



University Strategic Plan 2019 - 2024

Adopted November 6, 2019

CHSU
CALIFORNIA
HEALTH SCIENCES
UNIVERSITY



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.

CHSU Strategic Goals

Goal 1 – Provide a robust learning environment that promotes self-discovery and enables students to reach their maximum potential.

Strategies

The strategies to achieve Goal 1 include, but are not limited to:

- a. Offer an array of student services that support the need for wellness and health of CHSU students
- b. Develop and maintain an infrastructure that promotes educational excellence in CHSU faculty
- c. Coordinate educational opportunities across CHSU programs, guided by the CHSU Global Learning Outcomes
- d. Develop an educational program aligned with the needs of the profession in the realms of practice and accreditation
- e. Apply Team-Based Learning (TBL) to health care education
- f. Establish an interprofessional education (IPE) culture for education that will extend into interprofessional and collaborative health care practice
- g. Implement the CHSU Library Services strategic plan
- h. Coordinate the delivery of programs with the internet technology services (IT) for an electronic curriculum

College of Pharmacy Metrics

1. Achieve or exceed the target enrollment of 75 students per class
2. >90% of students satisfied with professional development services
3. Board passage rates meet or exceed National and California passage rates
4. >90% on-time graduation for students persisting in the program
5. >95% student persistence (based on academic performance)
6. >90% of students exceed professionalism and leadership behavior expectations by clinical preceptors and CHSU faculty
7. Post-graduate placement meets national norms for CHSU graduates
8. Rate of graduate employment in pharmacy commensurate with national norms

College of Osteopathic Medicine Metrics

1. Achieve or exceed the target enrollment of 75 students per class in the first year, 113 in the second year and 150 thereafter
2. By the end of OMS-II year, demonstrate a retention rate that is at or above the national average of US osteopathic medical schools
3. CHSU DO graduates will secure post-graduate training opportunities at rates commensurate with national norms

Goal 2 – Foster a culture of continual growth for administration, faculty, and staff who are exemplary in their field of expertise.

Strategies

The strategies to achieve Goal 2 include, but are not limited to:

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

Metrics

1. Faculty and staff numbers meet programmatic needs, as assessed using the faculty adequacy models employed in each program
2. 100% full time faculty have acquired, at a minimum, the “TBL fundamentals” certification of the national organization
3. 15% faculty have become certified as TBL “consultant-trainers” by the national organization within three years of program enrollment
4. >25% of faculty and administrators have received national recognition
5. 100% faculty have documented annual functional mentoring for at least one area of growth in the faculty growth rubric
6. 100% administrators participate in leadership development at least bi-annually
7. 100% of staff participate in at least one professional development program per year
8. >90% of faculty deem the research and scholarship infrastructure to be adequate

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

Strategies

The strategies to achieve Goal 3 include, but are not limited to:

- a. Develop a robust enrollment program to attract applicants, focusing on students from Central Valley
- b. Develop and maintain innovative community outreach and development 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. Establish community-based research for issues relevant to the health of Central Valley residents
- f. Implement the CHSU Office of Marketing and Communications strategic plan

Metrics

1. Achieve or exceed the target enrollment of 75 students per class in the pharmacy program
2. 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
3. CHSU community engagement efforts are coordinated around the CHSU centralized themes
4. The residents of Clovis and Fresno are aware of CHSU's impact as evidenced by local news stories, publications and collaborations
5. Clear impact metrics exist and are used to continually improve outcomes
6. >50% of graduates remain in the region
7. OMM clinical service established
8. Pharmacist-led clinic established

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

Strategies

The strategies to achieve Goal 4 include, but are not limited to:

- a. Establish partnerships with local health care organizations for training of medical students and pharmacy students
- b. Enhance and refine policies aligned with higher education legislation and best practices
- c. Maintain a robust enterprise risk management system to protect the CHSU mission
- d. Support regional health systems to develop osteopathic medicine residency opportunities in the Central Valley
- e. Support regional health systems to develop pharmacy residency opportunities in the Central Valley
- f. Enhance access to health care by creating a collaborative clinical enterprise in the Central Valley

Metrics

1. Program review is undertaken every five years and the results are used to determine program viability and improvement measures
2. Institutional assessment provides data for program demand (prospective students) and graduate demand (prospective employers) for both the feasibility study and program review
3. Outreach events and pipelines provide a reliable supply of students to CHSU programs to maintain target class sizes with qualified students
4. Continuous accreditation of programs
5. Faculty, staff and administrator salaries are commensurate with national statistics
6. 120% of clinical rotations and clerkships are secured
7. Documented evidence of supports provided to health systems toward the development of residencies including, but not limited to use of our simulation facilities, access to the CHSU library, and on-campus resident training

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

Strategies

The strategies to achieve Goal 5 include, but are not limited to:

- a. Develop sustainable alternative revenue streams to decrease tuition dependence
- b. Enhance student financial aid practices
- c. Organize resources around priorities supported by metrics appropriate to CHSU
- d. Implement the CHSU Information Technology Services (IT) strategic plan

Metrics

1. Revenue sources other than tuition account for at least 10% of the CHSU budget
2. Financial aid counseling leads to student educational debt less than comparable national norms
3. >90% student retention across educational programs to maintain tuition revenue
4. 100% of initiatives and major purchases and licenses are preceded by due diligence in product and service comparisons including features and cost, and especially considering current licenses, software, hardware and products

The mission and strategic goals are linked to achieve the vision.

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

CHSU Mission

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.

Goal 1 – Provide a robust learning environment that promotes self-discovery and enables students to reach their maximum potential.

Goal 2 – Foster a culture of continual growth for administration, faculty, and staff who are exemplary in their field of expertise.

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

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

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