

2024-2030 Strategic Plan

Proposed Illinois College of Osteopathic Medicine at The Chicago School



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Message from The President of The Chicago School



The Chicago School was founded in Chicago, Illinois in 1979. Today, our university has expanded online and to six campus locations. We have three academic colleges with 45+ programs in psychology, health, business, counseling, and behavioral sciences. Today, we are proud to be planning for the opening of its fourth academic college – the proposed Illinois College of Osteopathic Medicine (IllinoisCOM).

As a university, The Chicago School has long promoted integrated health and wellness, focusing on the idea that there is no health without mental health. Our mission drives us to excellence as we educate the next generation of change-makers in innovative theory and culturally competent practice to strengthen the integrated health of individuals, organizations, and communities.

The proposed IllinoisCOM is a natural extension of our mission. Through the proposed IllinoisCOM, we will educate, train, and graduate the next generation of physicians in the growing field of osteopathic medicine. Future physicians will learn and train alongside future psychologists, counselors, and other mental health professionals, thus deepening their exposure to interprofessional learning and increasing their preparedness to bridge critical healthcare gaps in our communities.

This inaugural strategic plan for the proposed IllinoisCOM builds on our legacy of education, community, innovation, and impact while focusing on the challenges facing our communities today: a dearth of qualified, diverse healthcare providers. In this strategic plan, we outline an inclusive, collaborative roadmap to the full accreditation and ongoing success for the proposed IllinoisCOM.

As we embark on this exciting new chapter in our institution's history, I invite you to join us in our commitment to advancing integrated healthcare. The proposed IllinoisCOM represents not just growth for our university, but a significant step forward in addressing the pressing healthcare needs of our communities.

This strategic plan serves as our guide toward this ambitious vision, but its success depends on the dedication and support of our entire community – faculty, staff, students, alumni, and partners. Together, we can shape the future of healthcare education and make a lasting impact on the well-being of individuals, organizations, and communities.

With gratitude and excitement for our shared future,

Michele Nealon, Psy.D.

President, The Chicago School

Message from The Founding Dean of the Proposed Illinois College of Osteopathic Medicine



I am honored to serve as the Founding Dean and Chief Academic Officer of The Chicago School's proposed Illinois College of Osteopathic Medicine (IllinoisCOM). This new college represents an exciting extension of The Chicago School's commitment to integrated healthcare.

Our vision for the proposed IllinoisCOM is to create a learning environment that not only produces skilled osteopathic physicians but also fosters a deep understanding of the interconnectedness of physical and mental health. We aim to graduate osteopathic physicians who are well-equipped to provide holistic, patient-centered care and who are prepared to address the complex healthcare challenges of our diverse communities.

The development of the proposed IllinoisCOM is a collaborative effort, and your support is crucial to our success. We invite you to engage with us as we build this innovative program. Your insights, expertise, and partnerships will be invaluable in shaping the future of medical education at The Chicago School.

Through this inaugural strategic plan, we outline our vision for a medical education program that emphasizes belonging, radical collaboration, innovation, and comprehensive care. Between now and 2030, we will focus our efforts on three key strategic goals:

1. Develop a High-Quality Osteopathic Medical Education Program
2. Build an Inclusive and Supportive Community Environment
3. Increase the Osteopathic Medical Profession's Capacity to Address Integrated Health and Underrepresented Population Healthcare Needs

As we continue on our journey to open a new osteopathic medical school, I am excited about the potential impact we can make together. Thank you for your enthusiasm and support. I look forward to working with all of you to bring the vision of the proposed IllinoisCOM to life for our future students, faculty and staff, healthcare partners, and communities.

With optimism for a healthier tomorrow,

John Lucas, DO

Founding Dean and Chief Academic Officer

Proposed Illinois College of Osteopathic Medicine at The Chicago School



Mission

The Chicago School educates the next generation of change-makers in innovative theory and culturally competent practice to strengthen the integrated health of individuals, organizations, and communities.

Vision

The Chicago School seeks to be a global leader in increasing accessibility to expert, integrated, culturally competent care within all communities and organizations.

Values

Education: Preparing tomorrow's integrated health professionals

Innovation: Embracing next-gen learning and practice

Community: Creating connection, inclusion, and belonging

Impact: Helping individuals, organizations, and communities



The Proposed
ILLINOISCOM
at The Chicago School

Mission

The mission of the proposed Doctor of Osteopathic Medicine program at The Chicago School's IllinoisCOM is to train exceptional physicians to leverage the interconnection of physical and mental health to provide compassionate, patient-centered care of the highest quality.

