Introduction

Founded by Drs. Charles and Linnie Cale in 1911 when modern chiropractic was only 16 years into its history, the Los Angeles College of Chiropractic (LACC) was established to offer formalized training in the little known healing art of chiropractic. In the ensuing decades, the college grew steadily, acquired other chiropractic and related schools, continually upgraded and expanded its curriculum, and became one of the most responsive and respected institutions in chiropractic education. In 1981, LACC purchased the current 38-acre campus in Whittier, California, which provided room for increased enrollment, expanded curriculum, and the development of healthcare services for the surrounding community. LACC later became the first chiropractic program to obtain accreditation from the Western Association of Schools and Colleges (WASC) and was one of the first chiropractic institutions to obtain federal grant money for research.

The end of the 20th Century brought a major change to LACC when the institution began offering the Master of Acupuncture and Oriental Medicine program through the newly established College of Acupuncture and Oriental Medicine (CAOM). The college was renamed “Southern California University of Health Sciences” (SCU) to house both the LACC and the CAOM. Shortly thereafter, the School of Professional Studies (SPS) was launched to offer healthcare professionals the opportunity to continue and enhance their education through a wide variety of programs. A century into our history, SCU remains steadfast to the Cales’ commitment to the dissemination of healing arts knowledge by offering academic programs in an evidence-based, outcomes-focused learning environment that develops competent, caring, and successful integrative healthcare practitioners.
Retrenchment, Recovery and Enhancement Plan

Typical of many private and public postsecondary institutions implementing change, however, we have not been immune to challenges. Over the past decade, our financial system has become unbalanced and we did not consistently or effectively integrate annual strategic planning priorities with our budgetary process. This, unfortunately, resulted in a financial imbalance that necessitated the creation of a new strategic plan in 2009 for our institution – the Retrenchment, Recovery and Enhancement Plan (RRE). The RRE was broadly constructed around four main topics: a historical perspective of the institution’s finances over the previous decade compared to a current view of the university’s financial indicators based on principles developed for small independent colleges and universities; a Retrenchment plan outlining significant structural and organizational changes for the 2009-2011 time frame; a Recovery plan indicating significant activities that should be undertaken when certain benchmarks were reached in the Retrenchment plan; and an Enhancement strategy for rebuilding our financial strength and mission building capacity.

The ultimate goal of the Retrenchment plan, which was initiated in the 2009-10 academic year and continues through the current year of 2010-11, is to restore our financial equilibrium through taking decisive action to achieve a balanced budget. In developing the Retrenchment plan, we identified a total of 67 strategic initiatives, which focused on the following priorities: the reduction of administration and academic costs through major departmental restructures; outsourcing of selected functions; freezing positions; lay-offs and reduction in workforce; and major cuts to operational budgets. While these initiatives were not easy to endure, we have been successful in implementing the vast majority of them to date. A recent assessment of our progress reflects that 54 of the 67 (80.6%) strategic initiatives have been fully implemented and 100% completed, two (2.99%) were in progress, one (1.49%) was deferred to another year, two (2.99%) were partially completed, six (8.96%) were not done, and two (2.99%) were decided against. Through these efforts, we have successfully increased enrollment and retention in the face of declining national trends in chiropractic enrollment, increased both student and employee satisfaction, designed a new “FLEX” curriculum, implemented all accreditor recommendations, and our financial position has improved. But our efforts are not complete – we continue to work towards completing the Retrenchment plan even as we have transitioned into the Recovery phase.

The Recovery phase of the plan, which began contemporaneously with some aspects of the Retrenchment phase last year and will continue through the 2011-12 academic year, is designed to take a hard look at our immediate and future financial status and how we can reshape and renew the university. In particular, we have placed immediate emphasis on marketing and branding efforts and our initial effort in this area has yielded an increase in enrollment in the DC and ISP programs. Additional priorities of the Recovery phase
include leveraging our resources through partnerships and collaboration; establishing a growing (minimum stable) enrollment base for the DC, AOM, and SPS programs; and securing financial strength through aggressively attracting capital to retire our CEFA indebtedness.

