A 20/20 Vision for the Year 2020
STAYING THE COURSE
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20/20 Vision for 2020: Staying the Course
John Scaringe, President

Preamble

The landscapes of Healthcare and Higher Education are changing. As a healthcare university, our success is dependent on our ability to anticipate and adapt to future trends in both environments. As hockey legend Wayne Gretzky once said, “I skate to where the puck is going, not where it has been.” This is what Southern California University of Health Sciences (SCU) intends to do. Out of necessity we must emerge as visionary leaders and we have outlined our plan to do so within this document.

The outline of our Vision is as follows:

- **Forward**: A discussion framing the current issues within both healthcare and higher education and how they impact SCU
- **Introduction**: An explanation of our Vision for a sustainable future
- **Part One**: A summary of our institutional character and history
- **Part Two**: A review of our six flagship strategic goals within our 2011-2016 Strategic Agenda and a record of our achievements within each
- **Part Three**: A plan for SCU’s preferred future based on enrollment growth, diversification of academic programs, innovative and integrative healthcare delivery models, physical plant growth and expansion, and continued brand recognition
- **Conclusion**: A recap of the incredible potential on SCU’s horizon
Forward

Healthcare and higher education are both in a state of flux and reform. As a healthcare university, Southern California University of Health Sciences (SCU) must have a heightened awareness of these reforms and begin examining what opportunities these changes will create. Although there is uncertainty as to what the correct path should be, there are definite trends we can follow. We need to anticipate these trends and know where they are going, so we can position ourselves as a transformational leader within healthcare education.

Often discussed within different sections of the newspaper, the twin crises of healthcare and higher education are extraordinary in their similarities. Both face four similar issues: rising costs, diminishing access, inefficiency and waste, and inconsistent quality. Within higher education the emerging trends expected to combat these issues include shifting from a traditional campus to a ‘learn anywhere’ environment, creating modular and flexible curricula, creating competency based curricula, offering massive open online courses (MOOCs), and offering online and blended learning. Within healthcare, the emerging trends include shifting away from hospital-based care to ‘care anywhere’ environments, creating integrative healthcare teams, consolidation of private practices, medical groups, and even hospitals into larger entities with increasing focus on evidence-based outcomes, and shifting away from a prescriptive model of care to a ‘Predict and Prevent’ model of care.

Although very different fields, healthcare and higher education are both looking to personalize the customer process and accommodate them without compromising the quality of service. Whether for the sake of students or patients, each area is trying to cut down on costs and allow for greater access. In other words, healthcare and higher education are experiencing a paradigm shift and it is imperative that SCU adapts and adjusts or we face the possibility of becoming obsolete.

According to renowned Harvard Business School Professor Clayton Christensen (2013), “25% of colleges and universities will either close or merge in the next ten years.” Modification, innovation, and adaption are the only avenues for institutions seeking to outlast the changing tides. We must move away from typical models and practices because there is nothing about the current environment that is, in fact, typical. In today’s educational and healthcare markets, typical means antiquated. Unless universities learn to adapt, they will go the way of the dinosaur.

Indeed, the landscapes for both higher education and healthcare are changing. We need to adjust quickly to these changing environments by thinking innovatively and working integratively. We must anticipate the needs of our future students by building curricula that are modular, flexible, and competency based. This won’t be difficult to accomplish as long as we leverage what we already successfully do and build upon it. We must identify areas of overlap with our existing systems and capitalize on them to create economies of scale. We do not intend to recreate the wheel. We just want to build on the wheels we already have.

SCU Vision 2020

3
There are new opportunities ahead for SCU and we’re ready to take advantage of them. Let’s live our mantra of “Healing Evolved.” Let’s be the transformational leaders we know we can be. We hope you can embrace the journey and evolve with us.

**Introduction**

The following document outlines a comprehensive strategic vision for the future of Southern California University of Health Sciences (SCU). You will read this plan and see that it aims for financial sustainability above all else. Crucial elements of this strategic vision are growth, evolution, and innovation because each play a key role in creating a sustainable and financially stable future.

So why is it so important to have a business strategy that has the value of sustainability at its core? This is primarily because research suggests only institutions that have sound financial structures and stable income flows are able to fulfill their multiple missions and respond to the current challenges in an increasingly complex higher education environment. In other words, a university’s goals are more easily reached when the institution produces sufficient income to enable it to invest in its future.

