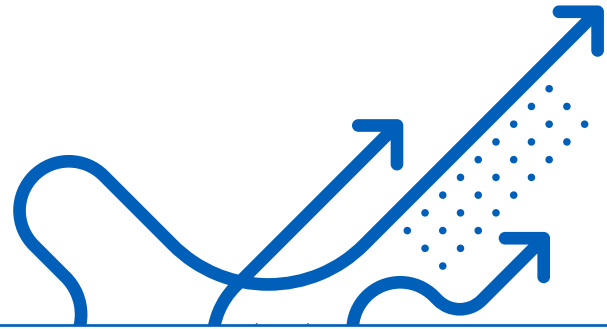


STRATEGIC PLAN 2020

CREATING TRANSFORMATIONAL HEALTH CARE LEADERS





MISSION:

NEOMED harnesses diversity, innovation and collaboration to create transformative leaders and improve health through education, discovery and service.

VISION:

To be the model of excellence in innovative education and impactful research to create transformational health care leaders of tomorrow.

CORE VALUES:

NEOMED incorporates the following values in all that we do:

LEADERSHIP

EXCELLENCE

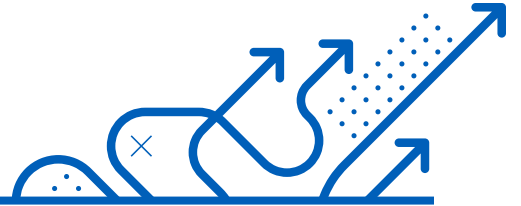
ADVOCACY

DIVERSITY

EQUITY

RESPECT

PEOPLE: LEADING AT ALL LEVELS



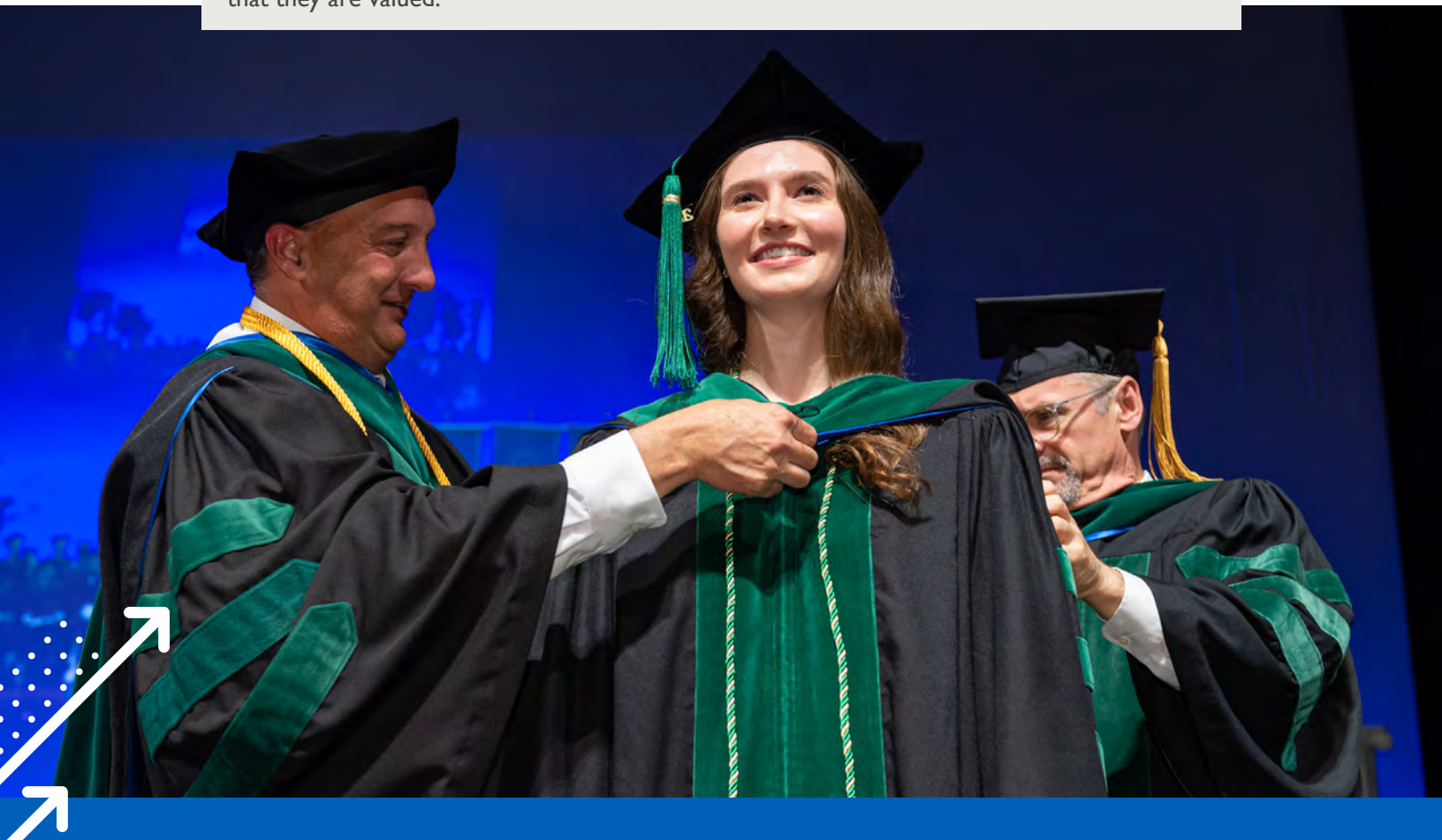
GUIDING PRINCIPLES

NEOMED's faculty, staff and students are its most valued and essential resources. NEOMED is committed to fostering leadership at all levels in a nurturing and collaborative environment.

NEOMED is committed to attracting and retaining a diverse workforce and student body. It is committed to ensuring equity and inclusion at all levels of the University.

NEOMED faculty and staff are dedicated to serving students and are empowered to provide and support superior service – whether in the classroom, the campus or the community — as one unified University.

NEOMED seeks to develop and retain leaders; to recognize outstanding performance and contributions to the University; and to communicate to all members of the NEOMED family that they are valued.



STRATEGIC INITIATIVES FOR STUDENTS

A. **Recruit and retain a diverse student body, reflective of the community**

NEOMED is committed to building a diverse student body with the expertise and the cultural competence to address the needs of the communities it will serve. Recruitment and retention strategies will be targeted to broaden the diversity of the student body, including fostering more high-impact scholarships that encourage students to select NEOMED. In addition, the University will continue to work on developing a culture where all students feel valued and included.

B. **Create an interpersonal culture of excellence that delivers an Exceptional Student Experience**

The University is committed to creating a memorable educational experience that will be valued by students and enhance their ability to make positive contributions. It will strive for excellence in each aspect of a student's experience — classroom, clinical, research, social and volunteer activities — to create an Exceptional Student Experience overall. NEOMED will foster strong interpersonal connections among faculty, staff, administrators and students to promote such an experience.

C. **Create a campus environment that promotes and enhances a healthy study/life balance and builds a sense of community**

NEOMED offers students opportunities for social interaction and enrichment. To encourage greater student participation, the University will develop additional initiatives and resources to promote campus activities so that students will experience a healthy study/life balance.