Vision

The proposed Doctor of Osteopathic Medicine program seeks to be the national leader in Osteopathic Medical Education that integrates mental and physical health to close gaps in community healthcare using the full ethos of osteopathic care.

Values

Belonging: We cultivate a sense of belonging for those of all backgrounds within our college community, providing seats at the table for those historically marginalized within the medical community. We prepare our students to ensure every patient and colleague feels seen and heard throughout the care journey.

Radical Collaboration: We work together toward increased learning and understanding. We prepare our students to partner with patients and colleagues with an emphasis on transparency, professionalism, and integrity.

Innovation: We are committed to constant innovation both inside and outside the classroom to ensure that students benefit from the latest advancements in the field of osteopathic medicine. We prepare our students to be creative, thoughtful physicians who are lifelong learners on behalf of their colleagues and patients.

Comprehensive Care: We provide comprehensive professional, educational, and personal support to both students and alumni. We prepare our students to provide compassionate, kind care to patients that integrates both mental and physical needs.

2024-2030 Strategic Goals

Goal 1: Develop a High-Quality Osteopathic Medical Education Program

- Objective 1.1: Achieve Full Accreditation with the Commission on Osteopathic College Accreditation (COCA)
- Objective 1.2: Develop an innovative osteopathic medical curriculum
- Objective 1.3: Educate and graduate qualified osteopathic physicians
- Objective 1.4: Probe the interconnection of physical and mental health to support holistic human health through research and scholarly activity

Goal 2: Build an Inclusive and Supportive Community Environment

- Objective 2.1: Create an inclusive and accessible physical campus environment
- Objective 2.2: Support diversifying the osteopathic profession by creating access opportunities for those in underserved communities or from underrepresented populations to enter the osteopathic medical profession
- Objective 2.3: Foster an inclusive, diverse, equitable, and accessible (IDEA) supportive environment for students and employees

Goal 3: Increase the Osteopathic Medical Profession's Capacity to Address Integrated Health and Underrepresented Population Healthcare Needs

- Objective 3.1: Develop scholarship and education that advances the mission of the proposed IllinoisCOM through strategic partnerships with community health centers and hospitals
- Objective 3.2: Support the development of graduate medical education programs
- Objective 3.3: Foster interprofessional education and collaboration to enhance patient care that addresses mental and physical health

Goal 1

Develop a High-Quality Osteopathic Medical Education Program

Objective 1.1: Achieve Full Accreditation with the Commission on Osteopathic College Accreditation (COCA)

Key Activities:

- Engage in a multi-dimensional and collaborative process to meet all accreditation milestones and related requirements from the COCA.
- Successfully complete all COCA reports and site visits.
- Develop and optimize organizational structures and processes to ensure successful launch and ongoing programmatic success.

Key Outcomes & Performance Indicators:

- Achieve Pre-Accreditation with the COCA in 2025.
- Matriculate first class of students in summer 2026.
- Achieve Full Accreditation with the COCA in 2030.

Objective 1.2: Develop an innovative osteopathic medical curriculum

Key Activities:

- Design a comprehensive curriculum focused on whole-person, culturally competent, and patient-centered care that prepares students for successful careers in osteopathic medicine.
- Integrate behavioral health competencies throughout the curriculum, emphasizing interprofessional education opportunities and The Chicago School's focus on promoting integrated healthcare.
- Identify and develop clinical training sites and educators to support the continuum of osteopathic medication.

Key Outcomes & Performance Indicators:

- Curriculum map demonstrating coverage of required competencies
- Comprehensive network of clinical training sites and educators to support students' core and elective required rotations

- Feedback from key stakeholders (e.g., students, clinical educators) demonstrating curriculum relevance and effectiveness

Objective 1.3: Educate and graduate qualified osteopathic physicians

Key Activities:

- Develop a student success plan that monitors progression and proactively addresses group and individual support needs.
- Invest in student success through learning, human, and environmental resources.

Key Outcomes & Performance Indicators:

- Program learning outcome results
- Institutional learning outcome results
- Student performance on national licensing examinations
- Year-over-year retention rates
- Graduation rates (when available)
- Student placement rate

Objective 1.4: Probe the interconnection of physical and mental health to support holistic human health through research and scholarly activity.

Key Activities:

- Initiate and support the development of a culture of evidence-based scientific inquiry through excellence in research and scholarly activity.
- Develop an infrastructure that supports scientific inquiry through excellence in research and scholarly activity.
- Support the future of evidence-based practice by developing faculty and healthcare practitioners that are invested in excellence in research and scholarly activity.

Key Outcomes & Performance Indicators:

- Quantity of research outputs and recognition: grants, publications, presentations, patents, and leadership roles in professional organizations.