While benefiting the organization financially, sustainability can also invoke passion and inspiration amongst employees. A shared vision, where sustainability is not a “project” but rather a philosophy that runs through every aspect of an organization’s culture, can capture hearts and minds while also increasing responsible growth of the triple bottom line. Living within a philosophy of sustainability means that your constituents feel a sense of security in that they know their core operations can and will weather any storm.

When everyone within an institution is moving in the direction of a financially sustainable future, it allows for more flexibility to identify and capitalize on global trends. When organizations such as ours view their overall business strategy through the lens of sustainability, near and long-term issues like the ever-changing healthcare landscape become challenges that we will have the luxury to help address or even opportunities we can capitalize on for growth.

As Yogi Berra once said, “If you don’t know where you’re going, you’ll probably end up somewhere else.” Just like so many other humorous Yogi-isms, this quote feels incongruous and yet it makes perfect sense; without goals in life, you won’t get very far. As fun and goofy as the initial quote is, the premise behind it motivates our sustainability planning. With a goal of sustainability infused throughout an organization, there’s a clear focus, a roadmap, and a context for making operating decisions.

SCU’s Vision Plan 2020 marks the next stage in the continuing development of the University as we aim to be the premier integrated healthcare institution in the United States. It builds on the strong foundations expressed in our mission, vision, and values statements and further

SCU Vision 2020

4
articulated in our 2011-2016 Strategic Agenda. However, before we begin our journey of mapping out what our specific vision of sustainability will be, it may be helpful to review our institutional character and history. We have to explore our past, to understand the present and then we will be able to shape our future. In other words, to create 20/20 vision in the year 2020, we must know where our focus has been thus far.

PART ONE: Institutional Character and History

Defining SCU’s Core
Who are we as an institution? What is our purpose? How do we behave? How will we succeed? Knowing the answers to these questions is important before we begin to visualize our opportunities. We must ask, answer, and embrace this information so we can define and stay true to who SCU is at its core. This knowledge will give us a sturdy foundation to build upon for our future. We are pleased to be able to share these questions and answers with you now.

Why do we exist? We exist to advance health and wellness.
How do we behave? We behave with transparency, grit, and a sense of humor.
What do we do? We provide health sciences education and deliver integrative healthcare.
How will we succeed? We will differentiate ourselves by cultivating an environment of evidence-informed interprofessional education and practice, providing a great place to work and learn, and fostering strategic and innovative academic program growth.

What is our History?
Southern California University of Health Sciences (SCU) has a rich and proud history dating back to 1911. As Los Angeles College of Chiropractic (LACC), and later as SCU, we have always sought to perpetuate visionary leadership, where we strive to consider our position within a global healthcare perspective and make enhancements or adjustments to our path, as needed. Knowing that innovation is both how you serve society and how you achieve sustainable growth, SCU continues to come into its own as a values-driven, progressive institution.

For over a century, SCU has been committed to the dissemination of healing arts knowledge. There are only a select group of institutions in the country that can boast such a strong legacy and we are proud to represent the world of health sciences and complementary medicine within that group. Always leading, never following, SCU seeks to maintain our pioneer spirit and continue our tradition of creating vanguard programs seeking to innovate and lead in the world of health sciences and integrative healthcare.

A few examples of our pioneer spirit are as follows:
• In 1911, a mere 16 years after the emergence of modern chiropractic, LACC was established with formalized curricula. Eleven years later, the state of California attempted to formalize chiropractic education on a broader scope by passing the California Chiropractic Initiative Act of 1922.
• From 1922 through 1950 LACC made continued curricular improvements, material expansion, and acquired over nine other chiropractic schools and related institutions.
• In 1981 LACC purchased a 38-acre campus in Whittier, California that provided room to mature and make way for increased enrollment, expanded curriculum, and the development of healthcare services to the surrounding community.
• In the same decade, LACC became one of the first chiropractic institutions to obtain federal grant money for research as well as becoming the first and only chiropractic program to obtain accreditation from the WASC Senior College and University Commission.
• The end of the century marked a turning point in our history. We evolved from an institution offering a single program to a multi-program university with plans of offering additional programs in the future under an integrative healthcare model. LACC joined the College of Acupuncture and Oriental Medicine (CAOM) along with the School of Professional Studies (SPS) under the umbrella of a new all-encompassing entity: Southern California University of Health Sciences.
• In 2013 SCU was chosen to participate in the first ever Department of Veterans Affairs (VA) chiropractic residency training program.
• In 2014, SCU became the first university in the country to offer a First Professional Doctorate in Acupuncture and Oriental Medicine, obtaining accreditation approval from the WASC Senior College and University Commission.

