

## **Institutional Planning / Annual Report 2017-18**

I. **School Information Name of School:** Midwest College of Oriental Medicine (College)

II. **Institutional Plan Elements**

A. **Mission** Describe your school's mission and vision, which identifies its purpose and its core values.

### **Mission (from current Catalog)**

It is the Midwest College's mission to provide an education that is rooted in the historical context and teachings of Traditional Chinese Medicine (TCM) and combine it with modern clinical applications to create a practitioner of Acupuncture or Oriental Medicine that embraces the spirit of "ancient medicine for modern times".

### **Purpose**

The combination of Eastern and Western science, together with an appreciation of the natural healing philosophies of Asia, leads to the development of the qualities that are the "Heart of Chinese Medicine". With this foundation, graduates will become true practitioners of Oriental healing. The subtle balance of clinical science and compassion is the key to a successful practice.

The Acupuncture Program is modeled on the modern eight-principle style, currently taught at TCM Universities in China. Combined with the biomedicine courses, it prepares graduates to practice Classic Chinese Medicine using acupuncture, moxibustion and other accessory modalities. The curriculum in the Oriental Medicine program includes a distinctive course of study in areas of food and herb therapy that are fundamental to Traditional Oriental Medicine. Baccalaureate study in nutrition within the Oriental Medicine program leads to a simultaneously granted Bachelor of Science degree in Nutrition and a Master of Science degree in Oriental Medicine.

To meet the needs of students, the Midwest College affirms its commitment to educate broadly informed, ethically responsible, and scientifically competent professionals by offering the highest accredited entry-level degree in the field. To meet the needs of a community that is increasingly aware of the importance of nutrition and herb therapy, the Oriental Medicine program combines TCM theory with principles of nutrition.

Students from across the U.S. and several foreign countries have entered our programs. The average age of students is 36 years old, and students have a wide range of educational backgrounds and work experience. The Midwest College seeks a diverse student population and encourages anyone interested in Oriental Medicine, with the appropriate prerequisites, to consider a career in Traditional Chinese Medicine.

After completing their program, graduates have the full range of knowledge, competencies, and skills necessary to begin a successful practice and meet the healthcare demands of the 21st century. These demands will result in new advances in TCM and new ways that traditional medicine can be used to meet today's healthcare problems.

The Midwest College's educational programs reflect the best thinking of our faculty, administration and advisors. Its goals, which are to facilitate the learning of our students, must be consistent with realistic career expectations. These goals must also be related to the requirements of licensing and accrediting



bodies, and is responsive to the public trust. In order to achieve these goals, the faculty and students must work together to establish a mutually supportive learning community and an educational partnership from which both can benefit and to which both can contribute.

The College fulfills its purpose by carefully creating programs with academic objectives and clinical competencies that lead to entry-level independent practice. Its programs concentrate on assuring that students have the necessary theoretical and clinical background to meet the challenges of practice and that they develop professional attitudes and behaviors that lead to success in a field where referrals are a key to growth. The College meets its goals by focusing on the modern therapeutic techniques of Traditional Chinese Medicine. The program avoids diluting the curriculum with other holistic health techniques which may be perceived as diversity, but which lack the necessary foundation in TCM that is needed to address difficult healthcare problems found in the practice of Oriental Medicine.

**B. Market** - Discuss the nature of your school and the business in which it is engaged. Describe who your existing and potential customers are and what motivates them to enroll in your school. Explain how you let customers know you are in business. Finally, identify who your competitors are and how you are different from them.

The Midwest College was founded in 1979, making it one of the oldest schools of Acupuncture and Oriental Medicine in America. Since then, faculty and student interns have contributed to community service at Cook County Hospital, for the Pontifical Order of the Sisters of St. Francis of Assisi in Milwaukee, and at the Chicago AIDS Alternative Health Project.

Graduates of our programs work in hospitals, medical groups and in private practice. They are on the faculty of other schools, the boards of professional associations, state and national agencies, and are on the staff of hospitals across the country.

Since 1986, College administrators and faculty have participated in local and national organizations, including the Council of Colleges of Acupuncture and Oriental Medicine. The College has been accredited since 1987. In 2014, the College's Acupuncture and Oriental Medicine programs received a six year re-accreditation.

The College continues to collaborate with leaders of TCM education to assure that our programs follow the true principles of TCM theory, while keeping up to date with the current clinical practice of Chinese Medicine. The College's goal is to retain the traditional principles and attitudes, from times past, which still draw patients to this medicine today; a medicine that values the spirit and heart as it heals the body.