In addition to our ongoing Recovery efforts, we have also embarked on the Enhancement phase of the plan by engaging in a new comprehensive strategic planning process, which has defined a vision for our future through academic year 2015-16. Through the process of strategic planning, we have confirmed that we are a learning community dedicated to educating students as competent, caring and successful integrative healthcare practitioners and learned that we are ready to clearly define our role in today’s healthcare higher education landscape. In fact, we have determined that SCU has the momentum and capacity to make tremendous strides in research and academics and we are living in a moment when extraordinary opportunities abound in healthcare and education that make these innovations possible. We are primed to emerge as a leader by stepping up in an unprecedented manner to carve a new pathway for healthcare education. We have found in this process our commitment to be recognized as the premier evidence-based integrative healthcare university.

Process

We launched our comprehensive strategic planning initiative in the spring of 2010 with one straightforward goal: to develop a shared vision and strategic agenda for our institution’s future. We solicited input from all areas of the institution – students, faculty, staff, administration, alumni, regents, and external stakeholders. We collected over three hundred strategic issues to consider in the process of designing our future. During a full day retreat, a cross-section of internal and external institutional stakeholders worked together to craft from the strategic issues seven institutional questions we needed to answer. We then developed these questions into charges and work groups worked from July 2010 through February 2011 to answer them. These work groups were composed of a broadly representative cluster of about forty members of the university community.

Three times during this period, the work groups met with the SCU community in open campus meetings to test and revise their thinking on these institutional questions. The work groups also met with the Board of Regents in September 2010 and February 2011 with the same goals in mind. Further, these work groups reported regularly to an equally representative Steering Committee, on which the chair of each work group served. During the remainder of the spring, with the president’s leadership, the Steering Committee developed this strategic agenda from the work group reports and utilized the university’s financial planning model to test our initiatives.

Throughout this process, we have looked externally at our environment and internally at ourselves. As a result of this collaborative university-wide effort, we now commit ourselves to be recognized as the premier evidence-based integrative healthcare university.
The Environment

SCU is a progressive, fully accredited institution with a history of leadership in the field of complementary and alternative health science education. Over the past decade, we have made extraordinary strides towards an integrative approach to healthcare with the launches of CAOM and SPS. We offer our students an innovative, evidence-based, student learning-outcome focused curriculum that provides a variety of degree programs (including a unique dual degree program), (s)electives, and residency opportunities at a competitive tuition rate. Moreover, our certificate programs afford students additional educational options and have the added benefit of increasing enrollment in our graduate degree programs. Our students’ educational opportunities are further enhanced by the University’s Health Center, premier clinical internship program, international training opportunities, access to a large geriatric patient population, tutoring programs, improving classroom technologies, university associations, and a burgeoning online learning portfolio. Additionally, our close-knit community environment allows our dedicated faculty and staff to provide our students personalized attention. The university’s faculty members are highly qualified research oriented, and hold direct leadership experience in their respective disciplines. Similarly, our staff is devoted and works hard to accomplish shared goals to meet the needs of our students and the institution. Our decisions are increasingly data driven due to the benchmarking capabilities of the Office of Supported and Institutional Research. We enjoy the benefits of new presidential leadership and an administration that encourages a culture of community, diversity, and increased transparency and accountability. We offer a fair benefits package and encourage employees to become actively involved in the affairs of the campus through representative bodies and regularly scheduled town hall meetings and symposia. Finally, our large, open-air campus is located in a very desirable suburban area outside of Los Angeles and includes a large parcel of under developed/utilized acreage that gives us great flexibility as we move forward with our strategic initiatives.