- Development of research capacity: new programs, faculty hires, interprofessional collaborations, external partnerships, and OMM/OMT-focused projects.
- Research infrastructure investment: budget allocation and hiring of research-focused personnel (faculty, leadership, and support staff).
- External collaboration and productivity: proportion of externally-partnered programs, OSP inquiry responses, and overall research output metrics.
- Research integration in education: research-related course outcomes, completion rates of research training, and faculty participation in research development.
- Research project continuity and focus: extended lifespan of student research projects, emphasis on priority areas including OMM/OPP, and associated funding allocation.

Goal 2

Build an Inclusive and Supportive Community Environment

Objective 2.1: Create an inclusive and accessible physical campus environment

Key Activities:

- Design and implement a campus layout that promotes accessibility and inclusivity for all community members.
- Create flexible learning and collaboration spaces that accommodate various learning styles and needs.
- Establish inclusive areas across the campus, including but not limited to dedicated spaces for cultural or religious practices, space for individual needs, or gender-neutral restrooms.

Key Outcomes & Performance Indicators:

- Campus spaces meeting or exceeding ADA accessibility standards
- Student, faculty, and staff satisfaction scores regarding campus inclusivity and accessibility
- Number of issues related to space, accessibility, etc. and resolution rates

Objective 2.2: Support diversifying the osteopathic profession by creating access opportunities for those in underserved communities or from underrepresented populations to enter the osteopathic medical profession

Key Activities:

- Establish partnerships within The Chicago School and across a diverse array of local institutions to create exposure programs and pathways into osteopathic medical education for diverse groups of potential students.
- Implement a holistic admissions process that values diverse experiences, identities, and backgrounds.
- Develop recruitment and retention initiatives, including but not limited to scholarship and financial assistance programs, to support students from diverse backgrounds.
- Deploy regular feedback mechanisms to capture diverse perspectives and experiences, informing a culture of continuous improvement.

Key Outcomes & Performance Indicators:

- Number of community outreach initiatives, pipeline program participants, and key exposure and enrollment partnerships year over year
- Number of applications and admitted students from traditionally underserved areas and/or who are underrepresented in healthcare
- Retention rate of students from underserved backgrounds
- Student satisfaction scores, with emphasis on IDEA and belonging metrics

Objective 2.3: Foster an inclusive, diverse, equitable, and accessible (IDEA) supportive environment for employees and students.

Key Activities:

- Develop and implement recruitment and retention strategies for faculty and staff from underrepresented groups in medicine and higher education.
- Establish professional development programs for faculty, students and staff, with an emphasis on supporting underrepresented populations, building cultural competency skills, and developing inclusive leadership skills.
- Create opportunities for integration and ongoing collaboration with The Chicago School's faculty and staff, ensuring participation from the proposed IllinoisCOM in university-wide IDEA initiatives, university-wide committees and decision-making bodies, and university-wide communications.
- Deploy regular feedback mechanisms to capture diverse perspectives and experiences, informing a culture of continuous improvement.

Key Outcomes & Performance Indicators:

- Number of faculty, students, and staff from underrepresented groups in medicine and higher education
- Retention rates of faculty, students and staff, with specific focus on those from underrepresented groups
- Participation rates in professional development programs and key training initiatives
- Employee satisfaction scores, with emphasis on IDEA and belonging metrics
- Representation in key committees and leadership positions within IllinoisCOM and across the university

Goal 3

Increase the Osteopathic Medical Profession's Capacity to Address Integrated Health and Underrepresented Population Healthcare Needs

Objective 3.1: Develop scholarship and education that advances the mission of the proposed IllinoisCOM through strategic partnerships with community health centers and hospitals

Key Activities:

- Identify and create partnerships with key community partners to enhance students' educational and co-curricular experiences.
- Collaborate on initiatives to address local healthcare needs and drive community impact in Chicago and beyond.
- Invest in research opportunities that promote a greater understanding of integrated health and how to improve the health of individuals, organizations, and communities.

Key Outcomes & Performance Indicators:

- Number of active community partnerships
- Number of students electing to participate in co-curricular opportunities
- Number of research projects
- Impact assessments of collaborative community health initiatives

Objective 3.2: Support the development of graduate medical education programs

Key Activities:

- Identify opportunities for new GME programs.
- Provide resources and expertise to support GME program development.
- Support the development of new graduate medical education programs.

Key Outcomes & Performance Indicators:

- Number of new PGY-1 positions developed or supported the proposed IllinoisCOM
- Number of new GME programs developed or in development through support from the proposed IllinoisCOM
- Quality of support provided to hospitals and other partners, as determined by ongoing feedback and success of new initiatives

Objective 3.3: Foster interprofessional education and collaboration to enhance patient care that addresses mental and physical health.

