



STRATEGIC PLAN

2026-2030



OUR MISSION

The mission of the Lake Erie College of Osteopathic Medicine is to prepare students to become osteopathic physicians, pharmacy practitioners, dentists, and podiatric physicians through programs of excellence in education, research, clinical care, and community service to enhance the quality of life through improved health for all humanity. Serving as a guiding light and cornerstone in medical education and true to the core principles of its founders, the Lake Erie College of Osteopathic Medicine has expanded its reach to include exceptional programs in graduate studies designed to provide scholars superlative education in the respective areas of study. The professional programs are dedicated to serve all students through innovative curriculum and the development of postdoctoral education and interprofessional experiences.

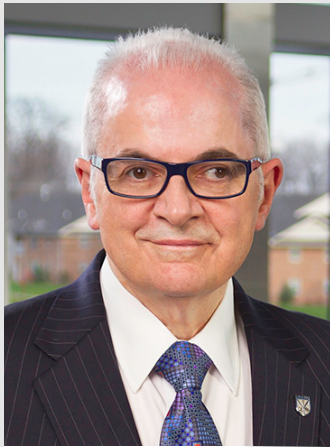
OUR INSTITUTIONAL VALUES

Values indicate how we desire to behave with one another and how we regard our professional community. With its holistic focus on creating an effective learning environment, the LECOM administration, faculty and student body work together to achieve the following:

- Quality in Osteopathic Medical Education
- Acceptance of Accountability
- Cooperative Relationship
- Trust, Honesty, and Integrity
- Collegiality
- Commitment to the Whole
- Respect for Different Perspectives
- Diversity
- Proactive Organization

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John M. Ferretti, D.O.
President/CEO

A MESSAGE FROM PRESIDENT JOHN M. FERRETTI, D.O.

“To improve is to change; to be perfect is to change often.”
~ Winston S. Churchill

It is with great pleasure that I present to you the newly crafted strategic plan for the Lake Erie College of Osteopathic Medicine (LECOM). This visionary blueprint is designed to propel our institution toward continued excellence, fostering innovation, and enhancing the breadth and quality of all programs across our multi-campus network.

Since its founding in 1992, LECOM has steadfastly grown into a distinguished institution, committed to providing affordable, top-tier education in the health professions.

As we progress in fulfilling our mission and broadening our educational offerings, it is imperative that we remain forward-thinking and intentional in shaping the future trajectory of LECOM. The strategic planning process serves as an invitation for every member of our esteemed LECOM community to engage in a collective effort to chart the course of our future.

I extend my deepest gratitude for your past contributions and unwavering support. I look forward to your continued collaboration as we work together to perpetuate our culture of continuous improvement, guided by the insights and aspirations embodied in this new strategic plan.

With sincere appreciation,
John M. Ferretti, D.O.
President, Lake Erie College of Osteopathic Medicine

STRATEGIC PLANNING PROCESS

Overview

With the formal conclusion of the institution’s previous strategic plan, LECOM began a new strategic planning process. LECOM’s new strategic planning process is an ongoing cycle, designed to drive improvement and innovation, while advancing the mission and values of the institution. This ongoing planning cycle includes stakeholders at every level across the institution, including the Board of Trustees and institutional administration, as well as the academic administrators, faculty, staff, and students of each of LECOM’s programs at all campus locations.

Explanation of Key Stakeholders’ Roles in the Process

To begin the new strategic planning process, LECOM’s Office of Institutional Planning, Assessment, Accreditation, and Research prepared a strategic planning primer using key information provided by the Deans of each of LECOM’s programs. The LECOM Board of Trustees used this strategic planning primer to identify current institutional goals.

These goals were assigned to strategic planning teams that included representation from academic administrators, faculty, staff, and students from each of LECOM’s programs and campuses. Each strategic planning team conducted a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) to evaluate internal and external factors relevant to their assigned goals. Each team was tasked with developing proposed actions and measures to track and assess progress toward accomplishing their goal. After being approved by the administration, the proposed goals, actions, and measures were presented to the Board of Trustees for final approval.

The actions will be carried out by Process Improvement and Implementation Teams (PITs) chartered by the Provost Committee, as well as by Academic and Service Units across the institution. While some strategic initiatives will be structured through the PIT process, many actions will be led directly by Academic and Service Units operating within their respective areas of responsibility. LECOM’s Office of Institutional Planning, Assessment, Accreditation and Research will report upon the success of these efforts using the measures identified for each of the actions by the strategic planning teams. These outcomes will be used for purposes of assessment and ongoing strategic planning and goal-setting for the institution.