While we have tremendous strengths, we are faced with internal challenges that must be surmounted as we move forward. We have a tuition dependent financial base and, given our challenges in maintaining adequate enrollments over the past decade and reliance on two key academic programs, our financial health has suffered. This has been exacerbated by our limited reserves, lack of consistent fund-raising, and high debt levels. Budget shortages have made it difficult to address deferred maintenance issues, increase space in our Health Center, and invest in more modern classroom technologies. We have also not utilized our existent technology infrastructure to its full potential. Our financial reality has also precluded us from improving our employee benefit, pension, and compensation plans. The hiring process can be improved upon and we must develop a new hire orientation and training program to ensure our new employees are given every opportunity to excel. Employee evaluation processes are similarly underdeveloped and opportunities for professional advancement are limited. Until recently, we have had a history of slow, non-transparent decision-making, which failed to cultivate an atmosphere of community and open communication and resulted in...
inconsistent execution of university objectives. Although we have successfully reversed the trend since implementing the difficult but necessary retrenchment plan, in prior years we experienced high turnover, poor morale, and a lack of institutional pride amongst some employees. Since we changed our name to the Southern California University of Health Sciences we lost some of the name recognition and reputation of LACC, failed to create a strong identity for CAOM, and our marketing and branding efforts were ineffective. These factors contributed to fluctuating enrollment and alumni disengagement. Moreover, our struggle to fully integrate our disciplines adversely impacted student retention, particularly in the dual degree program, and hindered interdisciplinary research efforts. While we have a strong research history, our reputation as a leader in complementary and alternative health science research has diminished. Our admissions and transfer processes have also been inconsistent in the past, which has contributed to a drop in student board scores. Finally, the location of our campus in suburban Los Angeles presents challenges due to the high cost of living and limited points of access to campus.

Notwithstanding the aforementioned challenges, the current external environment allows us to take advantage of significant opportunities in the changing healthcare and higher education settings. We are facing unprecedented emerging public and media interest and acceptance towards integrative medicine and complimentary and alternative healthcare therapies and therefore there is an increasing demand for such practitioners in our society. Moreover, recent healthcare reform legislation, a growing geriatric population, globalization trends, the new Post-9/11 GI Bill, and an increase in prospects seeking second careers due to the economy also create distinct opportunities for enrollment growth. The opportunity also exists to enroll students from not only our Integrated Science Program, but also from competing institutions that have either recently closed or are presently experiencing challenges. In addition, there are potential students with interests and needs we could meet by introducing new complimentary academic programs congruent with our mission, expanding current programs, improving or introducing alternative course delivery systems, and collaborating with other institutions. Increased attendance at international conferences should allow us to expand our geographic market for recruitment internationally as well. Beyond program development and enrollment growth, the potential for expanding grant research and working more collaboratively across disciplines exists. There is also the prospect to re-engage our alumni base for the benefit of all, including but not limited to fund-raising. Other underdeveloped revenue opportunities include making idle facility space available to the external community, the pursuit of private and public grants, and increasing the Health Center’s hours of operation. By improving campus aesthetics, strengthening our infrastructure, and promoting sustainability, we have the ability to become more visible in our community. In addition, the large parcel of under developed/utilized acreage on our campus provides us
with great flexibility as we move forward. Finally, Southern California provides a deep pool of qualified and diverse faculty, staff, and student candidates.

As we explore these opportunities, we must be cognizant of key threats in the external environment and be prepared to address them. The most obvious threats are posed by the volatile economic climate and our current financial realities. As a tuition-dependant institution, our viability is vulnerable to fluctuations in enrollment due in part not only to the economy, but also downward national chiropractic enrollment trends and our inability to invest in key areas such as marketing, facility and technology infrastructures, and academic programs that will allow us to be competitive in the marketplace. Some of our competitors have been more agile and flexible in reacting to the economic climate, relying on established brand and name recognition or more sophisticated educational technology resources and course delivery systems to recruit students. Still other peers offer lower tuition rates, less exacting academic standards, better established research divisions and integrated curricula, or superior faculty and staff compensation packages. The high cost of living in Southern California also presents challenges in terms of student and employee recruitment. We must also be mindful of accreditation standards and government regulations and the repercussions to our university should we be sanctioned by these bodies. Other threats include the unknown consequences of healthcare reform, attempts by allopathic medical education to take the lead in defining integrative healthcare practice, and pushback from our local community as we pursue updates to our campus infrastructure.