STRATEGIC INITIATIVES FOR FACULTY AND STAFF

A. **Attract and retain a more diverse faculty and staff**

Expanding the diversity of NEOMED's faculty and staff is critical in order to represent the communities it serves today and aspires to serve in the future. Creating an inclusive environment where all feel welcomed and valued is fundamental to retaining a strong and committed team. Providing opportunities for faculty and staff to learn cultural awareness and cultural sensitivity will foster more collaborative and fulfilling relationships while educating students and serving partners and patients in our community.

B. **Evaluate the organizational structure to ensure faculty and staff workforce levels are sufficient, workloads are manageable, duplication is reduced and oversight is appropriate**

NEOMED's administrative structure will be reviewed to ensure that units are appropriately staffed and organized to serve the University's mission in the most efficient, effective manner possible.

Such a review will identify areas of:

- Administrative duplication
- Uneven staffing levels
- Unbalanced or unmanageable workloads
- Confusing or difficult administrative navigation for students and external stakeholders

C. Develop robust professional development initiatives

Delivering professional development to faculty and staff will enable NEOMED to build the competence and experience of these valued resources while nurturing this group as more dynamic leaders.

Targeted **faculty** development areas:

- Enhance teaching excellence and pedagogy
- Advance educational technology
- Enhance research capabilities
- Offer systems-based training and operational efficiency models
- Provide opportunities to develop skills for fundraising and donor relations
- Offer leadership development opportunities

Targeted **staff** development areas:

- Understand and operate new technologies that support University functions
- Develop organizational and people skills
- Offer systems-based training and operational efficiency models
- Offer leadership development opportunities

D. Evaluate compensation plans, create promotion pathways and develop succession plans

To ensure that NEOMED maintains excellence, remains competitive and attracts the most qualified and diverse faculty and staff, the compensation plan will be analyzed annually to ensure it reflects competitive salary market rates and benefits packages. The analysis should create promotion pathways to enable high performers at every level, with opportunities progressive career growth. To protect the viability and continuity of the University, this analysis should address succession planning by identifying individuals who are available to fill key positions in the event of both planned changes and unexpected vacancies.

