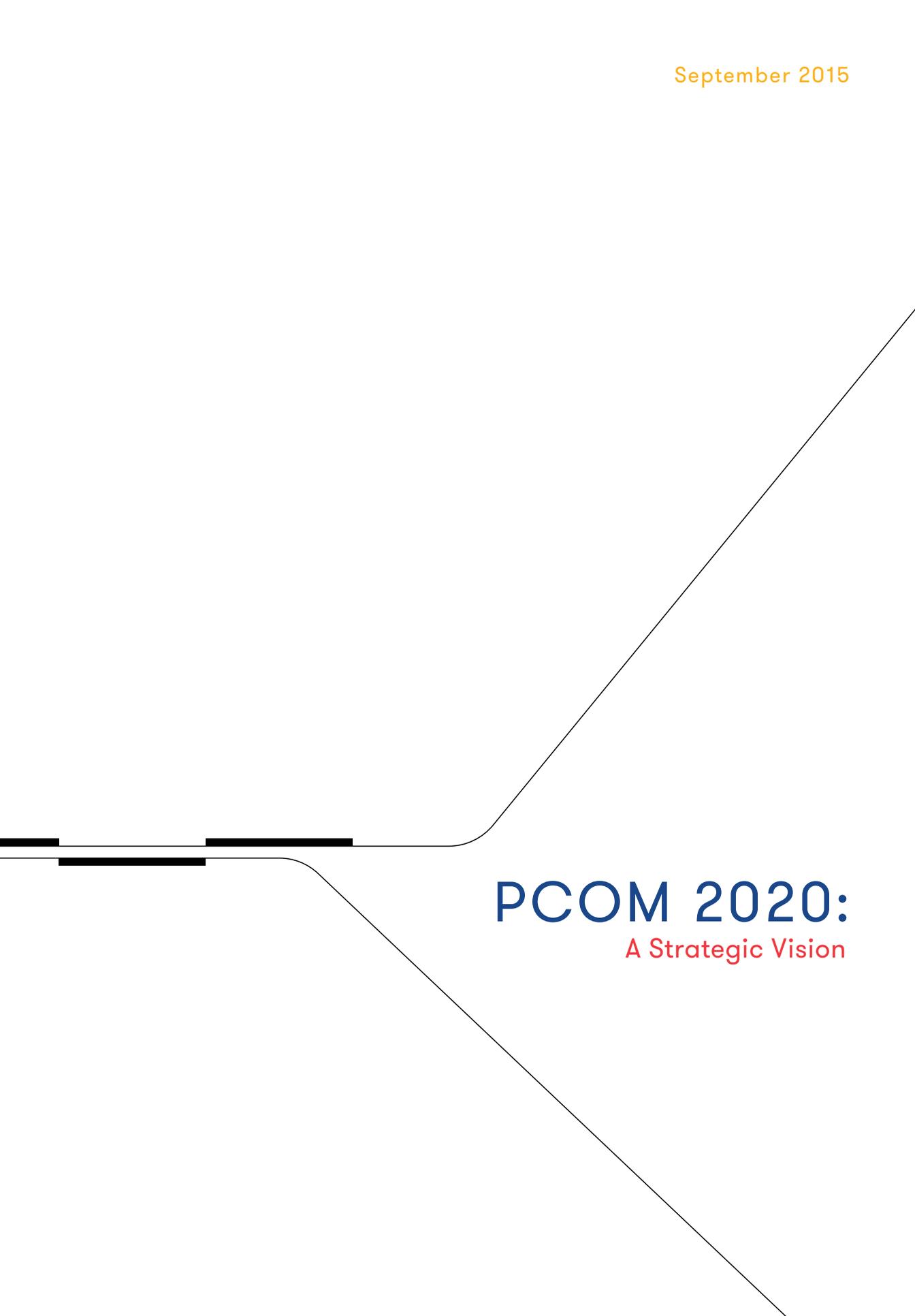
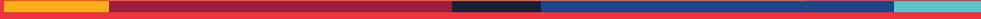


