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**XAVIER**  **Ochsner**  
College of Medicine

# Press Forward Together:

**Xavier Ochsner College of Medicine**  
STRATEGIC PLAN



# A Message from Founding Dean **Dr. Leonardo Seoane**

I am incredibly excited to share the inaugural strategic plan for the Xavier Ochsner College of Medicine (XOCOM), founded in 2024 as a partnership between Xavier University of Louisiana and Ochsner Health.

This document is more than a set of goals; it is our compass, guiding our journey of excellence in medical education as we set out to create a healthier future for all.

Our founding was a bold step, born from a shared vision between two institutions dedicated to service and excellence, and we stand at the beginning of a transformative journey. XOCOM represents a shared commitment to improving medical outcomes for our communities through outstanding education, clinical care and research. Together, we are building a college of medicine grounded in compassion, inclusivity, community engagement and a patient-first philosophy. Set to become the only allopathic historically Black college and university (HBCU) medical school in the Gulf South and the 5th in the nation, we aspire to develop compassionate physician scientists who champion excellence in healthcare.

This strategic plan is our commitment to that founding promise. It is anchored by four priorities:

- Accreditation and Continuous Quality Improvement
- Faculty and Student Distinction
- Community Empowerment
- Organizational Endurance

These strategic pillars ensure we are building the highest standards into every facet of the college, empowering those we serve and fostering sustainable growth for the future. They provide a clear and determined path forward, ensuring our efforts are focused, our actions are impactful, and our vision is realized.

Inside this plan, you will find a roadmap that charts how we will foster a culture of innovation in our curriculum, advance research that leads to better patient care, and strengthen our partnership with the communities we serve. Every objective is crafted to empower our

students to become resilient leaders and changemakers in healthcare. We are committed to an environment where curiosity thrives, inclusivity is a guiding principle, and voices from our communities are interwoven.

The creation of this plan was a collaborative effort, reflecting the collective wisdom, aspirations and unwavering dedication of our faculty, staff, community



**Leonardo Seoane, MD, FACP**, Founding Dean, Xavier Ochsner College of Medicine; Executive Vice President and Chief Academic Officer, Ochsner Health

**“This document is more than a set of goals; it is our compass.”**

members and partners. It represents our shared dedication to excellence and our resilience in the face of complex challenges driven by our nation’s shortage of physicians. It is a privilege and an honor to stand alongside my colleagues to lead such a transformative project.

Together, we will not only educate the next generation of physicians but also be part of a movement to inspire healthier communities. I am confident in our direction and energized by the incredible potential that lies ahead for XOCOM. Thank you for joining us on this important mission.

Sincerely,

Leonardo Seoane, MD, FACP,  
President and Founding Dean, Xavier Ochsner College of Medicine

# Mission:

In the pursuit of a more just and humane society, XOCOM's mission is to educate and train diverse physician leaders committed to health equity, innovation and the reimagination of healthcare to improve outcomes for all through outstanding education, clinical care and research.

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# Vision:

XOCOM's vision is to unleash the power of diversity, transform medical education, and develop compassionate physician scientists who will champion inclusivity and excellence in medicine.

# Leadership

**Leonardo Seoane, MD, FACP**, Founding Dean, Xavier Ochsner College of Medicine; Executive Vice President and Chief Academic Officer, Ochsner Health

**Rajiv Gala, MD**, Associate Dean for Education and Academic Affairs

**Brian Moore, MD, FACS**, Associate Dean for Clinical Affairs

**Eboni Price-Haywood, MD, MPH, MMM, FACP**, Associate Dean for Health Equity and Public Health

**Tamika Webb-Detiege, MD, FACP, FACR, RhMSUS, CCD**, Associate Dean for Student Affairs

**Randal "Randy" Langford, CPA**, Co-Associate Dean for Finance and Administration

**Edward Phillips**, Co-Associate Dean for Finance and Administration

**Nneka Ifejika, MD, MPH, FAAPMR, FAHA**, Interim Associate Dean for Research

**Kaneisha Bailey Akinpelumi, PhD**, Interim Associate Dean for Research

**Richard Zweifler, MD**, Interim Associate Dean for Faculty Affairs

# Board of Directors

**C. Reynold Verret, PhD**, President, Xavier University of Louisiana

**Pete November**, Chief Executive Officer, Ochsner Health

**Matthew Block**, Executive Vice President and Chief Administrative Officer, Ochsner Health

**Trevonne M. Thompson, MD, FAAEM, FACEP, FACMT**, Associate Dean, Admissions, University of Illinois College of Medicine

**Gary C. Butts, MD**, Executive Vice President, Diversity, Equity and Inclusion, Mount Sinai Health System

**Veronica Gillispie-Bell, MD, MAS, FACOG**, Senior Site Lead and Section Head, Women's Services, Ochsner Kenner; Medical Director, Women's Services, Ochsner Health

**Gregory N. Rattler Sr.**, Managing Director, JP Morgan Chase

**Deborah Grimes, RN, JD, MSHQS**, Senior Vice President and Chief Diversity, Equity, and Inclusion Officer, Ochsner Health

# Strategic Priorities Overview

Rooted in the organizational mission, four strategic priorities have been identified to represent the key areas of focus that XOCOM will address to achieve its long-term goals and vision.