The strategic planning process has presented us with an opportunity to respond to these environmental factors and to explore all possible avenues to enhance our academic, operational, and financial well being. This process has led us to craft a new vision for the next five years to be recognized as the premier evidence-based integrative healthcare university.
Vision

With our vision to be recognized as the premier evidence-based integrative healthcare university informing all that we do, over the next five years we shall:

1. **Define and communicate our identity and establish a trusted and 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.

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 friend-raising success.

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.

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.

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.
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.

1 – Define and communicate our identity and establish a trusted and 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 will officially adopt our revised vision, mission and values statements. We have reviewed and clarified the mission statement with particular attention the distinction between *medicine* and the broader term *healthcare* and similarly introduce the concept of *evidence-guided* clinical practice to the existing concept of evidence-based scholarship. We will then formally promote these to all key constituents, making sure that as a community we are all fully informed regarding our mission and values and are provided the ongoing support and training necessary to live them out on a daily basis.

Our revised mission and values (and the vision described in this strategic agenda) will provide the context for us to then define and articulate our unique identity in the marketplace, which will be the foundation upon which our marketing and branding efforts will be based. Key elements of our identity should include: integrative healthcare, academic excellence, scholarship, innovation, customer service, and collaborative relationships.

Part of defining our identity will include defining our target student market. We will clearly identify the type(s) of student that will benefit from and achieve success as a result of an SCU education, focusing on characteristics such as academic achievement, geographic region, demographic profile, and program interest, among others. We will determine the role international recruitment will play in the definition of our target market, relying on a cross-functional “International Student Recruitment Taskforce” to make recommendations on such key decisions as whether, when, and how to target potential students from Canada, Latin America, and East and South Asia, among others regions, and how to support international students when they arrive.

We will create a new brand for the university in the context of the newly codified mission, vision, values and identity. Our past marketing, branding, and identity strategies have been ineffective, especially since our name change over ten years ago. However, the new clarity related to our distinctive purpose and vision will pave the way for the university to re-invent its brand based on a
clear, unified identity. We will take advantage of this crucial moment in the history of this university to collectively and correctly answer the questions “Who are we?”, “What are we?”, and “What do we do?” – creating the brand which is that instantaneous, largely unconscious, and sometimes emotional association one makes with the institution when they hear or see our name. Our branding efforts will include a new logo and consistent use of key phrases and themes that will be familiar to all. We will introduce new tools such as a style guide that will be the official rulebook on effectively and consistently communicating the brand and integrate all branding efforts with a comprehensive Communication Plan.

We will support our marketing and branding efforts to the best of our limited financial ability. We will spend strategically while working smarter with coordinated and consistent efforts led by a quality team of professionals. We will add to the marketing and communications staff as we are able and also appoint a marketing committee to make sure that the universal message is being communicated properly internally and externally at all times.

2 – Ensure our financial stability and then achieve a position of strength by utilizing our limited 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 financial decision-making, and put a priority on significantly improving our fundraising and friendraising success.

We are financially vulnerable because we are highly tuition-dependent and have limited reserves. While adding to and growing our academic programs, as described below, will be tremendously beneficial to the financial well being of the institution, we must and will do more. We will sell the 12-14 acres of little used and underdeveloped land on the south part of campus and use the proceeds to retire our CEFA bond indebtedness and improve our facilities and academic programs. The remaining campus acreage is sufficient to expand facilities as needed for projected future enrollment increases.

We will diversify our revenue streams from non-tuition sources of income, including rental income, fundraising, and grants. Our university property is a major asset, but many of our existing buildings are under utilized and present an opportunity for rental income. We will conduct a comprehensive space utilization analysis to identify and quantify the true usage of all spaces and assess potential for optimal uses. Then we will create space utilization guidelines, including marketing and pricing protocols, to optimize the use of existing property and facilities for both internal use and revenue-generating uses by others.