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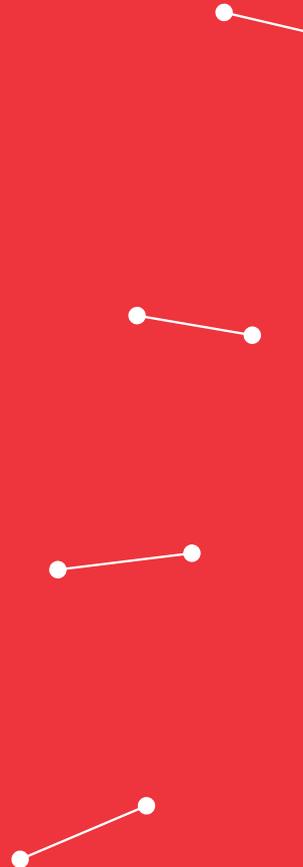


PCOM 2020:  
A Strategic Vision





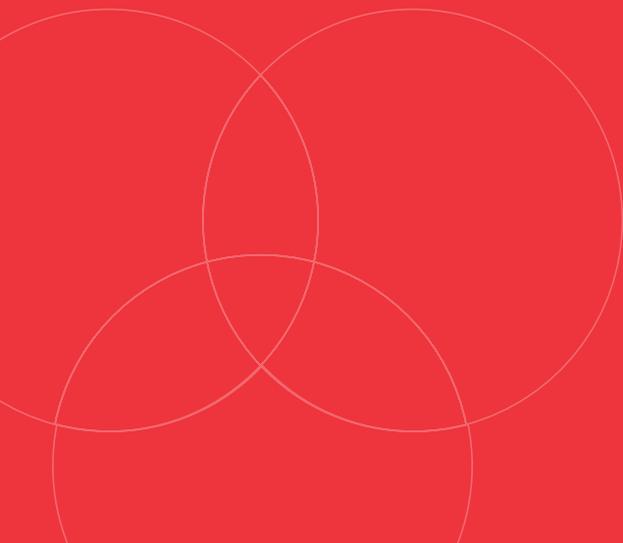
# OUR MISSION





## Our Mission

Philadelphia College of Osteopathic Medicine (PCOM) is dedicated to the education of students in medicine, health and behavioral sciences. The College fosters the growth of the osteopathic profession by training physicians through programs of study guided by osteopathic medical tradition, concept and practice. PCOM is committed to the advancement of knowledge and intellectual growth through teaching and research, and to the well-being of the community through leadership and service.



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## Our Commitment to Diversity

As active citizens in a multicultural world, the PCOM community cultivates an environment of inquiry, inquisitiveness and respect, promotes discovery and celebration of our differences and fosters appreciation of the rich social fabric that binds us together.

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## Our Educational Goals

The College’s educational goals focus on presenting high-quality, comprehensive programs of study that embrace the following expectations of student learning:

Students will demonstrate a central core of biomedical or behavioral science knowledge in their fields of study, including theory, foundations, clinical skills and applied clinical/practical application as appropriate to their specific academic programs.

.....  
Students will demonstrate communication skills through clinical assessments, group discussions and/or written or oral presentations in their respective fields.

Students will demonstrate an understanding of scientific inquiry by designing, conducting, presenting or interpreting research in their fields of study and as appropriate to their academic programs.

.....  
Students will identify, retrieve, understand, analyze, synthesize and apply information collected from various sources and in varied formats, including those sources requiring skills in the use of information technology.