**XOCOM's four priorities are:**

- ✓ **Accreditation and Continuous Quality Improvement**
- ✓ **Faculty and Student Distinction**
- ✓ **Community Empowerment**
- ✓ **Organizational Endurance.**



**XAVIER** *Ochsner*  
College of Medicine

# 1

## Goal:

Achievement of preliminary accreditation including the establishment of robust foundational structures and processes to continue through successful full accreditation

# Accreditation & Continuous Quality Improvement

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## Create a Culture of Ongoing Improvement

*Create continuous quality improvement processes ensuring that the college of medicine exceeds accreditation standards with innovative approaches.*

**Strategic Objective:** Successful achievement of Liaison Committee on Medical Education (LCME) Preliminary Accreditation

**Metric:** Compliance with LCME standards; Successful LCME survey visit

**Intended Outcome:** Achieve LCME Preliminary Accreditation

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**Strategic Objective:** Successful achievement of Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) Accreditation

**Metric:** Compliance with SACSCOC standards; Successful SACSCOC site visit in February 2027

**Intended Outcome:** Achieve final SACSCOC substantive change approval for branch campus and new program

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**Strategic Objective:** Establish a data-informed decision-making process, practice, and personnel to support the launch and continued development of the college of medicine

**Metric:** Implement a DCI data dashboard to support accreditation updates; Build a team to support CQI

**Intended Outcome:** Establish data management strategies to support the tables in the next DCI update; Hire a Director of CQI and Accreditation

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## Combine Organizational Strengths for Successful Accreditation

*Establish harmonious collaboration between partner organizations, leveraging the strengths of all to create the foundation for a successful, accredited college of medicine.*

**Strategic Objective:** Representation from both organizations in governance, the Self-Study Task Force, and accreditation workgroups

**Metric:** Satisfaction on the partnership collaboration survey (to be developed)

**Intended Outcome:** 80% of participants report being "satisfied" or "very satisfied" with collaboration

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**Strategic Objective:** Assess viability of partnership options to best deliver the mission-aligned core curriculum of XOCOM

**Metric:** Ochsner training locations, including those established with the partnership

**Intended Outcome:** All core clinical student placements will be at Ochsner clinical sites

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## Establish and Empower Accreditation Team

*Develop XOCOM faculty to drive the accreditation process and implement a project management team to successfully achieve accreditation readiness through full accreditation.*

**Strategic Objective:** Build a team that supports accreditation readiness

**Metric:** Clear accountability structure documented for all LCME standards

**Intended Outcome:** Each DCI element has a clear leader assigned who manages progress

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**Strategic Objective:** Design an XOCOM-sponsored continuing professional development program and a faculty culture of continuous improvement focused on supporting faculty to lead accreditation and deliver the curriculum

**Metric:** Completion rate of high-quality faculty development modules

**Intended Outcome:** All course co-directors complete the faculty development modules

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# 2

## Goal:

Establishment of an inclusive environment that attracts mission-aligned students, educators, scientists, and clinicians, fostering a patient-centered curriculum that inspires the next generation of healthcare professionals

# Faculty and Student Distinction

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## Recruit and Retain Mission-Aligned Faculty and Students

*Develop a model to attract and retain qualified and mission-aligned faculty and students who will promote the college's success.*

**Strategic Objective:** Recruit and retain mission-aligned biomedical sciences faculty

**Metric:** Number of Founding Faculty hired against target; Faculty retention

**Intended Outcome:** Hire Chair of Biomedical Sciences by January 2026; Hire 4 Biomedical sciences faculty by summer of 2026; Hire 5 additional Biomedical Sciences faculty by spring of 2027; Retain  $\geq 80\%$  biomedical sciences faculty annually

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**Strategic Objective:** Recruit mission-aligned students

**Metric:** Pathway Program Implementation; Admissions committee faculty training on student application review

**Intended Outcome:** Implement at least 1 pathway program; Implement training for faculty on Admissions committee by summer 2026