Key Activities:

- Create integrated curricula with other programs at The Chicago School focused on connections between physical and mental health.
- Establish interprofessional simulation centers, experiential learning experiences, and clinical education opportunities that emphasize connections between mental and physical health.
- Develop collaborative research initiatives focusing on interprofessional education and integrated health.

Key Outcomes & Performance Indicators:

- Curriculum hours and activities dedicated to interprofessional education and integrated health competencies
- Evaluation of student experience and assessment of competency related to interprofessional collaboration and integrated health
- Number of research projects initiated related to interprofessional education and integrated health

Strategic Planning Process

To support the successful launch and early operation of the proposed Illinois College of Osteopathic Medicine (IllinoisCOM), The Chicago School set out to create an inaugural strategic plan that spans 2024-2030. Through this process, we created a roadmap that not only guides the establishment and growth of the proposed IllinoisCOM but also reinforces our commitment to integrated healthcare, cultural competence, and community impact.

Plan Development

Our approach to developing this strategic plan for the proposed Illinois College of Osteopathic Medicine (IllinoisCOM) was comprehensive and collaborative, designed to align with The Chicago School's mission and address the pressing healthcare needs of our communities. Across 2023-2024, leaders, staff, and faculty from across The Chicago School community met to discuss the strategic priorities and develop specific goals for this strategic plan.

The process involved several key stages:

1. *Environmental Scanning:* We analyzed and reviewed the current healthcare landscape, focusing on the needs of underserved communities, the need for increased competency with respect to integrated care, and the role of osteopathic medicine in addressing these needs.
2. *Stakeholder Engagement:* We sought input from a diverse range of stakeholders, including leadership, faculty, staff, potential students, healthcare professionals, and community partners. This ensured that our plan reflects a broad spectrum of perspectives and experiences.
3. *Goal Setting:* Based on our analysis and stakeholder input, we identified key strategic goals that would guide the development and early success of IllinoisCOM.
4. *Objective Development:* For each goal, we crafted specific objectives that would drive us toward our desired outcomes. We outlined key activities for each objective as well as key outcomes and performance metrics to measure our progress and success over time.
5. *Review and Refinement:* The draft plan underwent multiple rounds of review and refinement, incorporating feedback from key stakeholders.

This process aligned with The Chicago School's broader institutional goals while focusing on the unique needs and opportunities of osteopathic medical education.

Timeline and Alignment

To support the successful launch and early operation of the proposed IllinoisCOM, The Chicago School initiated the strategic planning process in 2023. This inaugural plan was developed to span 2024-2030, aligning with The Chicago School's university-wide strategic planning cycles. Efforts were made to ensure consistency

with the current university-wide plan (2020-2025) and to anticipate the forthcoming 2025-2030 institutional plan.

Leadership and Collaboration

The planning process was led by a cross-functional steering committee comprising key leaders from The Chicago School and the proposed IllinoisCOM. This effort was led by John Lucas, Founding Dean and Chief Academic Officer for the proposed IllinoisCOM. Additional collaborators included:

- Monica Kinde – Senior Associate Dean of Pre-Clinical Affairs, Proposed IllinoisCOM
- Christopher Reeder – Senior Associate Dean of Clinical Education, Proposed IllinoisCOM
- James Colquitt – Associate Dean, Proposed IllinoisCOM
- Michele Nealon – President, The Chicago School
- William Brown – Provost, The Chicago School
- Michael Falotico – Chief Operating Officer, The Chicago School
- Elizabeth Brown – Chief of Staff and Vice President of Special Initiatives, The Chicago School

Continuous Improvement and Adaptability

This strategic plan is designed to be a living document, guiding our efforts while remaining flexible enough to adapt to our continued evolution as a new college in the rapidly changing landscape of medical education. We are committed to regular review and updates of this plan to ensure it continues to serve the evolving needs of our students, faculty, and the communities we aim to serve.

To ensure the plan remains relevant and effective, the Founding Dean will lead an annual review of the proposed IllinoisCOM's progress toward its strategic goals.

Objectives, activities, and key outcomes and performance indicators will be adjusted as needed based on changing strategic, operational, and regulatory contexts.

This annual review and revision process will be conducted in partnership with The Chicago School's Executive Cabinet and in alignment with The Chicago School's institutional plan.

Annual Report

Each year, the Founding Dean will produce an annual report documenting the proposed IllinoisCOM's progress toward its strategic goals. The report will be shared with The Chicago School's President and Executive Cabinet as well as other relevant stakeholders.