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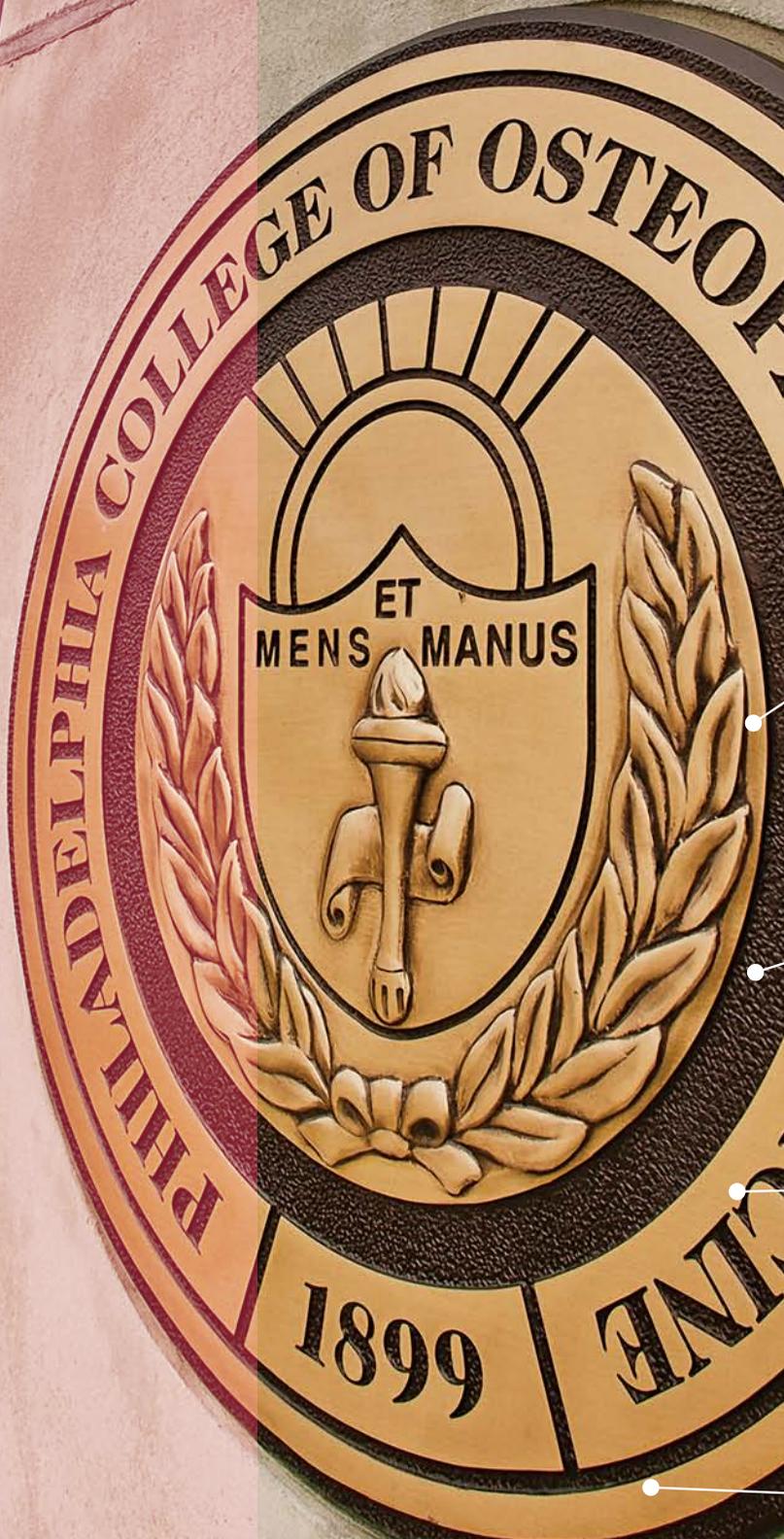
## Our Georgia Focus

The primary focus of Georgia Campus – PCOM is to recruit and educate students from Georgia and the surrounding states. The Georgia Campus seeks to retain graduate osteopathic physicians, pharmacists, biomedical scientists and other healthcare professionals in the southeast, to serve the health needs of the region and to advance the professions of osteopathic medicine and pharmacy.



Medical Office Building

HOWARD HALL



PHILADELPHIA COLLEGE OF OSTEOPATHIC MEDICINE

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PHILADELPHIA COLLEGE OF OSTEOPATHIC MEDICINE



PCOM 2020:

# A SHARED VISION



Philadelphia College of Osteopathic Medicine places a high value on strategic planning and a shared vision, formed by the collective voices of all members of the PCOM community. The establishment of strategic goals in 2002 laid the groundwork for a plan, updated annually, that guided the creation of new programs, new technologies, the Georgia Campus – Philadelphia College of Osteopathic Medicine, PCOM School of Pharmacy – Georgia Campus, and many other achievements. The appointment of Jay S. Feldstein, DO '81, as president and chief executive officer in 2014, offered us a unique opportunity to reassess our strengths, weaknesses, opportunities and threats, form a vision for the PCOM of 2020, and identify the strategic goals necessary to achieve that vision.

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The planning process, initiated in fall 2014, solicited input for growth and improvement opportunities from a wide variety of PCOM faculty, staff, students, alumni and board members through the following elements:

A comprehensive SWOT analysis conducted in fall 2014 that involved all faculty, staff, student leaders, trustees and alumni association board members.

A planning retreat held on December 8, 2014, in which five strategic themes and corresponding vision statements were identified. The Planning Committee was composed of 47 members from both campuses, representing faculty, staff, students, residents, trustees and the alumni board.

Presentation of the strategic themes and vision statements by the President to the Board of Trustees in January 2015.

Review and commentary on the draft themes and vision statements by the Planning Committee.