The future of SCU will be challenging, but very exciting. Our resilience over the past century ensures that we will approach these challenges with confidence and enthusiasm.

PART TWO: Recent Advancements

SCU 2011-2016 Strategic Agenda
Our current Vision Plan has been developed in order to build upon and support our Strategic Agenda, which was created through a university-wide team effort back in 2010. We learned then what we know now – that the kind of institution we are trying to become doesn’t yet exist, so we cannot compare ourselves to or follow the roadmaps of other Higher Ed and healthcare institutions. We want to cultivate an environment of evidence-based interprofessional education unlike any other university in the nation.

Our Strategic Agenda was built upon this principle. We are unique and must create unique strategic goals to help us blaze our own path. As such, we created six specific university goals that pushed us closer to achieving our vision of becoming the premier evidenced-based integrative healthcare university. For the past three years, this agenda has not only informed everything that we do, but it has motivated us to reach even farther and dig even deeper. This is the premise from which we have grown over the past few years and it is the foundation upon which we build our sustainable vision. Within this section we will review our six flagship strategic goals within our 2011-2016 Strategic Agenda and record our achievements within each.

SCU Vision 2020
1. **Define and communicate our identity and establish a trusted unique brand in the integrative healthcare education marketplace** – We will define our identity, live it palpably throughout the institution, and articulate it consistently and effectively to all audiences.

   - We developed identity statements for SCU, CAOM, LACC, SCU Health System, and SPS.
   - We regularly communicate the university’s mission, vision and values statements, making it a practice to print them on all SCU marketing material.
   - We developed an International Recruitment Plan.
   - Hired Chief Public Affairs Officer to further establish and promote a communication plan campus-wide.

2. **Ensure our financial stability and then achieve a position of strength by utilizing our resources judiciously, making smart financial decisions based on sound analysis of credible data, and diversifying our revenue streams** – We will look for and take advantage of new sources of revenue, develop and utilize new financial analytical tools and measurable data to support decision-making, and put a priority on significantly improving our fundraising and ‘friendraising’ success.

   - Mostly due to an increase in property rentals, our ancillary revenue went up 141.3% during the 2009-2013 fiscal years.
   - We have sold a large segment of the university property, at a sales price of $17,300,000.
   - We revised the organization, services, and promotion of the UHC to increase utilization, profile, and revenues.
   - We conducted and completed a formal review of tuition structure.
   - We have operated in the black, both in net net and general operations, for three straight years.

3. **Diversify and expand our distinctive mix of programs while ensuring all programs meet the highest standards of academic excellence** – We will enhance our academic program depth and breadth via new integrative program development and partnerships to set the standard for integrative healthcare; promote an academic atmosphere of innovation, creativity, and results orientation; and measure and assess all existing and new programs to ensure they are of the highest academic quality and competitive in the marketplace.

   - Our First Professional Doctorate in Acupuncture and Oriental Medicine program was submitted, reviewed, and approved by WASC.

SCU Vision 2020
• On February 25th, 2014, we have an initial conference call set with WASC to familiarize them with our next proposed program up for review: our Bachelors Completion Program.
• The New Program Development Committee (NPDC) is in place and operating.
• We developed a plan to introduce a scholarly project requirement for all graduate students.
• We explored and submitted a report on whether to offer an ESL program.
• We completed an analysis of the Massage Therapy program and its future.
• We established and implemented a standardized protocol for evaluation of all academic programs through the NPDC.
• SCU was chosen to participate in the first ever Department of Veterans Affairs (VA) chiropractic residency training program. We will be partnering with the well-known and well-respected VA Greater Los Angeles Healthcare System.

4. **Provide a first-class experience for our students while growing our enrollment and building lifelong relationships with our alumni** – We will reinvent our approach to customer service and hold ourselves accountable for delivering service of the highest quality, developing mutually beneficial relationships with our alumni to create trust and loyalty, and steadily increase our enrollment through professional enrollment management planning and execution.

