

**DYOUVILLE UNIVERSITY**  
PROPOSED COLLEGE OF OSTEOPATHIC MEDICINE

**STRATEGIC PLAN**  
2024-2028

## Introduction

This strategic plan is designed to guide the establishment and growth of the D'Youville University College of Osteopathic Medicine (DYU-COM). As a "living document," this plan will be periodically updated to respond to evolving challenges and opportunities, reflecting the dynamic nature of the institution and the broader healthcare landscape.

Building upon the foundation of our parent institution, this plan integrates the unique strengths and opportunities of D'Youville University and the Western New York region which they have been integrated within for the past 115+ years. DYU-COM aims to drive innovation and excellence in osteopathic medical education, preparing future healthcare leaders and contributing to the local and regional healthcare community.

As part of the strategic planning progress, our planning teams have refined novel ideas into specific strategic goals and initiatives to be executed between 2024-2028, which aligns the timeline anticipated for graduating our first class of Doctors in Osteopathic Medicine.

Following **Pre-Accreditation Element 1.2**, DYU-COM has developed a comprehensive Strategic Plan that aligns with the core aspects of the COM's mission, including a strong emphasis on advancing diversity, equity, and inclusion. The strategic plan was created with significant faculty, and staff involvement throughout the development, review, and revision processes. Each team was composed of a diverse group of stakeholders, including D'Youville University President's Council, the DYU-COM Dean's Council, faculty, staff, and administrators. External partners were also represented in the process of this work including but not limited to, Catholic Health, Primary Care of Western New York, Buffalo Medical Group, Jericho Road Community Health Center, Dent Institute, Independent Health, and the members of the DYU-COM Founders Committee.

The DYU-COM strategic plan will be executed over four years and progress reviews will occur on a bi-yearly basis, led by the Dean's council to ensure all KPI's are being monitored and that progress is being made in all aspects of the plan. We look forward to collaborating with everyone involved in this start-up operation and are excited to begin making an impact in society through healthcare education.

**Founding Dean**  
Dr. Shawn Patrick Cannon, DO



# DYU-COM Strategic Planning Process

No two strategic planning processes are the same. Our process started in June 2022 with the hiring of the founding dean and has evolved someone organically overtime in alignment to the accreditation process and start-up operations of the ever-expanding DYU-COM team. Over the past two years, ideas have been rigorously evaluated, discussed, analyzed, and revised. In actuality, this is the third revision the DYU-COM strategic plan. However, it is now a document that the team feels is complete and provides a comprehensive vision of the path forward to 2028, when DYU-COM graduates its first class of physicians.

## Flowchart of Major Objectives in Strategic Planning



# 1. Clarifying Mission, Vision, Values, & Goals

Clarifying the mission, vision, values, and goals of DYU-COM serves as the cornerstone of the strategic planning process. This section provides a side-by-side articulation of the mission and vision of DYU-COM, in alignment to the overarching mission and vision of the parent institution, D'Youville University.

For the purpose of this document, the **mission statement** defines the core purpose and commitment to students, faculty, and the broader community. It captures what the college/university stand for and what it strives to achieve. The **vision statement** is intended to paint a picture of our respective aspirations for the future. Together, these statements provide a clear and unified direction for all stakeholders, ensuring that everyone is working towards common objectives.

## A Unified View of the Future

The statements provided below illustrate a clear alignment between DYU-COM and the parent institution, which both aspire to educate and promote health among their direct constituents, as well as the external community at large.

DYU-COM	D'Youville University
<p data-bbox="418 1073 545 1108"><b>Mission</b></p> <p data-bbox="289 1140 665 1325">D'Youville University College of Osteopathic Medicine prepares osteopathic physicians who are focused on service, equity, and the health and well-being of a diverse society.</p>	<p data-bbox="1057 1073 1183 1108"><b>Mission</b></p> <p data-bbox="829 1140 1417 1457">D'Youville is an independent institution of higher education that offers baccalaureate and graduate programs to students of all faiths, cultures, and backgrounds. D'Youville honors its Catholic heritage and the spirit of St. Marguerite d'Youville by providing academic, social, spiritual, and professional development in programs that emphasize leadership and service. D'Youville teaches students to contribute to the world community by leading compassionate, productive, and responsible lives.</p>
<p data-bbox="435 1554 534 1589"><b>Vision</b></p> <p data-bbox="204 1621 760 1837">DYU-COM will deliver innovative, inclusive, and collaborative osteopathic medical education that fosters service and promotes scholarly inquiry. D'Youville University physicians will foster healthy communities by focusing on the care of the whole person and continuously strive for innovation and continuous improvement.</p>	<p data-bbox="1073 1554 1169 1589"><b>Vision</b></p> <p data-bbox="911 1621 1346 1791">D'Youville will be a leader in education, a community of scholars, a dynamic force within the community, an institution which never refuses to serve.</p>

## DYU-COM Values

We are committed to fostering a dynamic and supportive educational environment through our core seven (7) values of innovation, inclusivity, integrity, wellness, caring service, leadership, and research. A description of these values are provided below.