Submission of recommendations for strategic goals by departments, academic programs and College committees.

Distribution of the draft plan to the full College community, followed by open town hall meetings held in Philadelphia and Georgia in February 2015.

An online poll completed by the Planning Committee that provided a ranking and prioritization of the proposed goals.

A final goal review meeting of the Executive Planning Group.

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*PCOM 2020: A Strategic Vision* summarizes our collective aspirations and will guide our efforts and resource allocation. We visualize *PCOM 2020* as a dynamic statement that will serve as our roadmap, but also will adapt and change with the environment and emerging opportunities as we progress toward a greater PCOM.



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“I believe PCOM’s greatest achievements are still in its future.”

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- Jay S. Feldstein, DO '81









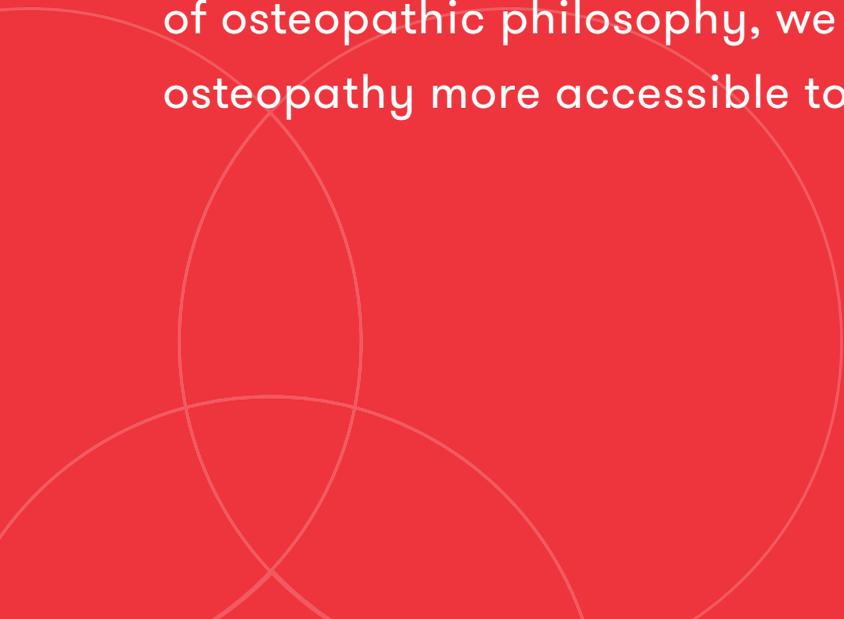
Strategic Theme One:

**CAPITALIZING  
ON OUR  
OSTEOPATHIC  
HERITAGE**



## STRATEGIC VISION:

PCOM will assume its position of national leadership in osteopathic thought, education and musculoskeletal therapies. Our leadership role will not be limited to maintaining the existing osteopathic tenets; it will involve them, expanding them to other healthcare providers, and incorporating them in inter-professional education. By generalizing the osteopathic concept and also focusing attention on the preventive, holistic and patient-centered aspects of osteopathic philosophy, we will make osteopathy more accessible to patients.



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# STRATEGIC GOALS:

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## PHASE I OF PLANNING CYCLE (YEARS 1–3)

**1.1 Identify the opportunities for teaching** osteopathic concept and therapies to other members of the healthcare team and implement training programs in osteopathic manipulative methods for a wide range of health professionals. We will develop certifications in these techniques and the assessment methods to assure competency across many levels of musculoskeletal medicine.

.....

**1.2 Develop a new values statement** based on core philosophical tenets of osteopathy that can apply across multiple healthcare disciplines. The values embodied in the statement then will form the basis for our development of the first osteopathically driven general education core for all graduate and professional programs in the institution that can become a model for other multi-program institutions. These values will include prevention, a holistic perspective, mind-body-spirit unity and the patient-centered approach.

.....

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## PHASE II OF PLANNING CYCLE (YEARS 3–5)

**1.3 Launch a new health outcomes research effort** that will prove the clinical efficacy and economic efficiency of osteopathic techniques applied in the fields of physical therapy, occupational therapy, chiropractic, rehabilitation medicine and behavioral medicine.

.....

**1.4 Become a training center** for new leaders in the osteopathic profession.

.....