Students who are interested in holistic healing are seeking an education that leads to a legal, professional practice that is licensed in their home state. Students from across the U.S. and several foreign countries have entered our programs. The average age of students is 36 years old, and students have a wide range of educational backgrounds and work experience. The Midwest College seeks a diverse student population and encourages anyone interested in Oriental Medicine, with the appropriate prerequisites, to consider a career in Traditional Chinese Medicine.

The College has a presence on the internet and also uses print advertisements in local publications that would be of interest to prospective students.

Although there are no other Colleges of Acupuncture in Wisconsin, there are two in Northern Illinois. One



is a California-based school that requires a very flexible work schedule and the other is a Chiropractic College which attracts a different type of prospective student.

The College has received requests from various healthcare organizations for presentations on the use of acupuncture for the treatment of various conditions. Dr. Dunbar has made presentations at the Centegra Health Systems hospitals, Baxter Laboratories research departments, and multiple oncology clinics.

The Aurora Healthcare system has integrated Acupuncture into their out-patient clinics and MCOM graduates are now working at various locations in Wisconsin, in addition to our graduates who are working at the Cancer Treatment Centers of America. This is a growing trend showing the true integration of Acupuncture into mainstream healthcare. The US Veterans administration is now granting vouchers for acupuncture treatment of Post Traumatic Stress Disorder (PTSD). The college clinic is serving veterans through the new voucher system which pays the entire cost of 15 treatments.

**C. Management** - Describe your management team and how it functions to lead, administer and position the school. If your school has Advisory Boards, describe how the school uses them for program and school improvement.

### **Management Structure**

There is a high level of individualized personal responsibility in each administrative position. The President has determined that the group structure was inefficient and that one-on-one interaction would lead to more productivity and personal responsibility.

Job descriptions clearly delineate responsibilities in a detailed listing of duties. Combined with the many years of experience of key administrators, the new organizational plan works efficiently to manage two campuses where some staff activities relate to both campuses and some for a single campus. The Racine Campus Director works closely with the President as an administrative team, and has a key leadership position when it comes to all administrative policy and procedures.

The Registrar has been in the position for over 23 years and is well-versed in the applications of the Campus Management software system to take a student from initial registration through graduation.

The Financial Aid Director, along with the Manager of Student Financial Compliance regularly attends state and federal conferences to stay abreast of the changing regulations. Each year they attend the Financial Aid Management for Education (FAME) annual convention.

The Admissions Director plans recruiting efforts, including print and web based activities. The Admissions Director holds open houses and attends various health fairs and other functions where prospective students can find out about the College. The College has added an Admissions Coordinator to work with the Admissions Director to segregate some of the admissions duties.

To assure that there is consistency in operations and a plan for possible staff changes, the various members have created flow charts that accurately show their duties in a detailed and realistic manner. These charts assure that each staff member knows what must be done and the order in which it should be done. The charts are regularly reviewed and updated when needed so that the numerous compliance issues are current and completed on a timely basis.

## Advisory Board

Advisory Board members are selected for expertise in various areas and for public representation. They include input from financial and legal expertise, elected office, the military, the arts, Acupuncture associations, alumni and the public interest. The Advisors review for approval, government compliance documentation and internal College statistics, and actively participate in planning and evaluation. The Board reviews changes in the mission statement and participates in program review. Each week Dr. Dunbar, the College President meets with one of the Board members to discuss all aspects of the College's operations, and then the results of these meetings are brought to the Board during regularly scheduled meetings.

The Board of Directors gives approval of budgets and reviews the annual audit. The Directors attend all Board of Advisors meetings and have developed a very good working relationship with its members.

While the Board of Directors does have final authority, it looks to the Board of Advisors for direction and approval in all circumstances. The Directors and Advisors have both informal meetings and consultations in addition to formal Board meetings. Through these two activities, the individual members can participate with personal input and also act as a body, giving a consensus opinion.

