

University Strategic Plan 2019-2024

Updated 5/1/2023

CHSU CALIFORNIA
HEALTH SCIENCES
UNIVERSITY

2019-2024

**University
Strategic Plan**

Mission

We exist to improve the health care outcomes of people living in the Central Valley by:

1. *Inspiring diverse students from our region to commit to health care careers that serve our region.*
2. *Developing compassionate, highly trained, intellectually curious, adaptive leaders capable of meeting the health care needs of the future through a performance-based education.*
3. *Empowering people to teach, serve, research, innovate, and practice collaboratively in areas of skill and expertise.*

Vision

Enhancing the wellness of our community by educating health care professionals dedicated to providing collaborative care for the Central Valley.

Values

- **Integrity:** We keep promises and fulfill just expectations. By aligning our beliefs, thoughts and actions, we adhere to the highest ethical and professional standards in education, research and health care.
- **Excellence:** We strive to achieve the highest quality in all that we do by using evidence-based methods, teamwork, critical reasoning, and continuous reflection on performance.
- **Collaboration:** We strive to contribute positively to each other, our students, patients, university and community, through a culture of trust, respect, transparent communication, cooperation, cheerfulness, gratitude, and shared victories.
- **Diversity:** We respect, embrace and harness the strengths of the many cultural backgrounds, languages, experiences and viewpoints of our students, faculty, staff and the community which we serve.
- **Innovation:** We offer opportunity and resources to explore and pursue courageous innovation that matters for our students, faculty, staff, patients, and community.
- **Stewardship:** We conscientiously utilize our resources – human, material and financial – in a highly efficient, effective, forward-looking and sustainable manner.
- **Growth:** We value and invest in an assessment-driven culture that prioritizes growth and self-development. We strive to realize the potential of every student, faculty, staff, and community member through our individual and collective learning opportunities, decisions, policies and priorities.

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Strategic Planning Process

Strategic planning is crucial for California Health Sciences University (CHSU) as we develop and enhance our academic programs. The current University strategic plan was adopted in 2019 and outlines the goals CHSU is striving to achieve in the five-year span from 2019-2024. The plan helps CHSU assess progress in achieving our mission and vision to enhance the wellness of our community by educating health care professionals dedicated to providing collaborative care for the Central Valley.

The strategic plan chart below identifies five (5) goals aligned with our mission. Within each goal, there are key strategies, an overview of our accomplishments, key initiatives to support those strategies, intentional action items to further the goals and objectives, and metrics by which CHSU can gauge progress and establish supplemental action items. The goals are measured by both quantitative and qualitative evidence, which is compiled periodically and evaluated annually as appropriate.

In May 2022, the CHSU Board of Trustees directed the CHSU leadership to initiate the process of reviewing and revising the 2019-2024 University Strategic Plan to ensure relevancy.

The university engaged key administration, faculty, staff, and students on several occasions over a 9-month period to document progress towards the goals; recommend revisions, additions, or deletion of goals, strategies, and metrics based on relevancy; and to ensure the Strategic Plan supports our diversity, equity, and inclusion goals.

This document includes updates for the 2019-2024 University Strategic Plan, approved by the Board of Trustees on May 12, 2023.

CHSU College-Level Strategic Plans

CHSU college-level strategic plans have also been developed for our College of Osteopathic Medicine (COM) and College of Pharmacy (COP), which can be found on our website.

[CHSU College of Osteopathic Medicine Strategic Plan](#)

[CHSU College of Pharmacy Strategic Plan](#)

Goal 1 – Provide a robust learning environment that promotes diversity, equity, and inclusion; empowering students to reach their maximum potential.

Key Strategies:

- a. Develop and maintain an infrastructure that promotes diversity, equity, inclusion, and educational excellence in CHSU faculty.
- b. Assess and coordinate educational opportunities across CHSU programs, guided by the CHSU Global Learning Outcomes.
- c. Develop an educational program that promotes diversity, equity, and inclusion and is aligned with the needs of the profession in the realms of practice and accreditation.
- d. Utilize impactful, proven teaching modalities and learning pedagogy for curriculum delivery, which also promote diversity, equity, and inclusion.
- e. Establish an interprofessional education (IPE) culture for education that will extend into interprofessional and collaborative health care practice.
- f. Offer an array of student services that promote diversity, equity, and inclusion and support the wellness and health of CHSU students.
- g. Implement the CHSU Health Sciences Library Strategic Plan.
- h. Coordinate the delivery of programs with Information Technology Services for an electronic curriculum.

Goal 1 Metrics (COP):

1. >90% of students satisfied with professional development services.
2. Board passage rates at or above National and California passage rates.
3. >90% on-time graduation for students persisting in the program.
4. >90% of students exceed professionalism and leadership behavior expectations by clinical preceptors and CHSU faculty.
5. Post-graduate placement meets national norms for CHSU graduates.