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**Strategic Objective:** Student retention

**Metric:** Progression of M1 class

**Intended Outcome:** Achieve  $\geq 85\%$  M1 to M2 student progression rate

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# Cultivate a Collaborative Culture of Excellence

*Foster an environment where mission-aligned students, faculty, and staff engage in mutual learning and professional growth through strong relationships. Establish a foundation for XOCOM research. Promote bidirectional communication, respect, and collaboration that transcend traditional hierarchies, while upholding excellence as the standard through continuous development and shared commitment to institutional values.*

**Strategic Objective:** Build relationships between faculty and prospective students

**Metric:** Faculty participation in recruitment events (e.g., info sessions, webinars, panels)

**Intended Outcome:** Faculty participation in 85% of recruitment events

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**Strategic Objective:** Improve faculty knowledge and skills in fostering a healthy learning environment

**Metric:** Founding Faculty Training completion in mentorship, inclusive communication, and bidirectional learning

**Intended Outcome:** 80% of faculty complete mentorship, inclusive communication and bidirectional learning modules

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**Strategic Objective:** Develop infrastructure and culture for research and scholarly activity

**Metric:** Students and faculty performing research or scholarly activity

**Intended Outcome:** 90% of students completing CITI (Collaborative Institutional Training Initiative) training; 60% of faculty engaged in scholarly activity as defined in DCI 4.3a

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**Strategic Objective:** Promote continuous learning and professional development

**Metric:** Faculty participation in XOCOM-established faculty development training

**Intended Outcome:** 80% of phase 1 faculty completing XOCOM-established faculty development training by enrollment of first XOCOM class

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# Integrate Academics and Clinical Care

*Establish a dynamic learning environment that seamlessly integrates educational programs and clinical practice, ensuring students have an enriching clinical learning environment and can apply academic learning and research to the delivery of patient-centered care.*

**Strategic Objective:** Develop the academic faculty structure

**Metric:** Establishment of policies and procedures related to academic clinical faculty structure; Clinical faculty appointments

**Intended Outcome:** Academic clinical faculty structure finalized; Appointment of clinical faculty across all clinical courses for XOCOM

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**Strategic Objective:** Engage clinical faculty to incorporate emerging technologies and innovative practices into the curriculum

**Metric:** Number of appointed course and clerkship directors

**Intended Outcome:** Course and clerkship directors appointed by LCME survey visit; Implementation of the phase 1 and phase 2 curriculum subcommittees by summer 2026

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**Strategic Objective:** Integrate interprofessional learning experiences into the curriculum

**Metric:** Interprofessional teamwork opportunities for students

**Intended Outcome:** Number of interprofessional learning experiences for pre-clerkship medical students (min: 1; target 1 per semester)

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# 3

## Goal:

Establishment of “community” as a foundational pillar of XOCOM, ensuring that the approach to medical education, research and clinical practice is deeply rooted in the values and experiences of the populations XOCOM serves

# Community Empowerment

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## Build Community Trust

*Engage the community in empowering partnerships through inclusive and respectful communication led by trusted, authentic messengers.*

**Strategic Objective:** Establish and manage the Office of Community Empowerment (OCE)

**Metric:** OCE Playbook

**Intended Outcome:** OCE Playbook completed by the end of 2026

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**Strategic Objective:** Strengthen XOCOM brand recognition

**Metric:** Brand communication toolkit

**Intended Outcome:** Stakeholder-informed brand communication toolkit completed in 2026

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**Strategic Objective:** Identify and support “trusted” brand messengers

**Metric:** Number of stakeholders converted to trusted messengers (advocates)

**Intended Outcome:** ≥10 stakeholders converted to trusted messengers by the end of 2026

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# Deepen Community Alliances

*Leverage the collective strengths of XOCOM, anchored by Xavier University of Louisiana and Ochsner Health, to engage local, regional, and national expertise, foster accountable and culturally responsive partnerships, and connect with communities in ways that are most meaningful to them.*

**Strategic Objective:** Leverage existing community partnerships to advance XOCOM mission

**Metric:** Number of partnerships mapped and categorized on schedule

**Intended Outcome:**  $\geq 80\%$  of existing partnerships mapped and categorized in 2026

**Strategic Objective:** Establish partnerships with HBCU medical school consortium

**Metric:** Number of HBCU medical school consortium initiatives per year

**Intended Outcome:** Active in  $\geq 1$  HBCU medical school consortium initiative per year

**Strategic Objective:** Establish partnerships with community health centers (CHCs) and rural providers

**Metric:** Number of CHC/rural provider partnerships established on schedule

**Intended Outcome:**  $\geq 2$  CHC/rural provider partnerships are established for clinical rotations or service-learning by summer of 2027

