

Xavier University

College of Osteopathic Medicine



Strategic Plan

2025 - 2031

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1.0 Executive Summary

XUCOM's Strategic Plan 2025 - 2031 was designed to operationalize XUCOM's Mission, support XU's Sustaining Excellence: Xavier's Path to Success (<https://www.xavier.edu/sustaining-excellence/index>), and create synergy with XUCOM's Strategic Plans for Research and Information Technology.

Core Tenets of the Plan

- The entire Strategic Plan is reviewed and updated at least every 3 Years
 - o Progress reports are reviewed annually
- No more than 5 Focal Points (aka Goals)
 - o Primary Mechanisms support each Focal Point
 - o Activities that capitalize on Opportunities may be modified annually
- Key Performance Indicators (KPI) are reviewed semiannually

Steve Halm, DO, the Founding Dean conducted a series of introductory meetings with various participant groups from April 2024 through August 2025. The members of the Dean's Leadership and Advisory Teams solicited additional input from individuals and groups as opportunities presented themselves. Following two SWOT Analyses and a Planning Session, a draft of the Strategic Plan was generated by the Dean's Advisory Council in August 2025 and a final version forwarded to the Dean. The Dean approved the Strategic Plan 2025 – 2031 on 9/23/2025.

Prior to disseminating the XUCOM Strategic Plan 2025 - 2031, Dean Halm's Leadership and Advisory Teams committed to assuring that the plan would not simply be a product, but also a dynamic and ongoing process that would involve XUCOM faculty and staff as they are hired, as well as XUCOM students after they matriculate.

XUCOM's Strategic Plan 2025 – 2031 prioritizes XUCOM's goals and will guide activities as XUCOM grows and evolves in service to its community and the osteopathic profession.

The Strategic Plan 2025 – 2031 is published at: https://www.xavier.edu/college-of-medicine/com_policies/xucom_pre-accred_element1.2_FULL.pdf

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2.0 Overview

Purpose Statement

Founded in 1831 as the sixth Catholic university and fourth Jesuit university in the United States, Xavier University (XU) forms students who change the world for the better.

2.1 XU Mission and Vision

XU Mission

Xavier is a Jesuit Catholic university rooted in the liberal arts tradition. Our mission is to educate each student intellectually, morally and spiritually. We create learning opportunities through rigorous academic and professional programs integrated with co-curricular engagement. In an inclusive environment of open and free inquiry, we prepare students for a world that is increasingly diverse, complex and interdependent. Driven by our commitment to educating the whole person, promoting the common good, and serving others, the Xavier community challenges and supports all our members as we cultivate lives of reflection, compassion and informed action.

XU Vision

Through individual attention, education of the whole person, and academic excellence grounded in the Jesuit Catholic tradition, Xavier will mark its 200th anniversary as one of the nation's premier doctoral/professional universities.

2.2 XUCOM Mission and Vision

XUCOM Mission

The mission of the XU-COM is to establish and grow a reflective and discerning medical community that educates osteopathic physicians in the Jesuit Catholic tradition to be fully alive intellectually, morally, and spiritually in their individual journey. Our graduates will be relentless in their pursuit of compassion, excellence, and service to their patients and communities in becoming impactful physician leaders.

XUCOM Vision

Xavier University College of Osteopathic Medicine will be the pillar in educating impactful physician leaders of tomorrow to serve their communities by integrating Jesuit Catholic values with Osteopathic Medical principles.

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3.0 Message from the Founding Dean, XUCOM

President John F. Kennedy said “Change is the law of life, and those who look only to the past and the present are certain to miss the future.”

Shortly before XU broke ground (December 6, 2024) on the site for its proposed College of Osteopathic Medicine (XUCOM), Reverend David De Marco, an Assistant Professor at Loyola University’s medical school, a member of Xavier’s Board of Trustees, a Jesuit Priest, and a fellow general Internal Medicine physician shared a document with me that he authored titled: *“Précis - A Reflection About the Jesuit Catholic Identity of a Medical School”*.

Father DeMarco wrote *“The dynamic relationship between the Jesuit Catholic mission and an institution established for ... medical education transforms the institution’s fabric — its activities and structures — and **births** its collective Jesuit Catholic identity.”* He added that this identity needs to *“appreciate and advocate for the unconditional worth of humankind.”*

Pre-medical students at Jesuit colleges and universities learn to embrace and love three consistent themes embedded in their undergraduate education:

1. *Cura Personalis* (care for the individual, with attention to mind, body and spirit);
2. *Magis* (seeking to find MORE in all that we do to find universal good of God’s justice); and
3. *Reflective Living* (valuing each of our experiences as an opportunity for growth — an opportunity to become more fully alive).

These three Jesuit themes align perfectly with the “Tenets of Osteopathic Medicine” ... that

1. The person is a unit made up of mind, body, and spirit.
2. The body is capable of self-regulation, self-healing and health maintenance.
3. The structure of the body directly affects its function.

The BEST care of our patients should consider them all.

XUCOM’s Strategic Plan 2025 – 2031 was created to serve as a guide for our faculty and staff, an invitation to potential applicants, and a commitment to our community. Please review it and consider joining us on our mission.

I am proud to serve as the Founding Dean and eagerly anticipate welcoming our inaugural class of osteopathic medical students as XUCOM embarks on its journey to positively impact Cincinnati, the surrounding communities, the State of Ohio, and the healthcare of generations to follow.



Steven J. Halm, DO, FAAP, FACP, FACOI, HPF
Dean and Chief Academic Officer

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4.0 Development of the Strategic Plan

Serial discussions related to XUCOM's Mission and Goals occurred through an iterative process.