<b>Innovation &amp; Continuous Improvement</b>	We embrace cutting-edge technology and continually refine our curriculum and practices to stay ahead in the evolving medical field. We integrate the latest advancements and feedback to enhance educational outcomes and professional preparedness.
<b>Inclusivity &amp; Diversity</b>	We strive to create a diverse and inclusive environment that reflects societal complexities. Our recruitment, curriculum, and community practices are designed to value and incorporate diverse perspectives, ensuring equitable opportunities and culturally competent care.
<b>Integrity</b>	Upholding the highest ethical standards is fundamental to our operations. We emphasize transparency, accountability, and honesty in all activities and instill these values in our students to ensure they practice professionally.
<b>Wellness</b>	We prioritize the holistic well-being of our community by providing comprehensive wellness programs and resources. Our initiatives support students, faculty, and staff's physical, mental, and emotional health, fostering a balanced and thriving environment.
<b>Caring Service</b>	Compassion and patient-centered care are central to our approach. We teach our students to provide empathetic and respectful care and extend this commitment through community outreach and support initiatives.
<b>Leadership</b>	DYU-COM is dedicated to developing future leaders in osteopathic medicine. We offer leadership training and opportunities to inspire and equip students to drive positive change and excel in their careers.
<b>Research</b>	We promote a vibrant research culture, encouraging innovative inquiry and evidence-based practices. Our research efforts aim to advance medical knowledge and improve healthcare outcomes through collaborative and impactful studies.

### DYU-COM Goal

DYU-COM will provide exemplary community-oriented primary care education to improve healthcare outcomes.

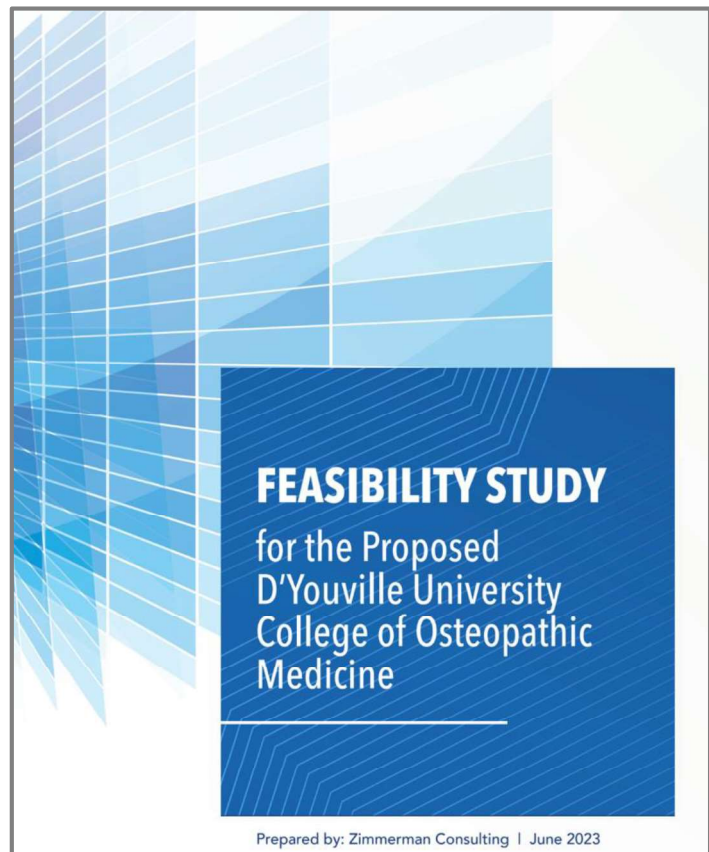
## 2. Conducting an Environmental Scan

The research phase of developing DYU-COM has been an extensive three-stage process.