SWOT Analysis



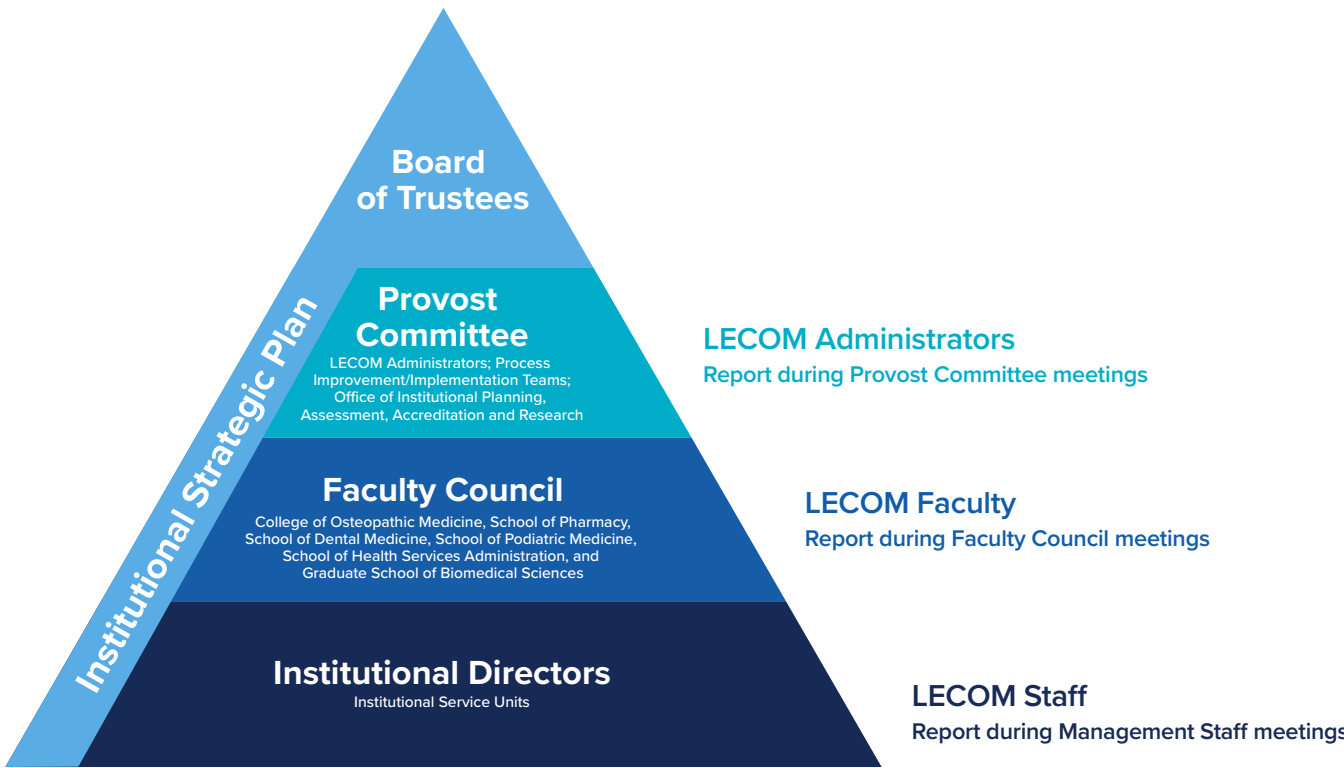
LECOM's Ongoing Planning Cycle

Rather than viewing institutional priorities and goals within the traditional framework of a static strategic plan, with set beginning and end dates, LECOM has adopted an ongoing planning cycle that allows for evolution and growth over time.

As LECOM's Board of Trustees develops institutional goals, and the actions identified as part of each goal by strategic planning teams are carried out through Process Improvement and Implementation Teams chartered by the Provost Committee, the Office of Institutional Planning, Assessment, Accreditation and Research measures and reports upon the progress toward achieving the goals and advancing the institution's mission. This information is reported back to the Board of Trustees, and used for purposes of ongoing strategic planning and goal-setting for the institution.