Strategic Theme Two:

**ENSURING STRENGTH,  
CONSISTENCY  
AND QUALITY IN  
CLINICAL TRAINING**



## STRATEGIC VISION:

PCOM will build and maintain a national clinical training network that is a model of innovation, educational quality and efficiency and that provides extraordinary opportunities for PCOM graduates. PCOM will become the national pioneer in developing outpatient primary care graduate medical education programs with a focus on integrated care, preventative medicine, wellness and population health.



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# STRATEGIC GOALS:

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## PHASE I OF PLANNING CYCLE (YEARS 1-3)

**2.1 Begin the development of an innovative new model** for clinical education in the health professions that is less dependent on patient availability and “good will” affiliations and that leverages technology to educate more students with less dependency on patient volumes.

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**2.2 Support the new model of clinical education** by investing in virtual healthcare simulation resources (the “virtual hospital”) and through expanded use of blended learning in the clinical setting. We will maximize Clinical Learning and Assessment Center resources and certifications on both campuses in order to open these resources to other institutions and professional groups.

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**2.3 Integrate training** across multiple health professions to establish a fully interdisciplinary approach to training the healthcare team of the future.

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**2.4 Establish a major integrated primary care institute** through the pursuit of external funding for a slate of primary care programs addressing education, research and service delivery.

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**2.5 Expand our clinical network** for both undergraduate medical and graduate medical education through increased support for affiliates, and pursue a focus on growing the clinical campus cohort. Pursue opportunities for GME development with Georgia hospitals that currently do not have teaching programs.

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.....  
**2.6 Establish a larger network** of College-owned community primary care clinics via collaboration with Federally Qualified Health Centers and other public entities; prioritize the establishment of community-based primary care in rural Georgia; and seek to provide targeted specialized care for veterans by pursuing a partnership with the United States Department of Veterans Affairs.  
.....

.....  
**2.7 Secure exclusive partnerships** for psychology internships that will ensure all Doctor of Psychology students an American Psychological Association-accredited internship, and develop postgraduate opportunities for pharmacy students through investment and external funding efforts.  
.....

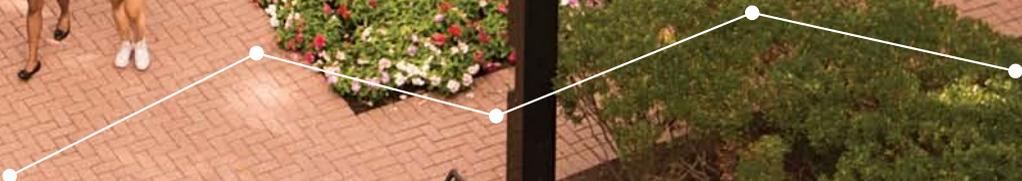
.....  
**PHASE II OF PLANNING CYCLE  
(YEARS 3-5)**

**2.8 Evaluate the potential and feasibility** of offering additional clinical services in PCOM Healthcare Centers, such as pharmacy, optometry, behavioral medicine, etc.  
.....

**2.9 Gather data to examine the outcomes** of new approaches in health-professions training based on licensure exam performance, postgraduate education and career opportunities.  
.....

**2.10 Develop the Clinical Learning and Assessment Centers** on both campuses as centers for medical education research.  
.....





UNIVERSITY OF CALIFORNIA



Strategic Theme Three:

**EXPANDING OUR  
EDUCATIONAL  
MISSION AND  
FOOTPRINT**



## STRATEGIC VISION:

PCOM will grow with vision and purpose to expand educational programs and instructional locations that will reach more health-professions students in multiple regions while supporting a robust university infrastructure. PCOM will maintain a campus environment and resources for students that will optimize the PCOM educational experience and enhance career opportunities for our students.



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# STRATEGIC GOALS:

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## PHASE I OF PLANNING CYCLE (YEARS 1–3)

**3.1 Partner with other colleges and universities** to offer programming that transcends our regional influence and utilizes existing resources to maximize the impact of our capital investments. We will approach undergraduate and technical colleges to develop collaborative programs that will provide a pathway from undergraduate training at the associate's or bachelor's level to graduate/professional study.

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**3.2 Develop educational programming** that is offered online and in hybrid or blended formats to reach an expanded student population.

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**3.3 Build on our excellence** in professional psychology to establish programs to serve Georgia and become the leader in providing behavioral healthcare professionals to the state's areas of need. Replicate the current Master of Science in Mental Health Counseling program for Georgia Campus – PCOM.