In May 2022, Sharon B. Zimmerman Consulting, Inc. (Zimmerman Consulting) was retained to analyze and assess the feasibility of a college of osteopathic medicine at D’Youville University, in Buffalo New York. After twelve months of extensive collaboration and research, Zimmerman Consulting completed the thorough assessment for DYU-COM and found that their initial planning efforts demonstrated favorable feasibility and met the requirements of the American Osteopathic Association’s Commission on Osteopathic Accreditation for a new and developing college of osteopathic medicine. Among the many reasons supporting the development of a new college of osteopathic medicine, the following key data points are noteworthy of restating in the strategic plan:

- 1. Respond to Physician Shortages:**  
To address the overall critical shortage of physicians in the Western New York Region
- 2. Support Underserved Locations:**  
To support capacity building of healthcare resources in a strategic area with a surrounding population of the most marginalized and underserved communities.
- 3. Strengthen Existing Capacities:**  
To provide educational opportunities for physicians focused on primary care at a stable well-established healthcare-focused university with 14+ health-science degrees.



## Understanding Our Strategic Landscape

A comprehensive SWOT (strengths, weaknesses, opportunities, threats) analysis was conducted during the feasibility study and has been continuously updated since providing a living document of context surrounding the start-up operations of DYU-COM, with a focus on ensuring its success. This analysis evaluates the institution's internal strengths and weaknesses, as well as external opportunities and threats, providing a foundational understanding of its strategic landscape. The insights gained from this SWOT analysis can guide decision-making and strategic planning to enhance DYU-COM fulfills its mission, vision, values, and goal. The following table outlines the critical elements of this SWOT analysis, highlighting the areas where DYU-COM can leverage its strengths, address its weaknesses, capitalize on opportunities, and mitigate potential threats.

Strengths	Weaknesses
<p><b>Established Institutional Reputation:</b> Integration into the parent institution, D'Youville University, provides a strong existing brand and reputation for DYU-COM to align with in Buffalo and Western New York.</p> <p><b>Health-Science Focus:</b> Parent institution has experience in the health-science with 14+ other healthcare related degree programs.</p> <p><b>Existing Instructional Space &amp; Schedule Capacity:</b> Parent institution has a wide variety of related program spaces that are available for supporting start-up operations.</p> <p><b>Strong Student Support Services Infrastructure:</b> A committed team of staff already exists in mass and can be tapped into to provide additional capacity at anytime.</p> <p><b>Existing Community and Healthcare Partnerships:</b> Strong collaborations exist with local healthcare providers and community organizations.</p>	<p><b>Long-term Facilities Demand:</b> With the launch of a program of this size and scale, significant investment is necessary to develop a new dedicated building to meet the needs for the long-term development of DYU-COM.</p> <p><b>Limited Research Background:</b> Parent institution has primarily been clinically focused and lacks depth of research capacity in existing human and technological capital. This may impact DYU-COM's ability to recruit faculty.</p>
Opportunities	Threats
<p><b>Growing Regional Healthcare Needs:</b> The rising demand for healthcare professionals in Western New York presents a compelling case for expanding medical education.</p> <p><b>Significant Grant Funding Opportunities:</b> Demographics of the surrounding area provide strong opportunities for grant funding to support training and clinical placement.</p> <p><b>Collaboration and Engagement:</b> Potential to expand existing partnerships with hospitals, clinics, and community engagement programs.</p> <p><b>Student Housing Capacity:</b> There is a wide variety of partnership opportunities for student housing available.</p>	<p><b>Securing Clinical Rotations:</b> Securing and maintain enough clinical rotations in the state is difficult for all new and developing COMs.</p> <p><b>Developing New GME:</b> Similar to clinical placement, the development of GME is a difficult task for all new and developing COMs.</p>

### 3. Defining Strategic Priorities

Since 2018, DYU-COM’s parent institution, D’Youville University has been focused toward three strategic priorities. These were developed via an **Adaptive Planning Process** which has undergone widespread and continuous stakeholder input, evaluation, and prioritization. In summary, the three key strategic priorities for the parent institution are to improve education, improve student experience, and simultaneously find ways to increase opportunities for learning while also improving the surrounding community. These three priorities are explicitly listed below.

