appropriate revisions to the curriculum.
- Utilize the curriculum committee as the place for discussion and revisions to the curriculum.

4. Facilitate the success of our students for Comprehensive Osteopathic Medical Licensing Examinations.

To achieve this objective, SHSU-COM will:

- Plan and prepare resources for student success for COMLEX I, II, and PE.
- Provide learning materials and individualized support for exam preparation.

## **GOAL 4: CREATE A STRONG SCIENTIFIC FOUNDATION FOR EVIDENCE BASED MEDICINE THROUGH RESEARCH AND SCHOLARLY ACTIVITY**

1. Generate an environment supportive of research and scholarly activity.

To achieve this objective, SHSU-COM will:

- Create a research advisory committee (RAC) to help decide on disbursements of initial startup money and methods to promote research.
- Make the strategic plan for research available for faculties and students.

2. Incorporate training and expectations for student research.

To achieve this objective, SHSU-COM will:

- Implement curriculum to train students about scientific method and research processes.
- Develop a mentorship program to facilitate student research.
- Facilitate student completion of a scholarly project by the end of their medical school tenure.

3. Provide support, resources, and time for faculty to engage in scholarly activity.

To achieve this objective, SHSU-COM will:

- Facilitate faculty development workshops and symposiums on grant writing, research and scholarly activity.
- Collaborate with SHSU ORSP to provide pre- and post-award support to faculty and students.

## **GOAL 5: DEVELOP CURRICULAR AND CO-CURRICULAR CONTENT THAT HIGHLIGHTS PROFESSIONALISM, EMPATHY, AND PATIENT CENTERED CARE**

1. Reinforce expectations for the highest standard of conduct and professionalism.  
To achieve this objective, SHSU-COM will:
  - Emphasize professional standards and expectations during the admissions process.
  - Monitor student professionalism in all four years of medical school.
  - Train preceptors to evaluate professionalism on student rotations.
  - Promote inter-professional education between health professions at SHSU and clinical sites.
  - Recognize individuals who demonstrate exemplary professionalism.
  
2. Focus on patient-centered care and the challenges for underserved populations.  
To achieve this objective, SHSU-COM will:
  - Create a curriculum that includes:
    - Cultural knowledge and competencies
    - Social determinants of health
    - Health disparities
    - Population health
    - Rural and underserved clinical experience