E. Build a strong culture of appreciation, recognition and collegiality for all NEOMED employees

Recognition is essential for people to feel valued and respected. Valuing the contributions of faculty and staff is the cornerstone to enhancing collegiality and collaboration.

Formal recognition programs are important, but equally important are the day-to-day acknowledgements given to faculty, staff and administrators for their efforts. A culture of appreciation and recognition sends affirming messages to all individuals that the work they do matters and is acknowledged. Specific recognition activities will be developed at the university, college, department, division and section levels. We will work to create a culture where faculty and staff show appreciation and acknowledge the efforts of those in their community.

F. Keep communication channels transparent

Transparent communication builds trust, fosters collegiality and improves collaboration. Multiple and bidirectional communication modalities that provide opportunities for dialogue will engage faculty and staff from all colleges on NEOMED's important initiatives and ultimately contribute to greater understanding of, and support for, decisions that are made.

G. Provide greater opportunities for input from the NEOMED community to assist in University decision-making

Faculty and staff will be provided greater opportunities to contribute to the University decision-making process. Their experience provides substantive insights, ideas and perspectives critical to making the best decisions. Implementing new policies and procedures will be accomplished in a more efficient, consistent, and collaborative manner.

H. Create a culture of operational excellence

NEOMED will create a culture of operational excellence by establishing clear administrative practices and eliminating waste. Implementing Lean/Six Sigma initiatives can lead to a more efficient and effective organization through employee empowerment. The University has already begun Lean/Six Sigma training for staff. NEOMED will commit to growing Lean/Six Sigma and other initiatives to develop a culture of continuous learning, focused on value and excellence.

I. Develop more philanthropic resources

NEOMED will explore opportunities to increase resources to support faculty, fund special projects and develop new programs or services.

STRATEGIC INITIATIVES FOR ALUMNI

A. Create opportunities that play a valuable role in alumni professional development and their ongoing success

NEOMED will work with alumni to understand how the University can continue to serve as a lifelong resource in their professional development and success.

To accomplish this strategy, the University will develop a stronger outreach program to maintain relationships with alumni. Internally, the University will develop a unified process for sharing alumni information across all colleges and the Office of Alumni Relations.

B. Expand opportunities for Alumni to connect with current students and the University

NEOMED will develop initiatives that give alumni greater opportunities to connect with students and the University through teaching, mentoring and advocacy. Alumni who are willing to share their stories and mentor students informally can serve as an important component of the Exceptional Student Experience.

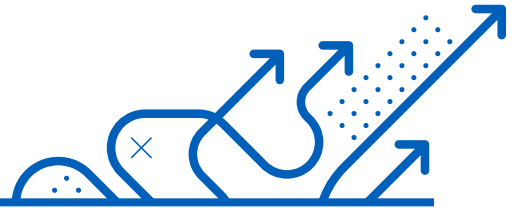
C. Develop meaningful experiences to engage alumni

The University will work to develop compelling events that will encourage alumni to return to campus to re-engage with the NEOMED community. This initiative will also support strategy (B) discussed above by giving students the opportunity to meet their informal mentors face to face.

D. Recognize Alumni for their accomplishments and leadership

Related to strategy (C) above, NEOMED will seek opportunities to recognize alumni from all colleges who have made significant contributions to their field of study and to the University. Alumni recognition events are envisioned to be prestigious, meaningful occasions to acknowledge the accomplishments of alumni who have distinguished themselves in their respective disciplines.

EDUCATION: LEADING IN LEARNING



GUIDING PRINCIPLES

NEOMED places the highest priority on educating its students and will provide a diverse, inclusive and nurturing environment that values the individual strengths and unique needs of all its students through a compassionate, equitable and supportive culture.

NEOMED strives to deliver an Exceptional Student Experience that prepares students to be leaders in their field through curiosity, self-reflection, intrinsic motivation and collaborative education.

NEOMED believes in continuous curricular improvement to maximize the value of the educational experience for its students.

Leveraging real-world and clinical experiences, our faculty and staff foster an educational environment that is academically rigorous and challenges the student to grow.