#### Parent Institution’s Three Strategic Priorities

- #1 Enriching Educational Excellence
- #2 Enhancing the Student Experience
- #3 Expanding Opportunity & Building Community

### 4. Developing DYU-COM Strategic Initiatives

The establishment of strategic initiatives within DYU-COM was a collaborative and ongoing process that involved many stakeholders and was designed to align initiatives with the mission, vision, values and goal of DYU-COM. The DYU-COM strategic priorities were also designed to upwardly align the parent institution’s strategic priorities. Following the three parent institution priorities, working groups composed of subject matter experts and stakeholders were tasked with drafting specific strategic initiatives. These groups were responsible for translating broad goals into actionable initiatives, each designed to drive progress in a particular area of DYU-COM’s mission. Some overlap was identified, such as the desire for integrating research-based pedagogy and technology across all stages of the curriculum. Additionally, the interest of integrating diversity, equity and inclusion (DEI) into the fabric of the organizational culture resulted in the plan having DEI initiative listed within each of the three key strategic priorities. These following pages outline DYU-COM’s strategic initiatives and their alignment to the parent institution’s three strategic priorities in detail.



## Priority 1: Enriching Educational Excellence

DYU-COM aims to provide transformational educational experiences that cultivate highly skilled, empathetic, and culturally aware physicians.

Student Programming	Initiative(s)	
Pre-Medical Education	<b>Develop Gateway:</b> Collaborate with Parent institution to develop a pre-medical education program to support physician preparedness.	<b>Integrate Research-based Pedagogy &amp; Technology Across All Curriculum</b> <ul style="list-style-type: none"> <li>○ Active learning</li> <li>○ Interprofessional education</li> <li>○ Simulation &amp; Advanced technologies</li> <li>○ Personalized learner support tools</li> </ul>
Pre-Clinical Education	<b>Rigorous &amp; Relevant Curriculum:</b> Integrate active learning activities throughout the core pre-clinical curriculum.	
Early Clinical Education	<b>Develop &amp; Deploy Early Clinical Experiences:</b> Increase availability of early clinical experiences for 1 <sup>st</sup> and 2 <sup>nd</sup> year students and establish specific objectives for each semester.	
Clinical Education	<b>Secure &amp; Maintain Optimal Rotations:</b> Achieve a clinical rotation capacity of 100% and ensure proximity for all third-year core rotations	
Licensure Examinations	<b>Maintain high student pass rates:</b> <ul style="list-style-type: none"> <li>○ 95% or higher pass rate on COMLEX level 2</li> <li>○ 100% pass rate on COMAT exams</li> </ul>	

Employee Programming	Initiative(s)
Research	<b>Increase Research Output:</b> Cultivate a Professional Learning Community engaged in research, dialogue, presentations, and opportunities for integrating student research collaboration into the extra-curricular fabric of medical education.
Professional Development	<b>Offer Professional Development:</b> Ensure ongoing and continuous training programs are deployed to empower faculty to deliver best-in-class educational experiences which utilize research-based pedagogy and technology across the curriculum.

DEI	Initiative(s)
Ongoing Training	<b>Offer Ongoing Training:</b> Ensure ongoing and continuous training programs are made available to integrate diversity equity and inclusion into the cultural fabric of the academic offerings and ensure compliance with all laws and regulations.

## Priority 2: Enhance the Student Experience

DYU-COM aims to provide the facilities and programming needed to support the wellness, growth, and satisfaction of physicians going through their medical education journey.

Facilities	Initiative(s)
On-campus Facilities	<b>Scheduling &amp; Contingency:</b> Plan for the scheduling and contingency of the first cohort of medical students to be taught on parent institution's campus.
Permanent Facility	<b>Design &amp; Construction:</b> Plan for the second cohort and beyond to be taught in a new permanent facility with a minimum capacity of 180 student per cohort.

Extra-curricular Programming	Initiative(s)
Student Life	<b>Student Communities &amp; Socialization:</b> Implement a series of programs for students to get to know their peers and have opportunities for extracurricular engagement.
Communication	<p><b>Host Regular Communications:</b> To ensure clarity of communication and a mutual understanding of DYU-COM mission and objectives, DYU-COM will establish regular outlets for communication between administration-to-employees, as well as administration-to-students.</p> <p><b>Ensure Accessibility:</b> DYU-COM administration will ensure they are accessible to students and employees and will develop programs and events to provide opportunities for dialogue and communication.</p>
Wellness	<b>Health &amp; Wellbeing Programming:</b> Implement a comprehensive wellness program, including mental and physical health for students and employees.
Assessment	<b>Annual Assessments:</b> Conduct a series of annual assessments to understand students' experiences and inform continuous improvements to the facilities, training, curriculum, and programming of DYU-COM.
Mentorship	<b>Alumni Mentorship:</b> Launch a comprehensive alumni mentorship program with clear guidelines, matching processes, and ongoing support for mentors and students.