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**3.4 Expand into new areas** of healthcare education in live, hybrid or online form, targeting areas of opportunity and PCOM strength:

- » Applied Behavior Analysis
  - » Genetic Counseling/Genetic Testing Utilization Management
  - » Physical Therapy/Exercise Science
  - » Occupational Therapy
  - » Health Behavior and Wellness
  - » Aging Services and Nursing Home Administration
  - » Pharmaceuticals Research
  - » Prosthetics and Orthotics
- 

**3.5 Enrich the student experience** by redesigning the scholarship programs, increasing aid to students and launching diversity outreach efforts to attract Latino students.

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**3.6 Assist the student transition** to graduate and professional study by establishing pre-matriculation preparatory programs.

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**3.7 Design an action plan** to address areas of concern identified via the Campus Climate Survey project.

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**3.8 Design an action plan** to address areas of concern identified via the Campus Climate Survey project.

**3.9 Enhance student career prospects by:**

- » Expand student research opportunities to involve PCOM students through a protected time system for clinical faculty, and expand the capabilities of faculty mentorship in the areas of health policy, health delivery, health education and population health research.
- » Providing additional concentration options in the biosciences.
- » Creating DO program tracks and a pipeline from admissions to graduate medical education.

**3.10 Expand career counseling services across programs.**

## PHASE II OF PLANNING CYCLE (YEARS 3–5)

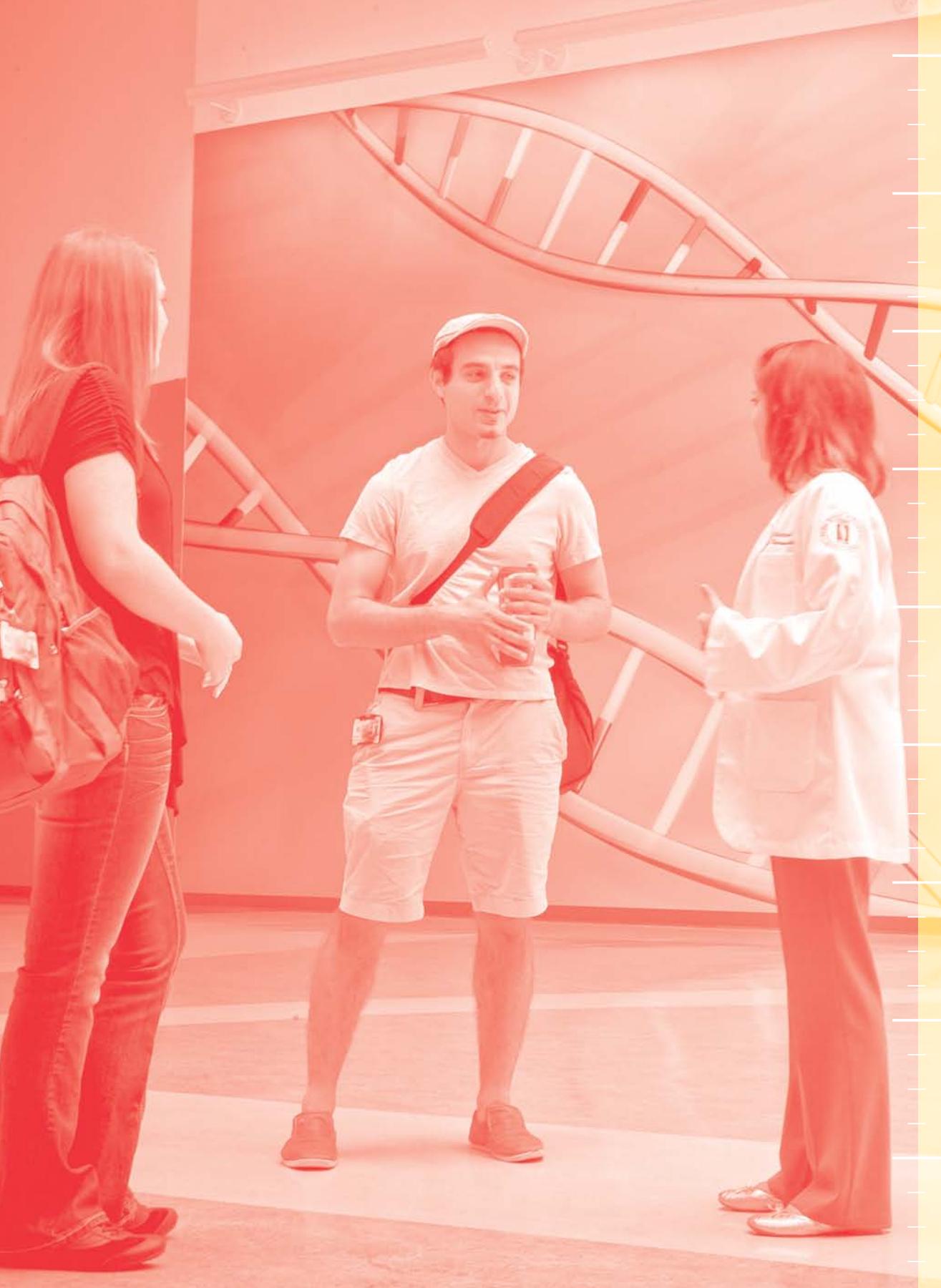
**3.11 Develop new branch campuses** and/or additional locations for delivery of healthcare education programs, and establish additional training in Georgia that is accessible to students in rural counties.