4.1 The Planning Process

Discussions surrounding XUCOM's Strategic Plan started shortly after the hiring of Dean Halm in February 2024. Dean Halm's Leadership Team led discussions and conducted SWOT Analyses with colleagues from the XU campus and partners in the community.

4.2 Environmental Analysis

Community

The leadership of Xavier University and XUCOM engaged the services of four (4) consulting groups to assist with the collection and analysis of information related to healthcare delivery and facilities in Cincinnati, facilities within 45 miles of the XU-COM campus, and throughout the state of Ohio. The consulting groups were Deloitte, Tripp-Umbach, Germane Solutions, and Ward Stephens, DHSc.

Literature

The Dean's Leadership Team collected and reviewed reports, articles, and data from several sources including, but not limited to AOA, AMA, AACOM, AAMC, NBOME, NBME, NRMP, journals (*The Journal of Osteopathic Medicine, Academic Medicine, Teaching and Learning in Medicine*), and peer institutions (Jesuit MD programs: Creighton University, Georgetown University, Loyola University, and St. Louis University; COMs: Ohio University, Marian University, Michigan State University, Midwestern University [Downers Grove, IL], and Duquesne University).

4.3 SWOT Analysis

Two primary groups - SITCOM and CSIG – were led through a SWOT Analysis. The discussions included an evaluation of how XUCOM's Strategic Plan would complement and interface with XUCOM's Information Technology (IT) and Research Strategic Plans.

Key takeaways

Strengths <ul style="list-style-type: none">• Dedicated Board of Trustees• Motivated and Experienced XU Leadership• Robust pool of alumni• Opportunities with Jesuit Colleges and Universities• XUCOM Leadership with experience	Opportunities <ul style="list-style-type: none">• Extensive pool of experienced DOs in Ohio, Southeast Indiana, Northern Kentucky• XU: Establishing Center for Research Excellence• Educational Research / Scholarship• Ability to generate synergy with College of Nursing and College of Professional Sciences
Weaknesses <ul style="list-style-type: none">• XU: Limited Graduate Programs• No history of prior OMM/OPP research• XUCOM Identity as a Proposed COM	Threats <ul style="list-style-type: none">• Other Medical Schools (DO & MD) in Ohio• Competition for Grants (NIH, HRSA, etc.)• Competition for Hiring

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5.0 The Strategic Plan

XUCOM's Strategic Plan 2025 – 2031 is included in the Appendix of this document.

5.1 Primary Goals / Key Objectives / Activities / Key Performance Indicators (KPIs)

See Appendix

5.2 Continuous Quality Improvement (CQI)

The Key Performance Indicators (KPIs) of the Strategic Plan will be reviewed semiannually. Outcome trends will be analyzed in focus groups. Activities (i.e., Primary Mechanisms and Opportunities) that support each Focal Point may be modified annually based on the slope of KPI trends. Focal Points and Primary Mechanisms will be evaluated by a task force established by the Dean and updated every 3 years (or sooner at the discretion of the Dean) through a quality improvement process, which will include a SWOT Analysis.

All CQI processes will include XUCOM faculty, staff and students, as well as representation from XU, XUCOM partners and affiliates, and the community.

6.0 Appendix

XUCOM Strategic Plan 2025 - 2031

Focal Points	Primary Mechanisms	Opportunities	KPIs
1. Service	1. Build Partnerships	A. Connect Student Organizations throughout the Community	a. Student Organization Scorecards; Community Surveys
		B. Augment outreach to Rural and Underserved Areas	b. Community-based Projects; Scorecards; Alumni Practice Patterns
	2. Embrace Magis	A. Develop Physician Leaders	a. Dean's 8-Track Model; XUCOM students in National Organizations
		B. Find the more universal good	b. XU Mission and Identity
	3. Encourage Justice and Love	A. Develop Compassionate Physicians	a. Rotation Evaluation; Track Cynicism
		B. Advance the Well-being of Others	b. Burnout Rates; Fatigue Mitigation
2. Teaching (Learning)	1. Focus on Cura Personalis	A. Learn to provide care Holistically – Mind, Body, and Spirit	a. Clinical Medicine Course Evaluations; Student Surveys
		B. Recognize the Unique Learning Needs of Each Person	b. Impact of Hybrid Curriculum;
	2. Advance Solidarity and Kinship	A. Learn from those around us (Team-based)	a. Course Evaluations
		B. Invest in Shared Responsibility for one another's education	b. 360-Feedback
	3. Foster Reflection	A. Embrace Feedback	a. Progress Testing; Student Advisor Surveys; COMATs & COMSAEs
		B. Learn from Failures and Near-Misses	b. "At-Risk" Student Performance; Retention Rates; Graduation Rates
3. Scholarship	1. Interprofessional Education	A. Collaborations: Colleges of Nursing & Professional Sciences	a. Educational Programs & Attendance; Feedback from CON & CPS
		B. Improve Patient Care through a Multidisciplinary Approach	b. Simulation Activities & Assessments
	2. Optimize Discernment	A. Use Rational Thought to Identify Opportunities for the World	a. Grant Submissions & Funding; Patents
		B. Draw Conclusions and Take Actions that Improve the World	b. Publications; Presentations
	3. Integrate OPP / OMM	A. Investigate and Advance Holistic Care	a. Grant Submissions & Funding; Publications; Preceptor Evaluations
		B. Expand Osteopathic Recognition	b. Student Surveys; GME Programs with OR

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