• We hired new VP for Enrollment Management who is refining and continuously improving the Enrollment Services function.
• We developed and implemented a tuition discounting strategy.
• We hired a new Alumni Affairs Director to work to re-engage alumni.
• We developed the initial stages of the Center for Learning Excellence.
• We enhanced faculty development through an Integrative Healthcare Leadership program.
• We have expanded and developed our academic support services and personnel.
• We have performed facility improvements in high student use areas.

5. **Reaffirm our commitment to scholarship and research and reclaim our leadership position in evidence-based integrative healthcare** – We will actively promote and fully integrate research and scholarship in the academic enterprise, setting high expectations and holding ourselves accountable to significantly increase our funded research activities and achieve distinction for our scholarly contributions.

• We hired a Faculty Research Coordinator.
• We established Scholars’ Forum Days.
• We have started the initial development of an SCU Online Research Journal.
• We have started the initial stages of development of a Data Warehouse.

SCU Vision 2020
• We have a new Faculty Performance Assessment process in development.

6. Create the physical, organizational, and governance infrastructure necessary to establish stability in the short term and to thrive in the future – We will upgrade our facilities to make them more modern, inviting, and effective; enhance the use of technology both in the classroom and in administrative operations; invest in, develop, and support our people while holding each of us accountable for outcomes; and commit to a collaborative and results-oriented governance system.

• We have developed and implemented a structured compensation program.
• We continuously update and communicate changes to our policy manual.
• We have refined SCU’s approach to collaborative governance, clarifying the roles and responsibilities of all university constituents in the management of the institution.
• We have continued the practice of reaching out to university constituents for participation in the creation and implementation of our strategic growth plan.
• We paid for a campus space utilization study in order to identify opportunities to increase the utilization of our current facilities.
• We have made significant campus and facility improvements, including a Health Center remodel to accommodate our growth and emphasize an atmosphere of integrated professionalism.
• We have obtained a bid for a feasibility study for on-campus housing.

PART THREE: Staying the Course Through 2020

As previously stated, our Strategic Agenda established what we want to achieve as a university by 2016. It was written in the context of the opportunities and challenges that the university is likely to face over the next decade. Because of this, we view our 2020 Vision Plan as an extension and enrichment of our Strategic Agenda.

Staying in line with our Agenda, we want to begin to paint a picture of the landscape of our preferred SCU future. More specifically, what might our University look and feel like in the year 2020? This section of the Vision includes a proposed SCU campus populated by new and exciting academic programs, centers, students, faculty, and staff. It will also elaborate on our strategies for our SCU Health System and will explore opportunities outside the walls of our campus to help with brand recognition and expansion.

Specifically, this section covers five areas that reinforce the original 2011-2016 Strategic Agenda while painting an inspiring picture for our future through 2020. The five areas designed to reinforce the Strategic Plan are as follows:

SCU Vision 2020

9
1. Enrollment growth
2. Diversification of academic programs
3. Innovative and integrative healthcare delivery models
4. Physical plant improvements, growth, and expansion
5. Increased brand recognition

1. Enrollment Growth

Looking ahead to the fall of 2020, we see a lush landscape, populated by renovated and new buildings, contemporary and traditional architecture, and a university ready to house our projected growth to approximately **1337 Full Time Enrollment (FTE)** students. This student FTE is a 50.6% increase in enrollment from fall 2013. Based on current trends in market research, we can comfortably assume that this kind of growth is possible. We have even experienced similar growth rates (48.7% from 2006-2013) on our own campus through improved enrollments in our current degree programs and the creation of our Integrated Science Program (ISP). In five years, we have seen our numbers within ISP grow from 19 to approximately 250 FTE. With these successful results, it is not unreasonable to project that we could replicate this accelerated learning model for further FTE growth. In fact, with the start of ISP North set to launch in 2014, this is what we intend to do. Research shows that there is a general demand for accelerated college-level science curricula and therefore we recognize that our success with ISP is not specific to our location. Because of this, we expect to see a similar growth rate at ISP North as we have experienced with the original ISP South.

This is just one area that SCU must be willing to adapt to and remain flexible for. Remaining flexible is imperative for us as we strive towards a financially sustainable future. There are two schools of thought regarding what makes a sustainable university. Some say that academic institutions are at risk if they have 1000 full time students or less (Martin and Samels, 2009). Others say that this measurement is much higher, citing that a university is unstable if it has less than 2800 students (Kneedler, 2009). We are on pace to pass the first threshold of 1000 FTE in 2015, but our ultimate goal is to eventually pass the second threshold of 2800. To have a shot at meeting this number, we must continuously look for opportunities to adapt and grow – even in ways that may be currently considered unconventional.