Goal 1 Metrics (COM):

1. Demonstrate how diversity, equity, and inclusion topics are incorporated into learning environment and curriculum, including meeting minutes, course topics, training, etc.
2. Ensure equity of student success by measuring student achievement by ethnicity, gender, and underrepresented in medicine to that of all students.
3. Demonstrate improved diversity, equity, and inclusion efforts through results from campus climate surveys.
4. Demonstrate retention rates at or above national average of US osteopathic medical schools, tracked annually.
5. COMLEX-USA passage rates at or above national average of US osteopathic medical schools.
6. Demonstrate on-time graduation rates at or above national average of US osteopathic medical schools.
7. CHSU DO graduates secure post-graduate training at rates commensurate with national norms.

Goal 2 – Foster a culture of continual growth for all CHSU employees

Key Strategies:

- a. Optimize the faculty and staff size within programs.
- b. Maintain competitive compensation of employees.
- c. Develop and maintain a growth-oriented work environment.
- d. Promote lifelong learning opportunities to employees.
- e. Strengthen research infrastructure to support basic, clinical, translational, and educational research.
- f. Promote and encourage productive relationships between faculty and students in scholarly activities and research.
- g. Provide professional training for employees.
- h. Develop awareness of leadership strengths and opportunities for improvement in all employees.

Goal 2 Metrics:

1. Faculty and staff numbers meet programmatic needs, as required, and assessed by accreditors.
2. Faculty acquire relevant curriculum delivery training, certification, and other various continued education, trainings, workshops, etc.
3. Faculty and administrators receive national recognition, tracked through research and scholarly activity reports.
4. Faculty receive mentoring to expand expertise in teaching, service, research, and scholarship through various continued education and trainings.
5. Administrators participate in leadership development annually.
6. Staff participate in at least one professional development program per year.
7. Faculty deem the research and scholarship infrastructure to be adequate through survey instruments.
8. Demonstrate continual improvement in culture, increased employee satisfaction rates and reduced turnover rates.

Goal 3 – Advance the University mission to improve health care outcomes of people living in the Central Valley.

Key Strategies:

- a. Enroll diverse students from or with interest in serving the Central Valley.
- b. Utilize innovative community outreach programs.
- c. Promote graduate retention in the area through extracurricular immersion in the Central Valley community.
- d. Enhance access to healthcare services through collaborative partnerships with clinical entities in the Central Valley.
- e. Continue community-based research with a focus on cultural competency and health disparities.
- f. Expand awareness of and communicate CHSU's impact.

Goal 3 Metrics:

- 1a. Achieve or exceed the target enrollment of 75 students per class in the pharmacy program (relevant 2019-2020).
- 1b. Achieve or exceed the target enrollment of 75 students per class in the first year, 113 in the second year, and 150 thereafter in the osteopathic medicine program.
- 2. Demonstrate advancement of the mission through documentation of completed and ongoing community engagement efforts.
- 3. Demonstrate advancement of the mission through documentation of quantitative and qualitative measures of CHSU's Impact.
- 4. Measure the number of enrolled students from the Central Valley and the percent of graduates remaining in the region.
- 5. Osteopathic manipulative medicine (OMM) clinical service established.

Goal 4 – Ensure sustainability and relevancy of current and future accredited programs to meet the health care and educational needs of the Central Valley.

Key Strategies:

- a. Develop and maintain partnerships with healthcare, education, community organizations, and healthcare providers for recruitment, training, and retention of CHSU students and other healthcare professionals.
- b. Ensure policies are aligned with higher education legislation and best practices and disseminated throughout CHSU.
- c. Maintain a robust enterprise risk management system.
- d. Continue the development and support of osteopathic medicine residency opportunities in the Central Valley.
- e. Enhance access to health care by creating collaborative clinical practice sites in the Central Valley.

Goal 4 Metrics:

- 1. On-going Continuous Quality Improvement (CQI) to determine program viability.
- 2. Institutional assessment and effectiveness providing data for program demand from prospective students and graduate demand by prospective employers.
- 3. Outreach events and pipelines provide a reliable supply of students to CHSU programs to maintain target class sizes with qualified students.
- 4. Achieve timely, continuing institutional and programmatic accreditation and obtain all regulatory approvals to operate.
- 5. Faculty, staff, and administrator salaries are commensurate with national and regional averages.
- 6. Adequate clinical rotations and clerkships are secured, as determined by accreditors.
- 7. Measure efforts to create and maintain partnerships with our health care community.

Goal 5 – Ensure the longevity and sustainability of the University and programs through responsible stewardship and creative enterprise.

Key Strategies:

- a. Continue to develop alternative revenue streams to decrease tuition dependence and support innovation.
- b. Enhance student financial aid practices to identify additional funding resources.
- c. Ensure CHSU resources are prioritized for student-centric needs and sustainability.
- d. Implement the CHSU Information Technology Services strategic plan.
- e. Maintain accreditation, licensure, legal compliance, and compliance with and eligibility for US Department of Higher Education programs for continued operation and funding opportunities.

Goal 5 Metrics:

- 1. Revenue sources other than tuition account for at least 10% of the CHSU budget.
- 2. Financial aid counseling leads to responsible student educational debt management.
- 3. Robust vetting and approval process for all major initiatives, capital expenditures, equipment, and software licenses.
- 4. Demonstrate compliance by maintaining all authorizations for operations and financial aid funding, including the Title IV financial audits.