In addition to these processes at the institutional level, strategic planning will continue to occur within each of LECOM's academic units, including the College of Osteopathic Medicine, School of Pharmacy, School of Dental Medicine, School of Podiatric Medicine, School of Health Services Administration, and Graduate School of Biomedical Sciences, and all of LECOM's institutional service units.

Strategic planning at these academic and service unit levels is informed by the institutional goals, and the outcomes will be reported back to the institution through the Provost Committee. This information will help to inform the Board of Trustees as part of the ongoing planning cycle for the institution.



STRATEGIC GOALS, ACTIONS AND MEASURES

GOAL 1: SUSTAINABLE GROWTH: ACHIEVE SUSTAINABLE GROWTH AND INSTITUTIONAL RESILIENCE

Foster a balanced and sustainable growth model for the institution that enhances academic excellence, expands student access, and strengthens financial sustainability.

Strategies	Key Performance Indicators
1.A. Expand institutional growth by developing new degree programs, enhancing online and alternative learning opportunities, and diversifying program offerings to align with evolving market demands.	Program Growth and Development - Number of new degrees launched - Number of new online, certificate, or alternative learning options introduced
	Market Alignment and Demand - Percentage of current programs reviewed and updated to reflect current market needs - Enrollment in all programs – focus on new programs - Program fill rate (percentage of capacity enrolled)
1. B. Strengthen institutional impact and reach by developing collaborative program affiliations that allow LECOM to extend academic opportunities to other institutions.	Partnership Development - Number of formalized affiliations established - Number of programs offered to other institutions
	Program Offering and Affiliations - Enrollment of students participating through partner institutions - Graduation rates of affiliation programs
	Revenue and Diversification Percentage of new program projected revenue achieved



GOAL 2: STUDENT RECRUITMENT: STRENGTHEN AND EXPAND STUDENT RECRUITMENT

Increase student recruitment efforts, focusing on attracting a diverse and high-achieving student body to both traditional and emerging academic programs through targeted outreach, innovative marketing strategies, and enhanced recruitment experiences.

Strategies	Key Performance Indicators
2.A. Design and execute a comprehensive, systematic student recruitment strategy that leverages diverse outreach channels and measurable outcomes.	Recruitment Reach and Engagement • Number of outreach channels (events, campus visits, and recruitment campaigns) conducted annually • Number of prospective students engaged annually through each of the channels • Number of prospects and opportunities, measured in the enrollment software
	Application and Enrollment Metrics • Number of applications received annually by each program • Percentage of completed secondary applications • Conversion rate from offer of admission to enrollment
2. B. Design and execute a comprehensive, data-driven marketing and social media strategy that strengthens brand visibility, ensures consistency across platforms, and engages prospective students and stakeholders in a targeted and measurable way.	Brand Visibility and Reach • Website traffic and unique visitor data • Social media data, including followers, impressions, and engagement rates • Media mentions
	Engagement and Targeting • Click-through and conversion rates on campaigns • Leads generated from targeted marketing efforts



LECOM Bradenton

GOAL 3 – HIGH QUALITY EDUCATION: ENHANCE STUDENT SUCCESS AND ACHIEVEMENT

Improve student outcomes, including retention, graduation rates, and post-graduation success, through the implementation of targeted academic support systems, innovative teaching practices, and a focus on experiential learning opportunities.

Strategies	Key Performance Indicators
3.A. Strengthen academic support systems to address diverse learning needs and improve student retention, progression, and achievement.	Usage of Support Services • Number of students participating in tutoring, mentoring, or skill-building programs annually • Number of students referred to support services by program • Percentage of referred and self-initiated students who engage with support services.
	Student Success Outcomes • Retention rate (year-to-year, program progression) • Course pass rate in high-risk or key courses • Graduation rate on time and delayed • Board Pass Rate and Residency Match Rate
3.B. Strengthen curriculum and student success through advanced technology, active learning, and/or AI integration.	Technology Integration • Percentage of courses utilizing advanced learning technologies and/or AI tools • Number of faculty receiving training in active learning and/or AI integration
	Innovation in Curriculum and Teaching Practices • Number of courses redesigned to incorporate active learning strategies and/or innovative teaching practices
	Student Success Outcomes • Retention rate (year-to-year, program progression) • Course pass rate in high-risk or key courses • Graduation rate on time and delayed • Board Pass Rate and Residency Match Rate
3.C. Expanding clinical/experiential learning opportunities that enhance career readiness and professional growth	Program Growth and Engagement • Number of new experiential/clinical learning partnerships • Percent of adjunct faculty preceptors completing orientation or training • Percent of adjunct faculty engaging in LECOM professional development

GOAL 4 – FACILITIES: MAINTAIN CAMPUS FACILITIES TO SUPPORT ACADEMIC EXCELLENCE AND STUDENT WELL-BEING

Ensure institutional facilities are modern and sustainable through ongoing maintenance, strategic improvements, and environmentally-responsible practices.

