



OREGON COLLEGE *of* ORIENTAL MEDICINE

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Oregon College of Oriental Medicine

2022-2027 Strategic Goals and Objectives

This document sets forth the strategic direction for Oregon College of Oriental Medicine (OCOM) for the next five years. It is both the culmination of hours of deliberation and discussion by the Board of Trustees, faculty, students, and staff of the college and the beginning of more in-depth analysis and effort. This document should be considered the roadmap for the future. Working groups, composed of members across all OCOM stakeholder groups will be formed to collaboratively develop details, timelines, priorities, costs, benefits, and outcome measures along with the Board.

Academics – OCOM will continue to adapt and grow in both curriculum, delivery modalities, and strength of faculty to remain one of the nation’s premier acupuncture and Asian medicine schools.

Academics Objectives:

- [A1] Organize the curriculum so that there can be at least two program entry points per year
- [A2] Develop programmatic and academic articulation agreements to facilitate admission to OCOM especially by members of historically underrepresented and marginalized communities, for examples HBCU and tribal colleges
- [A3] Develop faculty and support staff and acquire the necessary hardware and software to provide excellent hybrid and online instruction
- [A4] Continually seek to improve the curriculum to ensure all critical clinical, practice management, ethics, and professional competencies are effectively taught
- [A5] Develop and implement professional certificate programs that can be taken in conjunction with degree programs or as stand-alone offerings

Clinical Program – OCOM’s clinical program will continue to be the differentiating strength in preparing students for their professional lives. In addition to OCOM-sponsored clinics, it will seek additional locations, and clinical specialization.

Clinical Program Objectives:

- [B1] Increase the number and variety of clinical experiences available to students beyond the OCOM-managed clinics with a particular emphasis on integrated care settings
- [B2] Develop and offer postgraduate fellowships in identified clinical specializations
- [B3] Pursue partnerships with other institutions and providers to research the unique role Asian medicine can play in a wide variety of conditions and illnesses. The feasibility of specialty clinics will also be explored
- [B4] Expand OCOM’s role in treating medically underserved and marginalized populations

Collaboration – OCOM will seek out, and be known for, collaborations with other colleges and universities (including both acupuncture and Asian medicine types and institutions with other foci) and health care organizations. These collaborations and memoranda of understanding will create entry pathways for students into OCOM’s programs, expand sites for clinical rotations, diversify and expand research, and create program alignment among like minded institutions.

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Collaboration Objectives:

- [C1] Pursue partnerships with other institutions to provide clinical sites for qualified students in other health disciplines to complete integrative medicine clinical experiences in the OCOM clinics
- [C2] Explore the feasibility of creating collaborative agreements and memoranda of understanding with other colleges to provide richer educational experiences that enhance acupuncture and Asian medicine practice
- [C3] Explore the feasibility of collaborating with health care organizations or other colleges to contribute to research and increase the number and types of locations for clinical training

Capacity, Communication, and Culture – OCOM will incorporate the values of kaizen, understanding that although perfection is not possible, as an organization and a community we will continuously strive to improve. Through its policies and actions, OCOM will model and strive to develop a more civil community and society that encourages constructive dialogue.

Capacity, Communication, and Culture Objectives:

- [D1] OCOM will develop succession plans for key positions likely to become vacant during the next five years
- [D2] The Board of Trustees will create and implement a board development plan that will include targets for the number of members, member background and expertise, member orientation and training, and an increased membership by those from historically underrepresented or marginalized communities
- [D3] A plan will be implemented to increase communication with, support for, and involvement in the college by alumni
- [D4] An integration and communications plan will be implemented vertically and horizontally in the OCOM community to increase the flow of accurate information, to promote constructive dialogue, and to enshrine civil and professional interactions
- [D5] Through improved communication, OCOM will cultivate engagement among students, alumni, faculty, staff, and the trustees towards a shared vision of organizational health and academic excellence

Diversity, Equity, and Inclusion – OCOM will be a respectful, safe, supportive, and welcoming organization and community for all students, faculty, and staff. Special attention will be paid to meeting the needs of members of those communities that have been historically marginalized and/or underrepresented.

Diversity, Equity, and Inclusion Objectives:

- [E1] OCOM will develop and deliberately implement a diversity, equality, and inclusion (DEI) plan that will increase representation by members of marginalized and historically underrepresented communities on the Board of Trustees, in management, staff, faculty, and students. This plan will also increase cultural awareness and fluency among OCOM community members
- [E2] OCOM will implement a plan to change the name of the college; the plan will chart a clear path forward to find new language to use in our college name that honors the cultural and historical roots of our medicine, that embraces the whole of our medicine, and that invites the entirety of our learning community to engage positively in the future of our institution
- [E3] By the actions it takes, OCOM will reaffirm its commitment to and the value of having members of the faculty and student body who are native to countries other than the United States
- [E4] OCOM will continue to affirm and support the value of the history and culture of marginalized people through its involvement in the Old Town Chinatown neighborhood, across the service area, and with the cultural organizations found therein

Location – OCOM campus and facilities will be safe, clean, accessible, and attractive. The building was designed for and will support the achievement of its mission.

Location Objectives:

- [F1] Despite neighborhood challenges, OCOM community members deeply value the current facility and its design. While the final outcome may be to remain in Old Town in our current facility, OCOM will openly and thoroughly explore the feasibility and cost benefit of relocating all or part of its functions away from the current location. As part of this analysis, OCOM will explore the feasibility of selling or leasing all or part of the current Old Town location
- [F2] OCOM will continue to work with elected and appointed government officials, the neighborhood association, citizens, and businesses, education and cultural organizations, and social service organizations to improve the livability and safety of the neighborhood
- [F3] OCOM executives and trustees will develop and implement a plan to improve the level of engagement with government officials, professional associations, and regulatory bodies to increase awareness of and concern for OCOM's needs and to positively impact the acupuncture and Asian medicine profession

Financial Health and Program Cost – OCOM will continuously work to ensure its sustainability and program affordability to ensure students who desire a career in acupuncture and Asian medicine will have access to a best-in-class program that meets their needs. The Board of Trustees understands and accepts its fiduciary responsibility to protect the financial resources of the college as it oversees and nourishes an organization that can fulfill its mission while supporting its values and vision.

Financial Health and Program Cost Objectives:

- [G1] Detailed modeling and market research will be completed to explore the possible demand for a less comprehensive academic degree program, which would have a relatively lower student cost
- [G2] Feasibility and cost benefit analysis will be conducted on possible sources of funding other than student tuition. Attractive alternatives will be prioritized and implemented
- [G3] OCOM executive leadership will develop and the Board of Trustees will adopt budgets that reflect the commitment to programmatic quality, equitable treatment of faculty and staff, and fiscal responsibility