For example, our evolving student population is untraditional and tech-savvy. In addition to both ongoing new program development and ongoing assessment of current programs, we must begin to offer online courses and build satellite campuses to adjust to the growing needs of the market. Massive open online courses (MOOCs) are viable options for the university. They are not just alternatives to traditional classroom education; they will help to lower the cost of education and save time for students.

Another example of ways we can adapt and grow is through leveraging our institutional partnerships. According to higher education specialists James Martin and James Samels (2009),
colleges and universities are joining forces in innovative ways like never before. From individual-course team-teaching collaborations to joint grant applications, Samels and Martin encourage at-risk institutions to join forces with other colleges and universities. Perhaps unconventional, this strategy has the potential to not only create efficiencies and cost savings through shared resources, but also expand our educational and operational reach. By partnering with institutions that share our values and vision, we can leverage each other’s strengths in key areas such as faculty development, joint degrees, shared fund-raising and even alumni outreach (Martin and Samels, 2009).

Because we know that with the right academic portfolio this kind of growth and diversification can be possible, we put together a projection chart of what our future full time enrollment stats might look like. Knowing that our intention is to launch new academic programs every other year, we anticipate an annual FTE growth rate of about 9%. This growth is balanced against existing and new program growth i.e. Integrated Science Program and New programs (DAOM and BCP). This may include some programs increasing in trends, while others based on demand, may decrease slightly or have a flat growth trend i.e. MAOM or DC. The numbers listed below are meant to represent our potential; however we will continue to budget more conservatively.

SCU Projected Student Enrollment (FTE) Growth (fall 2013 through fall 2020)

SCU Vision 2020
2. **Diversification of Academic Programs**

Based on the needs of the market, the evolving healthcare landscape, and our own strategic growth, enrollment, marketing plans, and collaborative processes with key campus constituencies, we have identified nearly twenty potential academic programs to add to our offerings that will strengthen and deepen our mission.

This is our opportunity to further diversity our portfolio. We argue that diversification will not dilute our culture or our professions, it will only enrich them. This is our opportunity to truly enhance our integrative healthcare and interprofessional education models.

The following programs all fit our mission and will help us execute our Strategic Agenda. These SCU mission focused programs include, but are not limited to:

**Bachelor’s level:** Biological Sciences, Psychology, Nursing, Business and Integrative Health, and Public Health.

**Master’s level:** Physician Assistant, Occupational Therapy, Clinical Nutrition, Public Health, Sports Medicine, Gerontology, Applied Behavior Analysis, Nursing, and Business and Integrative Health.

**Doctoral level:** Acupuncture and Oriental Medicine, Naturopathy, Physical Therapy, and Psychology

3. **Innovative and Integrative Healthcare Delivery Models**

In addition to new academic programs, the SCU Health System will be undergoing drastic changes over the next few years. It too has a strategic vision that echoes and fulfills the university’s own. Much of this vision has been published in tandem with our Strategic Agenda 2011-2016, however – as previously stated – our 2020 Vision Plan is an extension and enrichment of our Strategic Agenda. As such, we wish to continue to follow the strategies developed by our SCU Health System, allowing them to carry over and flourish into the year 2020.

The concept behind the SCU Health System vision is simple: to produce and incentivize evidence-based, integrative healthcare. All patient care delivered by SCU health services must utilize this concept. Employing ideas that resonate with the more prominent trends in healthcare reform, the SCU Health System vows the following:

- Patients will have access to a variety of healthcare providers of various specialty types and these providers will, when appropriate, function as an integrated team to deliver patient care.
• Patient care will also be integrative in that it will address the patient as a whole, both physically and mentally.
• All practices and disciplines in the model should consider the best available evidence in the clinical decision making process. If best available evidence were to seem at odds with practitioners’ clinical experience, or solid evidence did not exist, then these would be areas of research for health services to investigate.
• Undergraduate and/or graduate education (residencies, fellowships, postgraduate certificates, etc.) will continue to be core to all SCU Health System offerings.

When considering the university’s future, SCU Health System knows it must continue to work on evolving with the ever-changing landscape of healthcare. After much evaluation of the current trends in healthcare, US populations, and SCU’s areas of strength, SCU Health System has developed the following growth strategy for initial services/programs for implementation.