**3.12 Continue expansion into new areas** of healthcare education in live, hybrid or online form, targeting areas of opportunity and PCOM strength:

- » Medical Education and Leadership
- » Exercise and Nutrition
- » Medical Services Administration
- » Audiology/Speech Pathology

**3.13 Seek new training and funding models** to make the establishment of additional large-scale professional degree programs such as optometry and dentistry feasible.









Strategic Theme Four:

**PROMOTING  
OUR INSTITUTIONAL  
IDENTITY AND BRAND**



## STRATEGIC VISION:

PCOM will enjoy an enhanced national reputation that connotes tradition, strength, student and faculty diversity, variety of programs, educational excellence, innovation and a core foundation as the leader in student-centered education and community-based primary health care.



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# STRATEGIC GOALS:

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## PHASE I OF PLANNING CYCLE (YEARS 1–3)

**4.1 Reinvigorate our institutional identity** through a branding and marketing effort that will leverage our historical strengths and accurately describe to the public our growing range of programs and services.  
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**4.2 Rename our programs in Georgia** to solidify their regional identity and attract local support.  
.....

**4.3 Establish and maintain** a new, fresh and constantly updated web presence that draws students to our College and positively represents all aspects of the institution.  
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**4.4 Promote our research activity** to the public and diversify the research program to become recognized as a leader in primary healthcare research.  
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## PHASE II OF PLANNING CYCLE (YEARS 3–5)

**4.5 Operationalize the value** of university status in name and organizational structure.  
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**4.6 Pursue opportunities** to establish an international presence for PCOM.  
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Strategic Theme Five:

**POSITIONING PCOM  
FOR GROWTH, STABILITY  
AND REDUCED TUITION  
DEPENDENCY**



## STRATEGIC VISION:

PCOM will reduce tuition dependency while ensuring ongoing financial support for the mission by operating at peak efficiency and developing additional revenue streams.



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# STRATEGIC GOALS:

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## PHASE I OF PLANNING CYCLE (YEARS 1–3)

**5.1 Access additional revenue streams** through a redesigned development program that maximizes alumni support but also secures significant foundation and corporate support.

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**5.2 Launch focused and renewed** governmental relations efforts to secure public funding in Pennsylvania and Georgia.

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**5.3 Expand and operate** our service delivery system cost effectively by seeking federal (Federally Qualified Health Centers, United States Department of Veteran's Affairs) and local partners, and capitalize on the potential in existing PCOM Healthcare Centers.

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**5.4 Make investments** to realize the commercial potential in our own scientific talent and pursue other promising ventures outside of the College.

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**5.5 Take a new approach to space utilization** that assures maximal utilization of our physical resources through careful master planning, partnerships and realization of rental revenue.

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**5.6 Invest in PCOM's workforce** through extensive training and development programs and a redesigned compensation system that will be based on the PCOM competencies and will reward goal attainment.

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**5.7 Expand the range of clinical services** in the Center for Brief Therapy, including increasing the availability of neuropsychology services.

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## PHASE II OF PLANNING CYCLE (YEARS 3–5)

**5.8 Operate branches and locations** with greater local identity and autonomy, with commensurate local accountability for efficient operations.

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**5.9 Develop new programs** and sites based on strategic partnerships that ensure clinical capacity and that leverage existing partner resources.

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**5.10 Develop integrated medical/psychological services** focusing on obesity and eating disorders.

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**5.11 Determine the role PCOM can play** in urgent care, mobile services and/or telemedicine.