We will re-examine our approach to promoting and organizing the under utilized University Health Centers (UHC) with the intention
of increasing public awareness of UHC services and increasing utilization and revenues. We will also consider the potential benefits from introducing other diverse health-care professionals, such as nutritionists, doctors of naturopathy, physiatrists, and/or medical doctors to the UHC service portfolio.

We will implement a targeted, comprehensive strategy to improve our fundraising success. We will restructure and invest in the Office of Institutional Advancement and hold that office accountable for significantly improved results, including a capital campaign in the near future. Our recent fundraising history is not acceptable and we are confident that we can do much better in this area, especially as we emerge from our period of Recovery and share our plans for Enhancement. In support of this effort, we will actively work to develop additional mutually-beneficial relationships with alumni, friends, and other potential donors and supporters. We will make reconnecting with our alumni a top priority. And we will overcome our current relative isolation within our immediate circle and actively extend our reach and contacts to other businesses, institutions and organizations.

Finally, we will conduct a formal review of our tuition structure and revise it based on consideration of affordability, price competitiveness, annual changes in the Consumer Price Index, and institutional revenue requirements.

We will develop and use sophisticated financial models to determine the effectiveness of existing activities and evaluate the viability of new opportunities, making sure that we undertake new initiatives with full understanding of the potential financial consequences on the institution and report results accurately. We will strive to make significant financial analyses collaboratively, sharing data and deliberations with relevant parties, and emphasize transparency in our decision-making.

A multi-year Financial Planning Model (FPM) was created to support the development of the strategic agenda. The FPM models the university’s current economic system and predicts income and expenses during the five-year planning period. Assumptions were made for the baseline data based on historical information and inflation projections, then cost and revenue projections were developed for each strategic initiative and incorporated into the financial forecasts. The FPM accounts for necessary additions to faculty and staff for each initiative, as applicable. Additional positions were factored in based on overall student headcount growth forecasts, including faculty and additional support staff in areas such as admissions, advising and financial aid. We will achieve our strategic agenda financially based on comprehensive financial analysis using the FPM.

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.

We will develop creative, market-driven new programs on an aggressive yet realistic schedule, including significantly increasing the use of distance and blended learning in our course delivery. We will introduce a series of master’s programs to meet market demand and to help foster an environment of inquiry at SCU, beginning with an online Master of Science in Clinical Nutrition program, a blended Master of Science in Sports Medicine program, and an online Master of Science in Public Health program.

We will take a leadership role in the nascent movement toward integration of Complementary and Alternative Medicine (CAM) and allopathic medical education, which is already beginning on traditional medical school campuses, and position SCU as the premier academic integrative healthcare institution. This will elevate the reputation of DC and AOM practitioners among relevant internal and external constituencies and simultaneously establish a direct catalyst for economic development of the institution. By leveraging our existing core curriculum courses and administrative infrastructure, we will create a program that graduates patient-centric, truly integrated practitioners and prepares our DC and MAOM graduates in an unprecedented manner with skills for leading-edge coordination of care among all healthcare providers.

We will introduce a scholarly project, envisioned as a required research based project that each degree student completes over several terms. Managed by clinical research personnel and/or designated faculty, students will have the freedom to select a research topic to explore. This freedom will encourage students to pursue their own interests and ultimately create a pipeline for enhanced growth and development of SCU’s research capacity.

We will establish a leadership role in the increasingly global integrative healthcare market by investigating opportunities to add international components to our curriculum and we will consider offering an ESL program as well to support the internationalization of our community. This will enhance the training and expertise of current students, distinguish SCU from other institutions, and build SCU’s national and international reputation through collaboration with like-minded institutions involved in these exchanges.