### D. SWOT Analysis. Identify your school's strengths, weaknesses, opportunities, and threats (SWOT). Update 2017.

#### Strength

- Continuous syllabi review to assure Carnegie credit compliance
- Continuous review and update of the PowerPoint presentations used during lectures
- Experienced faculty
- KSA (Knowledge, Skills, and Abilities from [nccaom.org](http://nccaom.org)) project to match national and institutional standards
- Continuous monitoring of the capstone courses in TCM theory, herbs and bioscience to assure the curriculum matches the national standards
- Experienced office staff
- Experienced key administrators
- Continued very low default rate on student loans
- Dr. Julie Mayrose, EdD; former Vice-President of Silver Lakes College, as Assessment Director to coordinate all assessment activities at the Midwest College
- Converted to paperless testing by using "Examsoft" web-based testing service
- Added the use of the learning management platform "Sycamore Campus"
- Dr. Dunbar is currently enrolled at Harvard University pursuing a degree in Higher Education Management
- The College offers free online and live tutoring

## **New 2018-19**

### **Acupuncture an Essential Health Benefit in Wisconsin**

Dr. Dunbar participated in May 2017 at an invited luncheon with Wisconsin Speaker of the Assembly, Robin Vos and United States Speaker of the House, Paul Ryan. During this meeting the subject of the opioid epidemic came up in conversation. Dr. Dunbar made a request of Speaker Vos to entertain the idea of declaring the acupuncture treatment of post-surgical pain, opioid addiction, and post-surgical rehabilitation an essential health benefit in Wisconsin. Speaker Vos indicated he would look at a proposal which outlines the specific risk and benefits to the citizens of Wisconsin and if there was sufficient benefit to make the declaration.

The College plans to add the essential components of post-surgical pain control to the treatment strategy courses for the incoming 2018 students. Dr. Dunbar continues to work with the legislature through the College's lobbyist to promote acupuncture as an alternative to opioids.

### **Synchronous Distance Education Approved by ACAOM**

The College was the only one of three applications approved to begin offering a limited number of courses as synchronous distance learning. The College received approval for distance education for the College's schedule of bioscience courses in the evenings. Distance education for these courses would allow the student to attend at a distance during the winter months. This has eliminated driving to the campus at night during inclement weather. All distance faculty members are regular teachers within the program and most choose to teach at the campus, allowing the students to logon for the classes. A new teaching assistant position has been added to each online course for support before, during, and after the online lectures. The video recordings of the lectures are posted to each students email address through the Canvas LMS platform.

The College conducted comparison assessments of the academic performance and satisfaction between the first distance courses and the prior in person courses. Using longitudinal analysis, the College has determined that academic performance and satisfaction among online and in-person courses is substantially the same. The College attributes these results to work fostering a sense of educational community in online courses.



Dr. Dunbar is continuing his graduate enrollment at Harvard University specifically focused on Learning Design and Technology within distance education. Many of the Harvard learning designs and concepts in online education have been adapted and added to the Midwest College online courses.

### **No Cost Essential Oil Treatments and No Cost Continuing Education**

The College continues to teach the Traditional Chinese Medicine use of essential oil based upon the text "Fan Xiang Liao Fa". This additional component has been very well received by faculty, students, and patients. This additional modality has been added to the clinic in Racine at no cost to the patients and is very popular. The College has also sponsored no cost continuing education in the subject for graduates of the program. The College continues to refine and add new content to this no cost course.

### **PTSD Support and Treatment**

In 2016 and continuing through 2018, the College sponsored three clinicians and a Board member to attend the course offered by the International Society of Trauma Professionals (ISTP). This course of study led to certification as a Trauma Professional specifically in the concentration of the treatment of PTSD. Additional training was provided in the evaluation of Heart Rate Variability (HRV) to better understand the role of internal stressors in PTSD. The College is committed to better serve military and former military personnel. The College continues to reach out to military and former military to offer assistance.

### **No Cost Use of Classroom Facilities**

The College has begun to offer the use of its classrooms and facilities to local not-for-profit organizations free of charge. An example is the use of the space to offer community based CPR training.

### **Online Formative Quizzes**

The College uses the online examination platform Examsoft for paperless examinations. This year Examsoft is now used for weekly formative quizzes to re-enforce classroom lectures and reading. Each quarter 10 quizzes are publishing for student practice.

### **Gainful Employment**

The College successfully appealed the adverse finding by the USDOE that the College failed the gainful employment metrics. The College now has a positive gainful employment finding and is in full compliance.

### **Cohort Default Rate**

The College's cohort default rate remains low at 4.3%, which represents a total of three former students in default of their loans. The College has reached out to them to help them remedy the defaults.

### **Weaknesses**

- Adapting course delivery for the millennial students
- Limited space for expansion of clinical services

## **Update 2018**

The College is now offering weekly formative online quizzes for each student in each course to re-enforce the weekly lectures. The College offers free online and live tutoring. There are more frequent class discussions and learning activities. Syllabi have been re-designed to better reflect learning expectations. Faculty has participated in exercises on how to better educate millennial students

The College owns approximately 8,000 sq. ft. of medical office space on the first floor of the current location. This space was previously occupied by Wheaton Franciscan Healthcare. These are fully remodeled medical offices which are currently vacant. Dr. Dunbar is conducting a budgetary assessment of moving the current clinic into this space.