Strategies	Key Performance Indicators
4.A. Develop and implement a comprehensive master facilities plan that prioritizes adaptable, technology-enabled, and wellness-oriented learning environments designed to support evolving curricular needs and long-term institutional growth.	Planning and Implementation • Completion of master facilities plan and milestones schedule • Percentage of learning spaces redesigned or upgraded according to master facilities plan
	Wellness-Oriented Learning Environment • Number of wellness-supportive facilities and spaces as defined in the master facilities plan • Number of faculty trained in supportive curricular and teaching practices
4.B. Sustain and improve campus facilities and infrastructure through regular maintenance, thoughtful upgrades, and environmentally responsible practices that ensure safe, modern, and accessible spaces for learning and engagement.	Maintenance and Safety • Percentage of scheduled maintenance tasks completed on time
	Accessibility and Engagement • Percentage of learning and campus spaces meeting accessibility and inclusivity standards • Number of facility or infrastructure upgrades completed annually • Percentage of classrooms, labs, and common areas with updated technology or equipment
	Environmental Responsibility • Percentage of projects incorporating sustainable materials or green building practices • Number of sustainability initiatives implemented



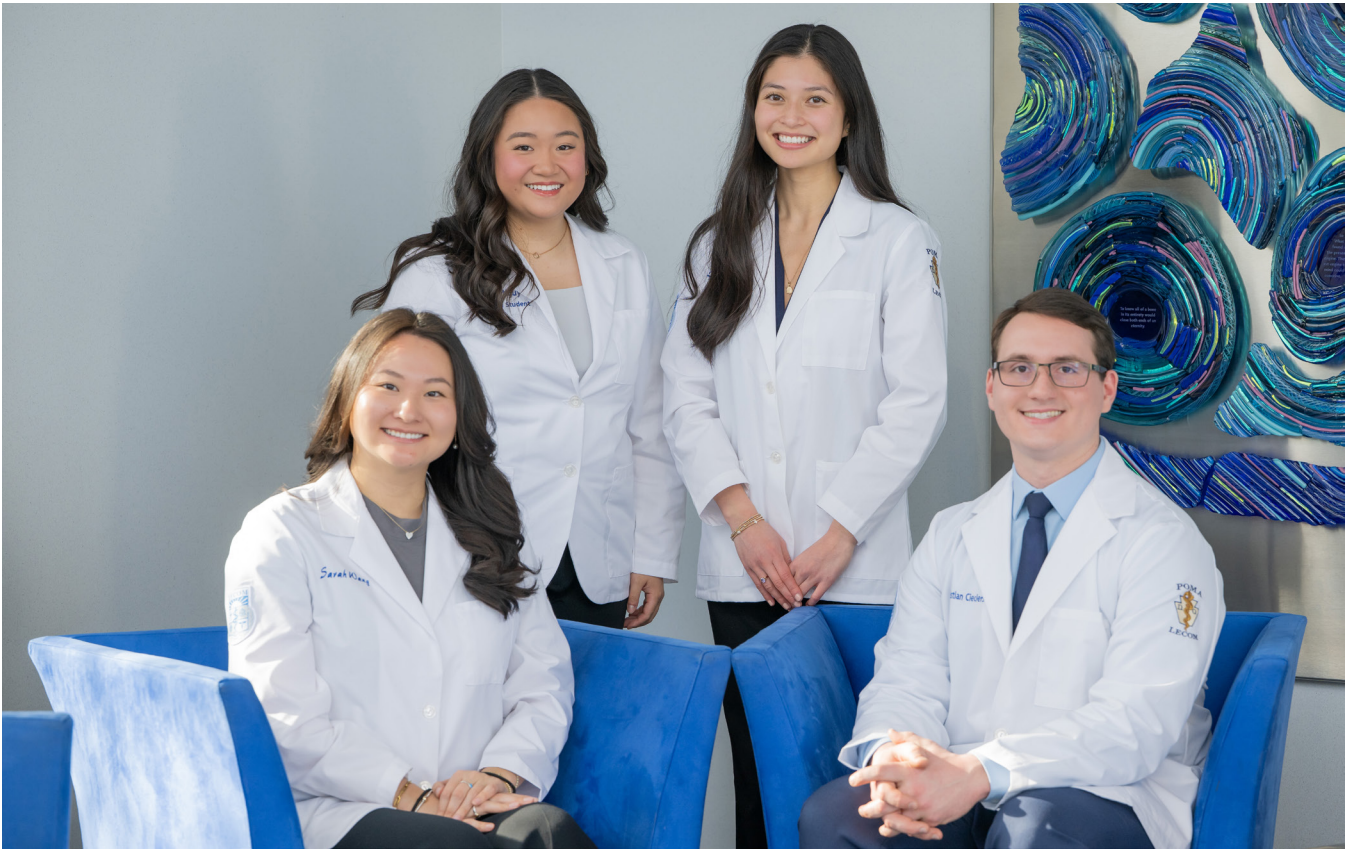
LECOM School of Dental Medicine

GOAL 5 – COMMUNITY ENGAGEMENT: EXPAND COMMUNITY ENGAGEMENT AND COLLABORATIVE NETWORKS

Strengthen the role of LECOM as a central hub for community and alumni engagement by expanding collaborative networks, fostering lifelong and reciprocal relationships, and creating meaningful opportunities for students, faculty, alumni, and local stakeholders to contribute to shared growth and societal well-being.

Strategies	Key Performance Indicators
5.A. Collaborate with schools, health organizations, hospital system, alumni, and local groups to expand community engagement.	Partnerships and Collaboration - Number of joint programs, events, or initiatives conducted annually - Number of community members participating in collaborative programs or events
	Impact and Outcomes - Measurable outcomes of engagement programs (e.g., health screenings, educational workshops, mentorship matches) - Number of alumni engaged with LECOM in community engagement