We will investigate opportunities to promote our massage therapy (MT) program for growth. Massage therapy is a burgeoning field with prolific growth projections and is highly complementary with chiropractic, medical, and physical therapy practice and has the potential to grow significantly and to serve as a feeder program for the DC and MAOM programs as well. We already have
a solid curriculum, quality faculty, appropriate facilities and the unique benefit of clinical exposure to our chiropractic and AOM practitioners and students in the Health Center. We will also continue to develop new programs for our successful SPS, which has become the second largest source of revenue for SCU and greatly enhances our strategy of program and revenue diversification.

We will encourage, support, and organize efforts to engage in interdisciplinary collaboration and learning for students and faculty alike. We will reorganize our current programs from functioning as parallel and distinct units into integrated and collaborative learning opportunities across disciplines. The dual program, as an example, creates unique and valuable opportunities for students in each program to learn and work together as many practitioners ultimately do in clinical practice. We will find ways to improve the effectiveness of the dual program and make it the model for interdisciplinary activities at SCU; for example, offering the Doctor of Acupuncture and Oriental Medicine (DAOM) will provide additional opportunities for program integration. We will also reinstate the Interdisciplinary Visiting Scholar Symposium, which will provide an opportunity for showcasing best practices in integrative patient care.

For all of these initiatives, we will achieve faster and sometimes better results by forming productive alliances with other institutions that are able to provide complementary resources or expertise to help us achieve our goals. We will actively seek out collaborators and work to establish mutually-beneficial relationships to accelerate our progress.

Finally, we will establish a standardized protocol for evaluation of academic programs and initiate a regular periodic review of all existing programs as well as proposed programs prior to launch. The evaluation protocol will be systematic and objective, and include criteria related to our mission to develop practitioners of integrative healthcare, measurable quality outcomes, financial responsibility, and market potential. A numerical grading structure will quantify the degree to which a program adheres to these criteria, allowing all programs to be measured and evaluated against a common standard and supporting the continuous improvement and expansion of the university’s high quality academic programs.

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 increasing our enrollment through professional enrollment management planning and execution.

We will reinvent our approach to customer service and create a first class experience for students from recruitment through matriculation to life as student and then alumni. Providing students the first class “SCU Experience” will become part of our institutional identity and ultimately, when we deliver it consistently, will help perpetuate and enhance our brand. We will provide...
relevant training to all staff and faculty to focus on and deliver this exceptional service and build service expectations into our performance evaluation process to ensure it becomes part of our culture and reputation.

We will continue to refine and improve our newly created OneStop Enrollment Services function and expect it to become the model for customer service at SCU. Although it is a work in progress, the OneStop function, with physically centralized services and web-based technology, has been a success to date and has led to significant recent increases in enrollment. We will make every effort to ensure that our OneStop function is efficient and effective for prospective and current students, adopting industry best practices in structure and workflow. We will review and consider bringing our outsourced Financial Aid function in-house again to improve our level of service, coordination, and communication. In this context, we will also to develop a strategy to increase and diversify our scholarship and tuition discount opportunities to improve both recruitment and revenue generation.

We will complete a comprehensive Enrollment Management (EM) plan that reflects our revised vision for the future of the university, our new target market(s), and the most current thinking in the industry regarding data-based analysis, prospect tracking, and communications, including increased use of social media. We will target and develop relationships with institutions that are known “feeder” schools for SCU and those that fit our target student profile. We will develop an organized, coordinated approach to ensure that we take better advantage of our own Integrated Science Program to recruit these students to our graduate programs. We will also begin a new effort to recruit military veterans, many of whom are seeking to further their education and are interested in healthcare programs and also are supported by the Post 9/11 GI Bill. A key component of the EM Plan will focus on retention with an emphasis placed on early intervention, mandatory mentor programs, and creating student success. We will also enhance academic and co-curricular student services to support students academically as well as socially at a graduate level in order to cope with the rigors of their program(s).