## **Opportunities**

- To work with the legislature to declare Acupuncture an essential health benefit
- Expand clinical services to include affiliation with physicians and medical clinics
- Currency with national standards and future vision of the field
- The Accrediting Commission for Acupuncture and Oriental Medicine is accepting applications for a transitional professional doctorate as a continuation of the Masters degree
- Continued increased employment trends in the field of healthcare, including integrative medicine
- Aurora Health System has created a acupuncture department and is hiring MCOM graduates
- Update the list of Wisconsin insurance companies covering acupuncture treatment

## **Update 2018**

The College successfully obtained a "Pass" after challenging the non-compliance finding with the Gainful Employment Rule.

The Department of Labor and Statistics has created a Classification of an Occupation code for Acupuncture. This represents a dramatic change in government recognition of the profession.

The College is working with its lobbyists and State Representatives to monitor the implementation of any new health insurance initiatives and prevent other professions from practicing acupuncture with less than the current state and national standards. The College's lobbyist working with state legislators prevented the passage of a bill which would have allowed Chiropractors to practice Acupuncture with little or no training.

The College is regularly conducting email campaigns targeting healthcare administrators to promote the hiring of our graduates. The College continues to update a website ([www.addanacupuncturist.com](http://www.addanacupuncturist.com)) to promote the advantages of employing acupuncturists. This website now contains a searchable database to allow prospective patients and employers to find MCOM graduates by zip code.

## **Threat**

- Addressing the continued student stressors regarding workload.
- Addressing the continued student stressors surrounding financial aid debt.
- Physical therapists practicing Acupuncture and calling it "Dry Needling"
- Chiropractors attempting to pass legislation allowing them to practice acupuncture with little or no education.

## **Update 2018**

The College received permission to offer a limited number of courses through distance learning by the Accreditation Commission for Acupuncture and Oriental Medicine this spring. This will alleviate the need for additional transportation to the campus and lower commuting costs.

With the economy slightly improving, students overall stress seems to have lessened; the last cohort default rate was reported at 4.3% and represents a total of 3 students. The College continues to maintain a reasonable tuition cost relative to the amount which can be borrowed.

In preparation for the Gainful Employment appeal, the College found that more than 80% of the last four years' graduates are in practice or using the skills learned at the College. The College conducted phone surveys, web, and licensure searches to arrive at this number. The College will continue to monitor its graduates and offer assistance when requested. The College continues to work with its graduates to prepare business plans, help negotiate office leases, and responded to individual requests by graduates.

To this end, the College has created a part-time position of graduate liaison. This individual regularly contacts graduates to track their practice and offer assistance.

The College will continue monitoring U.S.D.O.E. rules and initiatives regarding changes in financial aid.

Students receive their financial aid distribution, which includes disclosure of the total financial aid debt including the disbursement and an estimated monthly payment based upon the total debt as of that date. This has had the effect of students choosing to borrow less.

The College is working closely with its attorneys and lobbyists to address the "Dry Needling" issue and has successfully worked to stop the 150 hour acupuncture proposed requirement for chiropractors in Wisconsin. The College is working with the additional lobbying firm of Wimmer and Company, SC and will continue to monitor any movement by the chiropractors.



Based on the results of the SWOT analysis, provide the following: three to five goals for strengths/weaknesses and how they will be addressed by your school.

**Strength:** Syllabi have been revised to assure compliance with Carnegie credits (homework vs. classroom time).

In the summer of 2015-16, the following areas were added to student assignments outside of the classroom. In 2018 syllabi have been reviewed and updated for currency.

- Sufficient reading assignments
- Learning activities to complete off campus
- Review and revise outcomes and competencies
- Selection of new textbooks to assure sufficient and relevant readings to meet USDOE, Carnegie credits, ACAOM Accreditation Commission for Acupuncture and Oriental Medicine (ACAOM ), and National Commission for the Certification of Acupuncture and Oriental Medicine (NCCAOM) requirements.

After revising the reading assignments, student performance has increased. This has been measured through Examsoft reports. Dr. Mayrose is closely monitoring the overall student performance through assessment tools.

**Strength:** Response to the changing competencies and outcomes as the profession matures.

The College is continuously monitoring proposed change in the standards of the Accreditation Commission for Acupuncture and Oriental Medicine; this is being referred to as the "Revised Masters Standards". It is using competency-based terminology instead of the older "curriculum content" language.