DEI	Initiative(s)
Cultivating Community	<p><b>Student Recruitment:</b> Ensure policies and processes are developed and implemented to promote the enrollment and retention of a diverse student classes.</p> <p><b>Employee Recruitment:</b> Ensure policies and processes are developed and implemented to promote the enrollment and retention of diverse employee community.</p>

## Priority 3: Expanding Opportunity & Building Community

DYU-COM aims to provide a diverse array of opportunities for supporting growth and health among the students, faculty, and the surrounding community.

Extra-curricular Programming	Initiative(s)
Research Collaboration	<b>Scholarship Opportunities:</b> Expand network of collaborations for faculty and student research and scholarly engagement.
Community Outreach	<b>Health Awareness Promotion:</b> Develop and deploy a series of communication and education initiatives which support the development and awareness of health in the local community.
Community Service	<b>Caring Professional/Social Medicine Opportunities:</b> Provide students with hands-on experiences in the community that support the development of character, professionalism and social medicine throughout the entire duration of their degree.
Student Mentorship	<b>Alumni Mentorship:</b> Launch a comprehensive alumni mentorship program with clear guidelines, matching processes, and ongoing support for mentors and students.

DEI	Initiative(s)
Awareness & Advocacy	<p><b>Public Seminars &amp; Dialogue:</b> Organize events such as panel discussions, workshops, and seminars focused on DEI in healthcare topics that bring together the broader community and healthcare profession to promote dialogue encouraging understanding and fostering a more inclusive community both within and outside the COM.</p> <p><b>Policy Advocacy:</b> Engage in research and advocacy efforts aimed at influencing public policy related to DEI in healthcare, such as policies improving access to care, reducing disparities, and promoting health equity.</p>

# DYU-COM Start-up Initiatives

In addition to the DYU-COM’s longer-term strategic initiatives, DYU-COM is also focused on a variety of short-term initiatives that relate to the launch of the COM and preparation for enrolling the first class of students. The following table overviews the key people, processes, and technology initiatives that will be managed by DYU-COM stakeholders during the start-up phase of operations.

<b>People Initiatives</b>	
<p><b>Talent Acquisition &amp; Recruitment</b> DYU-COM must develop plans for talent acquisition and recruitment of all the faculty and staff needed to run the COM.</p>	<p><b>Employee Onboarding</b> DYU-COM must develop plans for smoothly onboarding the waves of new employees that will be hired over the course of the first 4 years.</p>
<p><b>General DYU-COM Trainings</b> DYU-COM must develop a series of training courses to streamline educational processes for all general tools/systems used by all employees.</p>	<p><b>Specialized Professional Development</b> DYU-COM must develop a series of trainings that touch on more specialized business objectives, such as admissions, financial aid, and instruction.</p>
<b>Process Initiatives</b>	
<p><b>Curriculum Development</b> DYU-COM faculty must finalize preparation for all pre-clinical curriculum for all lectures, labs, seminars, and self-directed learning modules.</p>	<p><b>Accreditation &amp; Compliance</b> DYU-COM must adhere to the accreditation timeline and maintain an organized system of documentation to remain in compliance.</p>
<p><b>Clinical Relationship Management</b> DYU-COM must ensure they have processes in place to effectively manage and maintain all necessary relationships for clinical rotations.</p>	<p><b>Admissions &amp; Enrollment</b> DYU-COM must develop the marketing strategies, and all necessary collateral digital and physical resources needed to enroll the first class.</p>
<b>Technology Initiatives</b>	
<p><b>Enterprise Resource Management Software</b> DYU-COM must ensure business data is supported and protected, and that the appropriate employees can use the systems.</p>	<p><b>Classroom Technology</b> DYU-COM must ensure a standardized set of classroom technology is installed and that faculty can effectively use the systems.</p>
<p><b>Learning Management Software</b> DYU-COM must ensure digital learning resources are prepared to the highest possible standards and that faculty can use the systems.</p>	<p><b>Specialized Academic Equipment</b> DYU-COM must ensure all specialized academic equipment is procured, installed, calibrated, and setup with preventative maintenance protocols.</p>

## 5. Collecting Feedback & Reviewing Progress

Reviewing DYU-COM progress is an ongoing and iterative process. This section outlines the key mechanism taken which allowed DYU-COM to collect feedback from major stakeholders and disseminate information, sharing a review of the progress made to-date in the development of DYU-COM and its strategic plan and initiatives. Three bodies of constituents have been the primary stakeholders involved in the feedback and review process. Those constituents have represented: (1) academic and university stakeholders, (2) the medical community, and the (3) broader business community and alumni-base surrounding the parent institution.