We will become vigilant in engaging our alumni, who have not generally stayed involved in university activities and do not give financially in large numbers. We will apply the same customer service approach to alumni as we do to students, providing useful services and connections with efficiency and flare. We will re-energize and organize the SCU Alumni Association (SCUAA), provide useful services to alumni as they establish their careers, and establish meaningful long-term connections that engender loyalty and mutual support. We will develop a robust platform for alumni to interact, communicate, and reconnect with their classmates and the university, and invite them to participate and take on leadership roles at campus events.

We will establish a Career Development and Advancement Center (CDAC) to provide professional resources to students, alumni, faculty, and staff. Many alumni note that the transition from student to practitioner is particularly challenging. We will design career services that are meaningful and effective for advancing the careers of our graduates and become known for preparing students
to transition to their careers when they leave and supporting them effectively throughout their working life. We will also provide leadership and professional development opportunities to faculty and staff, including coordination of faculty and staff mentoring programs, leadership retreats, public speaking, individual career path counseling, and job skills development through the CDC.

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 will expand our commitment to and support of research and scholarship by positioning the Office of Supported and Institutional Research (OSIR) as a high profile, university-wide resource to actively promote and support all research initiatives at SCU. A vibrant, productive research community is integral to any academic institution’s growth and reputation, facilitates securing additional grant funding and private support, and helps SCU position itself as a leader in integrative medicine. OSIR must be positioned and known as the heart of research on campus.

We will ensure that OSIR has the structure and resources to effectively oversee both accreditation management and research support services. We will improve communication to and engagement of the SCU community with regard to supported research via regular workshops and in-service presentations, profiling active research related initiatives, promoting patient-oriented research activity in the health centers.

OSIR will support SCU researchers in the process of identifying opportunities and bringing grant and funded research projects from bid to fruition. We will ensure that grant funding opportunities are compiled and distributed on a consistent basis university-wide, that faculty and staff receive appropriate training, and that we provide effective support to those involved in submission of grants in the form of statistical analysis assistance, design and formatting, and final draft editing. While our grant revenue has fallen in recent years, we will turn that around by setting aggressive yet realistic goals to significantly increase sponsored research projects and revenue.

The effective execution of this initiative is contingent upon the right personnel being empowered to take on leadership roles. We will recruit new instructional personnel with interest and expertise in research and identify and support existing faculty with an interest in and willingness to pursue research on campus. Finally, we will develop a policy defining the appropriate balance between teaching, scholarship, and service that will best serve the needs of the university for both individual faculty and the institution as a whole.
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 will remain on the present 38-acre campus in Whittier and solicit offers to sell unused portions of the campus. We will invest in modernizing and revitalizing our facilities in targeted, high impact areas to make our campus more comfortable, inviting, and effective for teaching, learning, and scholarship. We will create a facilities master plan to address our accumulated deferred maintenance, including the following priorities: a health-oriented theme and unified color scheme for the campus, updated buildings and landscaping to be more attractive and health promoting, displays of photos and artifacts from our history strategically around campus, and upgraded windows and bathrooms. Furthermore, we will engage in a feasibility study evaluating a shared campus entrance and signage on 1st Avenue to improve our visibility in the community. We will incorporate strategies to make our campus more environmentally sustainable in the short term, with the long-term goal of creating and implementing a comprehensive campus sustainability plan.

We will build on-campus housing to meet current student demand, to attract students from a broader geographic region, including internationally, and to create a stronger sense of campus community. Students living on campus are more likely to engage in regular campus activities, to use services, and attend special events on campus – all helping to create the vibrant campus culture that is missing now.

We will create statement buildings by renovating the existing outdated acupuncture and chiropractic technique labs. Making these labs more open and modern will help improve the learning experience and make an impression on both internal and external constituents by showcasing that which makes us unique. We will also update classrooms and other learning environments to improve academic outcomes, including improving student seating in classrooms, incorporating more power outlets in classrooms, purchasing new classroom furniture and equipment for faculty, converting the PAC into the signature classroom on campus, and transforming the ASB chamber and little used lab rooms into flexible classrooms.