NEOMED has a dynamic approach to problem-solving that equips students with the knowledge and skills that will make them excellent professionals engaged in advancing health and health care wherever their journey leads.



STRATEGIC INITIATIVES FOR EDUCATION

A. Elevate student engagement and develop a standard for delivering an Exceptional Student Experience

Having students meet the rigorous accreditation and curricular requirements demanded by each college is essential. NEOMED will strive to deliver instruction in ways that best meet the needs of our students. Direct, hands-on, interactive experiences, balanced with technology-based applications, which are viewed by students and faculty as exceptional, set the standard for elevating student engagement. Continuously evaluating these techniques is critical to ensure that students receive an exceptional experience and that all instructional methods achieve their intended objectives.

B. Provide students with greater opportunities to learn and practice leadership skills in their respective fields of study

NEOMED aims to create future leaders in the areas of health, health care and research. To produce robust leadership curricula, including master's and certificate programs, the University will seek established leadership experts and resources to help design, refine and execute leadership-focused coursework. Additionally, students will have greater access to opportunities inside and outside of the classroom to develop and practice their leadership skills.

C. Enhance cultural competency training into the curricula

NEOMED's curricula will keep pace with the latest thinking regarding cultural awareness, cultural sensitivity and cultural humility to ensure that classroom experiences, patient interactions and volunteer opportunities are inclusive, positive and affirming.

Attention will be given to help students build strong listening skills and understand non-verbal cues to gain greater cultural awareness in clinical and social settings. Additional emphasis will be placed on understanding the social determinants of health and how they impact health, health care and patient interactions.

D. Integrate and expand the use of new educational technologies in the curricula

NEOMED will establish a technology integration framework leading to standard processes and procedures for assimilating newly purchased technology into the curricula and the classroom.

E. Define and track measures that demonstrate student performance and progress, consistent with education level

Effective assessment of student competence in classroom and clinical care settings should incorporate not only clinical knowledge and treatment, but also the ability to communicate effectively with patients, demonstrate compassion, and exhibit effective leadership and management skills. Colleges will define the skills and standards they expect students to achieve by each level and make their progress accessible so students can monitor it.

F. Create a culture of continuous quality improvement with respect to education, outcomes and student satisfaction

Many new curricular initiatives are already underway at NEOMED. Other initiatives will be undertaken during the life of this plan, including expanded research opportunities and community-

based educational opportunities for students. To ensure that these areas are positively contributing to the Exceptional Student Experience, each college will develop ongoing evaluation tools to monitor satisfaction levels and determine if intended outcomes are being realized. Monitoring and evaluating the learning process will help identify areas of concern and minimize or mitigate potential barriers to success, as well as inform future actions.

G. Expand existing partnerships and seek new relationships and partners to enhance diverse opportunities for students

NEOMED will develop action plans to expand and strengthen its relationships with institutions in health care, higher education and industry so students have increased opportunities.

NEOMED will forge relationships with new partners to broaden its educational experiences for students beyond Northeast Ohio to include nearby health systems and nonprofit organizations. While it is critical that students have comparable and consistent learning experiences, it may be desirable to create additional academic concentrations that respond to students' other interests.

H. Integrate meaningful research training and experiences into NEOMED's curricula to provide context for understanding health and patient care

Integrating research and research methodology within NEOMED's curricula will occur by intentionally incorporating research design and methodology into the curricula and providing more hands-on experiences to work on tangible research projects. Exploring alternative ways to incorporate research opportunities will be explored throughout the life of the strategic plan.

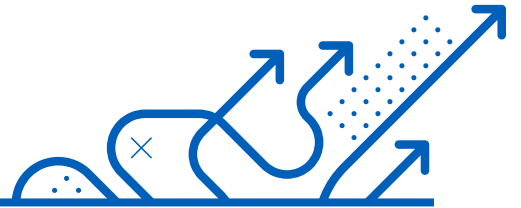
Consideration should also be given to determining expectations for students whose primary interest is not research. Alternative avenues should be made available to students who want and need to have a solid background in research methodology and practice, but do not want to become researchers.

I. Explore Interprofessional Education (IPE) opportunities

NEOMED will continue to explore curricular, extracurricular and cocurricular opportunities in which Interprofessional Education (IPE) can be further developed.



DISCOVERY: LEADING WITH INQUIRY



GUIDING PRINCIPLES

Productive research programs in the Colleges of Medicine, Pharmacy and Graduate Studies are essential to NEOMED's mission with the overarching objective of improving health and health care through discoveries.