The College has developed competency based rubrics using both the ACAOM standards and the Accreditation Commission of Graduate Medical Education.

The College has developing handouts and working documents based upon the Knowledge, Skills, and Abilities rubric of the National Commission for the Certification of Acupuncture and Oriental Medicine.

Dr. Chelnick and Dr. LaPoint are on both the Entry Level Standards and Curriculum Development Committees where new proposals are discussed. Dr. LaPoint is Vice President of the Council of Colleges of Acupuncture and Oriental Medicine. This organization sets the curriculum standards for all of the 63 member colleges

This enables the College to do long-term curriculum planning to assure that the College maintains currency with the educational standards and resulting marketplace positioning.

## Update 2018

Changes consolidating some standards are now published and Drs. Chelnick and LaPoint continue to participate as committee members to keep abreast of any changes that will affect the College's programs.

**Weakness:** Addressing the continued student stressors surrounding the economy and financial aid debt.

The College continues to use a form when students receive more than \$4,000 in financial aid checks. This form indicates their estimated monthly payment after graduation based upon the total student loan debt at the time of the disbursement. This information has resulted in some students borrowing less.

**E. Future Think** - Describe your school five years from now. What will it look like and how it will be positioned in the marketplace.

Some colleges across the country feel the future of the field of Acupuncture and Oriental Medicine (AOM) is moving towards the "evidence-based" model. The Midwest College will continue to engage its students in a "traditional and holistic" approach to the field while acquainting students with the idea of "evidence informed practice" which is more in keeping with the philosophy of traditional medicine.

The College will continue to use educational technology where appropriate and to evaluate and consider new texts, and other media appearing in the field of AOM education.

As the practice of AOM becomes more integrated into mainstream medicine, this will require graduates to work as part of a healthcare team and participate collaboratively in patient care and decision making. Therefore, future students will need to better interact within the structured and rigorous environment encountered in any scientific career.

The College has revised the Practice Management components of the curriculum to better reflect the current practice models, which include more integration into existing medical practices.

In 2018, the College identified a new electronic medical record system "Unified Practice", which will be added to the Practice Management course.

Based upon the College's participation in the national dialogue about the future of AOM education, we expect an increase in some content areas, such as research methodology and comprehensive care planning. To accomplish part of these goals, the College has added a Continuity of Care plan and form to the clinic records. This enables any clinician to evaluate the short and long term goals of the treatment.



## UPDATE 2018

### Educational Technology

The College continues to refine the use of Examsoft Software (Examsoft.com). It is a computer based testing system. This system is used by many law and medical schools. All students are required to have a PC tablet, iPad, or laptop computer to take exams. This software provides detailed analysis of testing data. It also links KSA's and rationales to all questions. It is a standard in higher education and is taking a real commitment from all College staff, from administrators to faculty, to fully implement all of its potential.

The reports generated with Examsoft have enabled the College to review student progress in a longitudinal manner and has provided direct feedback to the faculty in the effectiveness of their student assessments. In addition, the software reports have allowed the College to conduct assessments showing correlation between lectures, readings, and student performance.

### The Next Five Years

Key administrators at the Midwest College continue to hold positions on important committees of the Council of Colleges of Acupuncture and Oriental Medicine (CCAOM). It is at the CCAOM that the accredited colleges of TCM take a look at the future of Oriental Medicine considering academic, clinical and professional practice issues. The College learns at biannual meetings the best thinking of leaders in the field from across the country, and then considers the actions and position of the College in relation to these ideas and opinions.

Some of these issues include:

How changes in the Affordable Healthcare Act and the new Veterans Choice program will affect a graduates' future practice.

How an "evidence informed practice" approach can positively improve patient outcomes and use modern assessment tools to conduct various assessments with sufficient feedback loops to implement change. The College continues to refine the Evidence Based Practice course to include the most recent developments in Chinese Medicine and Acupuncture.

How new proposals from the U.S. Department of Education may affect proprietary schools.

How new technology may affect medical recordkeeping, delivery of educational content, testing, and achievement of educational outcomes.

By keeping abreast of these external issues, while continuing to evaluate and revise internal activities, like clinic record keeping and encouraging scholarly inquiry, the Midwest College is looking forward to future opportunities while honoring our accomplishments over the last 39 years.

*I hereby certify that the information contained on this form and any attachments to the form is true and correct to the best of my knowledge.*

Signed \_\_\_\_\_

Date \_\_\_\_\_

William Dunbar PhD, College President  
Midwest College of Oriental Medicine

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