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**5.12 Develop a sports medicine center,** leveraging our expertise in osteopathic and musculoskeletal approaches, and expanding to conditioning, concussion care and a full range of sports medicine services.

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Georgia Campus  
Philadelphia College of  
Osteopathic Medicine

Philadelphia College  
of Osteopathic Medicine  
Georgia Campus



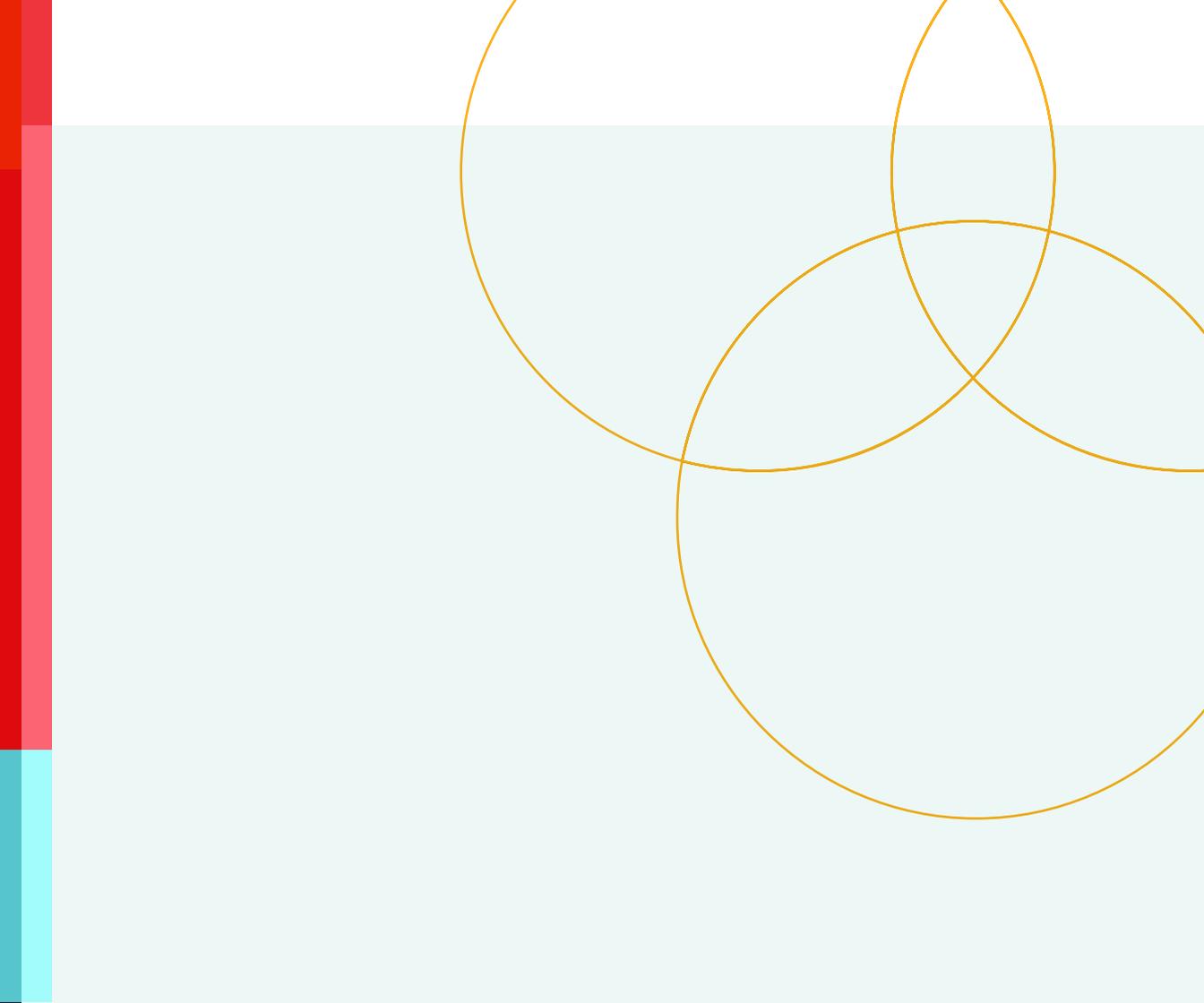


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“*PCOM 2020* is a strategic vision of what our College is, and what it will be.”

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- Jay S. Feldstein, DO '81



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GEORGIA  
CAMPUS

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