NEOMED aspires to be a leader in research by making significant discoveries through high-impact research. Its intent is to create new knowledge and translate that knowledge into practical applications that improve health outcomes locally, nationally and globally.

NEOMED's culture of discovery will lead to breakthroughs in prevention, diagnosis, treatment and healing of health conditions, while advancing new models of care. NEOMED will foster an entrepreneurial environment to encourage the commercialization of high-impact research breakthroughs that advance health and health care.

NEOMED's discovery efforts will provide students and trainees significant and unique learning opportunities that will advance their educational experiences and their professional skills.



STRATEGIC INITIATIVES FOR DISCOVERY

A. Promote excellence in NEOMED's research enterprise

As identified by the University community, NEOMED has created six Research Focus Areas (RFA) to optimize the culture of discovery in defined themes of interest. NEOMED will continue to enhance the functionality and productivity of these RFAs, as well as to seek new RFAs that impact health and health care.

Optimizing and enhancing functionality and productivity in research endeavors that are aligned with faculty expertise will enable NEOMED to distinguish itself amongst its peers and bring prominence to the institution by creating new knowledge and impacting patient care and health outcomes.

B. Develop a more translational and health services focus in NEOMED's research agenda

While the translational aspects of basic research are never certain, developing long-term collaborations and partnerships with patient care professionals as key members of discovery teams is critical to moving basic research discoveries into practical applications that impact health outcomes. NEOMED will pursue opportunities to engage patient care professionals from NEOMED's clinical partners and from the broader community in this work.

C. Develop and execute a culture of innovation and entrepreneurship

NEOMED researchers will conduct studies in an entrepreneurial spirit that maximizes the potential to successfully commercialize new discoveries. In addition, curricular offerings in innovation education will be available to students at all levels to guide them in this sphere of work.

D. Publicize and promote NEOMED's research successes externally and internally

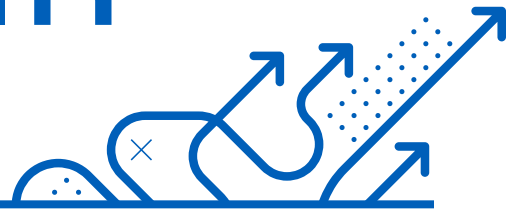
Highlighting NEOMED's expertise in research and scholarship to larger external and internal audiences will reinforce NEOMED's value and leadership in discovery, further promoting additional potential collaborations and supporting the recruitment and retention of high-caliber faculty. Demonstrated research success can also be promoted as a compelling differentiator when prospective students visit NEOMED. Sharing ideas among faculty and student researchers will create a more robust community of inquiry and enhance key learnings across all research areas.

E. Promote research that advances the scholarship of teaching

Inquiry into the scholarship of teaching is consistent with creating the Exceptional Student Experience. NEOMED will enrich its student experience by helping faculty learn new teaching techniques and implement best practices in classroom settings. As technology, changing student expectations and public health issues evolve, advancing the scholarship of learning will enable the faculty to improve their pedagogical expertise and support exceptional student experiences.



SERVICE & COMMUNITY ENGAGEMENT: LEADING WITH OTHERS



GUIDING PRINCIPLES

Partnerships and collaboration are critical and central to NEOMED's mission. NEOMED will be strategic and intentional in deciding where and when to invest its human and financial resources.

In doing so, the following principles will guide these decisions:

- The partnership should further NEOMED's mission of education, discovery, and service
- The partnership should increase opportunities for NEOMED students
- The partnership should further the growth and development of faculty and staff
- The partnership should represent a mutually beneficial opportunity for NEOMED and the partner business, institution or organization
- The partnership should further community health, economic development and/or overall quality of life
- The partnership should be aligned with the other goals and strategies outlined in the strategic plan

With this framework, NEOMED will sharpen its focus on the service opportunities and partnerships that provide the greatest value and return on investment.