Academic & University  
Groups

Medical Community

Business Community &  
Alumni

Meetings and discussions have taken a wide variety of forms, including but not limited to business meetings, seminars, retreats, lunches, dinners, and informal coffee discussions. The feedback gained has been critical for understanding the societal issues of our region, as well as the real-world impact of DYU-COM, and the strategic initiatives identified in this strategic plan. Feedback from these stakeholders has also informed adjustments along the development process to better meet the needs of the DYU-COM community and its broader mission.

### Academic & University Stakeholders

The academic and university stakeholders start with the President of D'Youville University and Founding Dean of DYU-COM. In addition to these key leadership roles, the strategic plan has been influenced by the President's Council, Dean's Council, and various members of the faculty, staff, and administration at DYU-COM.

### Medical Community Stakeholders

The medical community stakeholders have been engaged through a wide variety of personalized lunch and dinner meetings to develop relationships and share information. Some of the key stakeholders include but are not limited to Catholic Health, Buffalo Medical Group, Independent Health, Dent Institute, Primary Care of Western New York, and Jericho Road Community Health Center.

### Business Community & Parent Institution Alumni

Business community and parent institution alumni have been engaged primarily through a mechanism called the "Founders Committee," which was established to share information about DYU-COM and kick-off conversations related to a capital campaign for the facilities needs of DYU-COM. The Founders Committee is a 20 person body chaired by Stephan Tyrpak, alumni and V.P. of Operations at PQE, Global Life Science Services Group. Other members include Joyce Markiewicz, CEO of Catholic Health, Gregory Clabeaux, DO, and Sara White, DO.

## 6. Implementing, Ongoing Monitoring & Revisions

This strategic plan for DYU-COM will be executed over four years (2024-2028) with oversight from a series of dedicated teams and committees.

### Management and Oversight

Within the first six (6) months of this plan, a **Strategic Planning Steering Committee** will be formed to provide guidance over the entire strategic planning process for DYU-COM. This committee will at a minimum consist of seven (7) people including, the dean, three (3) DYU-COM faculty, three (3) DYU-COM staff and administration, and two (2) members of the parent institution. In addition to having oversight of the process, this committee will also carry the responsibilities of developing annual evaluation of initiatives and hosting ideation/feedback sessions with the DYU-COM community to ensure the plan remains relevant, practical, and well understood.

### Implementation

Within the first six (6) months of this plan, a series of **Implementation Teams** will be formed to assign responsibility over carrying out DYU-COM strategic initiatives and ensuring each initiative has agreed upon corresponding **Key Performance Indicators** to be used for assessing the outcomes of work. Implementation teams will report on their progress to the Strategic Planning Steering Committee on a periodic basis, or upon request. Implementation teams are also strongly encouraged to participate in the annual DYU-COM ideation/feedback sessions to further promote the development of a successful COM.

### Revisions

The world around us is not a static environment, so we anticipate this plan to change overtime. The aim is to publish revisions to this plan on a biennial basis. In other words, DYU-COM would publish an updated version of the strategic plan every two (2) years, after hosting a minimum of two (2) ideation/feedback sessions with the DYU-COM community. This structured approach to cultivating and maintaining the DYU-COM Strategic Plan will support DYU-COM in becoming a leading institution in osteopathic education and advancing healthcare in the broader Western New York region.

In conclusion, the strategic plan DYU-COM represents a bold and forward-thinking vision for the future, rooted in our deep commitment to excellence in education. By embracing the principles, strategies, and initiatives organized in this document, we are positioning ourselves to meet the evolving needs of our students, faculty, and the communities we serve. This plan is not just a roadmap for the next few years, but a living document that will guide our growth, adapt to emerging challenges, and ensure that we continue to lead in shaping the future of healthcare. As we move forward, our collective dedication to these strategic initiatives will empower us to make a meaningful and lasting impact on the health and well-being of individuals and communities both locally and globally. Together, we will build on our legacy of excellence and create a brighter, healthier future for all.