We will invest in key technologies that improve student learning, recruitment, and campus operations. We must meet the expectations of millennial students with new technologies like lecture capture, a learning management platform that affords the ability to hold online discussion groups and document management, and abundant online resources to support student living and learning.
In order to attract and retain high quality faculty and staff, we will develop and implement over time a structured Compensation Program with the target of achieving the median of our peer group for academic ranks, staff and administrative positions, and to provide equal opportunities for employees. We will also reinstitute a structured Rewards and Recognition Program to improve employee morale, increase community engagement, increase retention, and reduce costs related to employee turnover.

Having just completely updated the university Policy Manuals, we will make them available to every employee via the university intranet to ensure consistent adherence to policy throughout the campus. Similarly, we will develop a revised Code of Ethics and Student Conduct System to correct an emerging challenge with occurrences of disrespect between students, faculty, and staff. We will create a comprehensive and cohesive Communication Plan so that all members of the community will know where to find information relevant to them and how to most effectively disseminate messages they need to get out. The Communication Plan will set expectations regarding use of social media and other technology, including our web presence and it will also integrate guidelines for in-person communication such as open campus meetings, which have become an effective way to bring the various stakeholders on campus together to hear about and discuss important issues.

We will coordinate and support efforts to reintroduce additional community-building programs such as Sports Day, Research/Scholarship Day, Integrative Healthcare Day, and Integration Week. During these events, all students, faculty, and staff will be encouraged to participate along with alumni, integrative health care practitioners, and potential students.

With the introduction of new programs over the past decade, the SCU has become a much more diverse community. However, we have done little to promote our diversity or integrate the somewhat segmented populations associated with our various disciplines. Throughout the programming of events and activities designed to achieve a more vibrant, connected community, we will celebrate our diversity and take every opportunity to develop cross-cultural awareness.

We will develop a shared governance model that appropriately balances the governance roles of all members of the university community, engages and engenders the trust of the community, and supports effective and timely institutional decision-making. This model will ensure, through regular education and development, that our Board of Regents maintains a high-level policy view of the institution, holds the president accountable for implementing those policies plays a leadership role in the fundraising activities needed for our programs to thrive and diversifies its expertise appropriate to SCU’s mission and strategic vision. The shared governance model will also ensure substantive faculty engagement in decisions on academic programs and appropriate engagement for students in institutional communication and decision-making. We will also clarify and standardize the roles and responsibilities of all university units in the management of the institution.
Next Steps

Through operational planning, we will develop a detailed list of tasks, capital and operating budgets, revenue sources, priorities, responsible parties and timelines to deliver on our vision to be recognized as the premier evidence-based integrative healthcare university.

Our president and steering committee will lead the implementation of this agenda and the tasks required to implement it; they will create evaluation systems to assess our progress with our implementation and they will report to our campus community, board, and external stakeholders regularly. They will also continue the process begun in the spring of 2010 to scan our environment, assess strategic issues, and develop strategies for updating our vision and operational plan.

We shall do all in our power to be recognized as the premier evidence-based integrative healthcare university.
Vision
Southern California University of Health Sciences will be recognized as the premier evidence-based integrative healthcare university.

Mission
Our mission is to educate students as competent, caring and successful integrative healthcare practitioners. The University is committed to providing excellence in academics, service, scholarship, and leadership through the Los Angeles College of Chiropractic, the College of Acupuncture and Oriental Medicine, and the School of Professional Studies.

Values
Excellence: We strive to be the best in everything we do.

Leadership: We develop leaders to be thoughtful and compassionate individuals who influence their professions and the communities they serve.

Integrity: We value treating each other with respect, dignity and integrity and being truthful, fair and accountable at all times.

Learning Effectiveness: We value providing a learning environment conducive and supportive of quality instruction, innovation, critical thinking, and effective communication that encourages life-long professional development.

Evidence-based/Outcomes-focused: We value a culture of inquiry, assessment, research, and scholarship.

Diversity: We embrace a diversity of ideas, beliefs, and cultures by providing a campus that is supportive, safe, and welcoming.