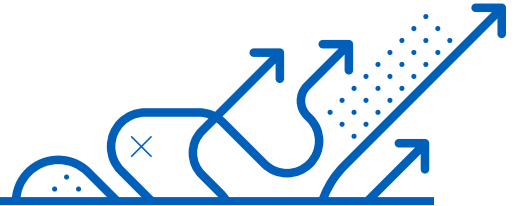


STRATEGIC INITIATIVES FOR SERVICE AND COMMUNITY ENGAGEMENT

- A. **NEOMED will build and maintain strategic partnerships that provide exceptional learning opportunities for students, strengthen research and further the University's impact**
- B. **NEOMED will collaborate with others to improve health care outcomes in its communities**
Opportunities for impactful community engagement include the following examples:
 - 1. Increase patient access to NEOMED health care services, especially medical and pharmacy services
 - 2. Develop health and wellness educational programs targeted towards various community organizations such as schools, mental health agencies, nursing homes, assisted living facilities, and business community partners.
 - 3. Partner with local community health organizations to expand students' opportunities to participate in the delivery of patient care services.
 - 4. Broaden wellness activities available on campus to extend to the broader community, whether through formal or informal programs and services.
 - 5. Expand mental health services to institutions of higher education, hospital systems, and other organizations in the state of Ohio.
- C. **NEOMED will develop strategic partnerships with other organizations to advance medical knowledge, expand the reach and impact of research, and improve the health and wellness of the community**
- D. **NEOMED will work with local leaders to be an integral part of its community and to improve the quality of life for its residents**
- E. **NEOMED will advocate for its community by enlisting key stakeholder support on political, regulatory and/or business issues that have current or future impact on the University**



GROWTH: LEADING FUTURE OPPORTUNITIES



GUIDING PRINCIPLES

NEOMED will pursue new opportunities to grow the University through expansion of its reach and development of new areas of expertise that support its mission.

NEOMED will evaluate opportunities based on how the new venture will:

- Support NEOMED's mission
- Enhance the Exceptional Student Experience
- Impact the University's existing infrastructure and human resources
- Serve the community
- Add value to NEOMED's image and reputation
- Provide a sustainable financial model, from development through implementation and operation



STRATEGIC INITIATIVES FOR GROWTH

A. Develop a new health care platform: The Campus-based NEOMED Clinic

NEOMED intends to develop new health care delivery models and create a new health care platform that will provide integrated primary health care services at a campus-based clinical site. The NEOMED Clinic will advance the University's mission and vision by providing a location on campus where students and employees can receive primary health care services. It is also envisioned that the Clinic will be able to provide services to the underserved population from the immediate community. The Clinic and new model will incorporate the biopsychosocial (BPS) aspects of care while addressing components that are the basis for chronic diseases. The BPS model will provide an opportunity for NEOMED's students to meet the challenge of chronic illnesses which are a result of these lifestyle and environmental components.

The facility will serve as a supportive teaching environment where students will practice clinical skills and create the future leaders who will provide skilled and compassionate care to patients. This new model will not only provide an exceptional opportunity for our students, but an additional training experience on the NEOMED campus.

B. NEOMED will evaluate existing programs and explore new academic programs

NEOMED will explore the viability of expanding its current academic programs as well as adding new academic programs to meet the needs of its students and the communities it serves.

C. Develop the resources and foundational work required to become more involved with public health initiatives

NEOMED has the expertise to play a more visible and significant role in public health issues. Potential areas of influence could be:

- Advocacy
- Education
- Research
- Population health

NEOMED should determine how to position itself to be engaged with public health initiatives while also supporting the University's mission.



ADMINISTRATIVE AND ACADEMIC SUPPORT OPERATIONS: LEADING THROUGH CONTINUOUS PROCESS IMPROVEMENT

Administrative and academic support operations support the entire University. These operations are critical to achieving all of the strategic initiatives set forth in this plan.



GUIDING PRINCIPLES

NEOMED will anticipate emerging trends related to its mission and operate efficiently and sustainably by building on the strengths of its faculty, staff and students. NEOMED will meet the challenges of the future by supporting an environment of continuous improvement.

The Administrative and Academic Support units exist on campus to advance NEOMED's mission and vision. From Purchasing to Human Resources to Information Technology, all support units exist to ensure smooth University operations while complying with necessary legal, financial and other regulatory requirements.

NEOMED needs to examine its infrastructure regularly as part of good administrative practice. Such reviews are needed to advance the goal of continuous improvement.

KEY INITIATIVES:

- A. **Examine key administrative processes for consistency, compliance, responsiveness to stakeholders and administrative ease**
- B. **Develop a standardized process to support entrepreneurial efforts by creating a timely, responsive and agile administrative structure to assess, develop and approve new initiatives**
- C. **Set standards for administrative processes that include LEAN/Six Sigma analyses, which lead to best practices and continuous operational improvements**
- D. **Implement a zero-based budgeting protocol to fund initiatives built upon quantifiable needs rather than historic budget practices**
- E. **Share the strategic planning survey results with appropriate administrative offices to reinforce commitments to transparency and improved communication practices**