• Spinal Care (2013)
• Sports injury and other non-spinal NMS conditions and human performance enhancement (2014+)
• Healthy Aging (2016+)
• Wellness (2014)
• Nutrition/Functional Medicine within Center for Healthy Living (2015)

The implementation plan and timeline for their strategy is as follows:

4. **Physical plant growth and expansion**

SCU will continue to seek out and hire exceptionally qualified faculty, scholars and clinicians; providing the best in education, training and research to and for our SCU community.
Furthermore, our architectural landscape will change dramatically...

Our strategic agenda and operational plans call for the development of a Campus Facilities Master Plan during the 2014-2015 academic year. These changes will include the potential for several key building projects to help support existing and new mission-driven initiatives. We anticipate one to two new buildings by 2020. These may include:

- An innovative “Integrative Healthcare Facility” open to the public which will house our Centers of Excellence and Community Health Center. This beautiful and contemporary structure will provide a window into our SCU community reflecting our dedication to exceptional integrative health. It will be developed with advances in integrative health processes, treatment, and equipment. Additionally this integrative facility will be staffed by top-notch clinicians, supervisors, residents, and will provide student training experiences.

- A new “State of the Art Classroom and Laboratory Building” will take the place of the footprint of older structures on campus. This new four story building will house dozens of new classrooms and laboratories along with offices for 50 new faculty and clinicians. This building will also house three large lecture halls, each with a seating capacity of 150.

- Another “State of the Art Four Story Building,” mirroring the architecture and footprint of our first new building will be established. This building will stand as reflection of our academic and scientific prowess. The building will house key administrative offices, the President’s office, VPAA, Institutional Advancement, Marketing, and other key support service offices that will help represent and provide leadership over our mission, vision and values.

- Our SCU campus might also be adorned by a large and contemporary four story “Student Union Building” that will house support services, learning resources, a student computer lab, library, exercise facility, and community cafeteria. Additionally, study and quiet spaces will populate this building as students prepare for their exams, quizzes, readings, and to catch up on social media.

5. Increased Brand Recognition

SCU is always looking for ways to increase awareness and grow the value of our brand. One of the more effective ways for institutions like ours to do so is through building partnerships and
affiliations. Partnerships are a powerful method of building brand equity and when strategically positioned, they can move beyond simply strengthening a brand. They can help re-define it.

Strategic affiliations help increase exposure and visibility by reaching audiences that a brand may not have had access to previously. A strong partnership can improve the overall value of a company by reinforcing positive connotations and by expanding perceptions beyond what audiences think the brand is capable of. In fact, a well-constructed affiliation has the potential to affect how each participating brand is understood.

Even though SCU is a smaller institution, this does not mean we cannot seek to have big brand recognition. Not only will strong partners help create that recognition, but it will give us more effective social currency. Creating brand-building alliances can open up the door to opportunities from business ventures to new academic development and degree offerings. SCU will grow even stronger through proactive partnerships and affiliations and has already started mining possible opportunities with organizations that share our vision and values.

**PART FOUR: Conclusion**

As we turn our attention to the path ahead, there is incredible potential on the horizon for SCU. We must be bold enough to capitalize on that potential and to invest in opportunities so we can truly move forward in the advancement of health and wellness. We must be bold enough to diversify our university in such a way as to place a bigger spotlight on SCU. Nothing was ever gained by being afraid to take informed risks.

In addition to enrollment increases, new academic programs, and building structures there are also additional and strategic initiatives that are being considered. A few examples of such initiatives are items like:

- Increased Research/Scholarship opportunities for Faculty, Students and Clinicians
- New Community Partnerships through our Centers of Excellence
- Develop a deliberate sustainable structure for Institutional Advancement
- Develop Advisory Boards & Funding Opportunities for Each of the Centers of Excellence
- Launch an on-line “Scholarly” journal promoting Centers of Excellence, Interprofessional Healthcare Education, and other related areas

As we continue the institution's focus on providing excellent health sciences education, as we deepen our commitment to advancing health, wellness, and integrative healthcare, and as our national health system and higher education landscapes continue to change, we want to assure the SCU community that we are poised and prepared for this level of progress. We are ready to evolve. We are not waiting to see what the year 2020 has in store for us. We are excited to show the worlds of healthcare and education what we have in store for them in the year 2020.

SCU Vision 2020
15
Endnotes