5.B. Enhance alumni engagement to support the institution's long-term sustainability through mentoring, networking, and fundraising.	Alumni Participation and Engagement - Number of alumni participating in mentoring programs - Number of alumni attending networking events or professional development activities - Frequency and reach of alumni communications (emails, newsletters, social media) - Growth in alumni involvement year-over-year
	Fundraising and Financial Support - Total funds raised from alumni annually - Percentage of alumni contributing financially to the institution





LECOM at Elmira

The Lake Erie College of Osteopathic Medicine (LECOM) is the nation's largest medical college and is the only Academic Health Center in the osteopathic profession. LECOM is a private college with its main campus in Erie, Pennsylvania; three satellite campus locations in Greensburg, Pennsylvania; Elmira; New York; and Jacksonville, Florida; and a branch campus in Bradenton, Florida. LECOM's mission is to prepare health care professionals trained in the osteopathic tradition of competent and compassionate whole-person care.

LECOM offers innovative and affordable education in osteopathic medicine, pharmacy, dental medicine, and podiatric medicine, as well as programs in the sciences, medical education, public health and health services administration, and biomedical ethics. LECOM's programs are housed within the institution's College of Osteopathic Medicine, School of Pharmacy, School of Dental Medicine, School of Podiatric Medicine, School of Health Services Administration and Graduate School of Biomedical Sciences.

LECOM recognizes that students learn in different ways, and the College of Medicine is the only medical school in the country with five different student-centered learning pathways for earning a Doctor of Osteopathic Medicine degree. The School of Pharmacy offers three distinct learning pathways to earn the Doctor of Pharmacy degree, including a distance education pathway which allows students to complete a significant portion of their coursework online. LECOM's dental program features a unique and innovative curriculum that introduces students to clinical care during their first year, with the fourth and final year focused on providing patient care in one of LECOM's dental offices. The School of Podiatric Medicine prepares physicians through strong clinical experiences and integrated medical training that reflect the realities of modern healthcare practice. Through these diverse and student-centered learning pathways, LECOM continues to advance excellence in medical, pharmaceutical, dental, and podiatric education.





LECOM The John M. & Silvia Ferretti Medical Fitness & Wellness Center

L|E|C|O|M

LAKE ERIE COLLEGE OF OSTEOPATHIC MEDICINE

ERIE, PA | GREENSBURG, PA | ELMIRA, NY
BRADENTON, FL | JACKSONVILLE, FL