**Strategic Objective:** Establish partnerships with National Medical Association (NMA) and National Hispanic Medical Association (NHMA)

**Metric:** Number of NMA or NHMA joint initiatives per year

**Intended Outcome:** Active in  $\geq 1$  NMA or NHMA led initiative each year

**Strategic Objective:** Commit to community outreach and service-learning

**Metric:** Number of community outreach/service-learning events XOCOM students participate in per semester

**Intended Outcome:** Participate in  $\geq 1$  community outreach or service-learning event per semester

# Foster Inclusive Communication

*Develop culturally aware programs and processes for reciprocal communication with the communities that XOCOM serves*

**Strategic Objective:** Engage community through townhalls

**Metric:** Number of Townhalls held annually)

**Intended Outcome:**  $\geq 2$  townhalls are held per year with participation from at least 3 key stakeholder groups (i.e., alumni, students, faculty and/or community orgs)

**Strategic Objective:** Deliver XOCOM performance updates

**Metric:** Number of performance updates delivered per year

**Intended Outcome:**  $\geq 1$  performance update delivered annually in sessions with key stakeholder groups

**Strategic Objective:** Create longitudinal "Community Impact" reporting cadence

**Metric:** Number of total clicks on document hyperlink to Community Impact Report disseminated annually

**Intended Outcome:**  $\geq 50$  unique visits to the Community Impact Report link disseminated annually

# 4

## Goal:

Development of state-of-the-art facilities, a sustainable funding model, engaged faculty and staff, and community support to ensure long-term institutional success and stakeholder confidence

# Organizational Endurance

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## Grow Sustainable Funding Streams

*Establish reliable sources of funding crucial to supporting the college of medicine's operations and initiatives.*

**Strategic Objective:** Establish a dedicated development team

**Metric:** Positions hired

**Intended Outcome:** Hire Executive Director for Development and supporting staff

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**Strategic Objective:** Launch a comprehensive fundraising campaign

**Metric:** Fundraising campaign launched - Includes major gifts, annual giving, corporate and foundation partnerships, and naming opportunities (e.g., for buildings, endowed chairs, scholarships)

**Intended Outcome:** 33% of the \$350M total fundraising goal over three years to support XOCOM development

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## Align Financial Planning with Long-Term Objectives

*Ensure efficient allocation of funds to initiatives that advance the college's mission, prioritizing projects that enhance educational quality, infrastructure and student/faculty success.*

**Strategic Objective:** Develop clear funding criteria to guide strategic budgeting

**Metric:** Institute financial discipline into the annual budgeting cycle to ensure consistent alignment between resource allocation and strategic priorities

**Intended Outcome:** <10% negative quarterly operating revenue and expense variance from approved budget to actual

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**Strategic Objective:** Develop a multi-year financial plan

**Metric:** Complete and update a 5-year financial Proforma in next 3 years

**Intended Outcome:** Receive approval for Proforma from XOCOM Board

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## Build Cutting-Edge Learning Environment

*Create an innovative and adaptable educational space that incorporates the latest technology and resources to foster an engaging, immersive, and effective learning experience.*

**Strategic Objective:** Complete Center for Medical Education capital project

**Metric:** Buildout for the 1st and 3rd floors are complete and ready for occupancy

**Intended Outcome:** Ready to open to teach 1st class

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**Strategic Objective:** Dedicated building to integrate emerging technologies and innovations into the curriculum

**Metric:** State of the art learning space available for students (including AI, VR, AR, and 3D printing to create engaging, personalized, and experiential learning environments)

**Intended Outcome:** Classrooms and labs equipped with up-to-date digital learning tools and simulation technology that fosters innovation into the curriculum

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**Strategic Objective:** Adopt digital learning platforms and tools to enable effective learning and communication

**Metric:** Seamless access to educational content, fostering meaningful interaction between students and faculty

**Intended Outcome:** Student and faculty satisfaction scores on course evaluations

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# XAVIER Ochsner

## College of Medicine



# Reimagining Medical Education

**The Xavier Ochsner College of Medicine 2025-2028 Strategic Plan** affirms a shared commitment to building a medical school defined by purpose, excellence and accountability.

Guided by strong leadership, grounded partnerships, and a clear focus on accreditation, community impact and long-term sustainability, XOCOM is positioned to meet the moment and shape the future of medical education.

As this plan is put into action, it will serve as both a framework for decision-making and a measure of progress—ensuring that XOCOM continues to advance its mission while preparing physician leaders equipped to improve health outcomes for generations to come.



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