



Strategic Plan

Revisions Approved By CHSU Board Of Trustees,
February 20, 2016
Florence T. Dunn, President

CHSU
CALIFORNIA
HEALTH SCIENCES
UNIVERSITY



Mission

To improve healthcare outcomes of people living in Central California by providing highly trained, collaborative and compassionate healthcare professionals and by conducting high-impact basic and clinical research.

Vision

To be the health sciences educator of choice in Central California.

Values

Integrity: We respect honest communication, protect personal privacy, and adhere to the highest ethical and professional standards in healthcare.

Excellence: We strive to achieve the highest standards of performance and use evidence based methods in decision making.

Collaboration: We work with others, both within and outside the university, in a spirit of trust, respect, and progress.

Diversity: We respect and harness the strengths of the many cultural backgrounds, languages and viewpoints of our students, faculty and staff and of the community we serve.

Innovation: We pursue innovation that matters for our students, faculty and staff, patients, and community.

Stewardship: We utilize our resources – human, material and financial – in a highly efficient, effective, forward-looking and sustainable manner.

Goal 1 – A learning environment that enables students to reach their maximum potential in their education, lives and professional careers.

| Objectives and Action Steps | Accomplishments |
|---|--|
| <p>1. Create a curriculum that together with the co-curriculum (<i>see objective 2</i>) enables students to achieve program and global learning outcomes as well as the competencies necessary to achieve the primary care vision (<i>PLOs and GLOs</i>)</p> <ul style="list-style-type: none"> • Use a backward design process • Define and describe the set of entrustable professional activities associated with an expanded scope of practice • Design course sequences that specifically aim at developing the PLOs and GLOs • Choose evidence-based pedagogies that effectively and efficiently facilitate learning of the PLOs and GLOs • Identify global assessments that all faculty can use to assess the attainment of GLOs and PLOs | <ul style="list-style-type: none"> • University wide commitment to active learning, in particular team-based learning • TBL expert hired 12.1.15 to serve as assistant dean for education • Ongoing faculty development in TBL and other pedagogies • PLOs aligned with CAPE outcomes • VALUE rubrics and Goleman model adopted for the purpose of assessing GLOs • Kickoff curriculum design workshop planned for 2.9.16 • Introductory and advanced patient assessment courses added to current curriculum to facilitate graduates achievement of Advanced Practitioner status • Physician-led APPE rotation proposed by faculty – to be developed by Experiential group • 3 CR lifelong learning course under development for the P1 year, focused on GLOs and learning skills |
| <p>2. Develop a co-curriculum that provides all students with ample and varied opportunities to practice and achieve the competencies described by the PLOs and GLOs</p> <ul style="list-style-type: none"> • Design a menu of activities from which students can choose based on their interests • Design an assessment system that tracks and ensures students' progress in achieving GLOs and PLOs • Develop a student research program | <ul style="list-style-type: none"> • Co-curriculum framework and menu drafted (<i>a variety of activities at introductory, developing and entry-to-practice levels</i>) • Co-curricular reflection form implemented • Student professional organizations established, including APhA/ASP chapter • Kappa Psi and Phi Delta Chi fraternities established • Student engagement in a wide range of fundraisers, health fairs etc., especially CHSU's first community health fair in the fall of 2015 • Student participation in CAPSLead, Rx Bootcamp |
| <p>3. Establish a culture that is safe, challenging, just, and fun.</p> <ul style="list-style-type: none"> • Instill a culture of service • Instill a culture of professionalism | <ul style="list-style-type: none"> • CHSYOU initiated • Faculty, staff and student "covenant" added to policies • Free coffee, tea, snacks for students |

| Objectives and Action Steps | Accomplishments |
|--|--|
| <p>4. Create a continuous and comprehensive student success program.</p> <ul style="list-style-type: none"> • Health and wellness <ol style="list-style-type: none"> 1. Including building a student recreation center • Transformative Learning Experiences • Academic Support <ol style="list-style-type: none"> 1. Financial planning 2. ESL 3. Study skills 4. Mentors 5. Coaches / advisors 6. Tutors • Operational Effectiveness <ol style="list-style-type: none"> 1. Assessment of outcomes of each GLO • Career Development | <ul style="list-style-type: none"> • Financial planning elective offered in spring of 2016 • Orientation for P1s to be expanded to one week in the summer of 2016, with a focus on learning skills and professionalism • Academic alert program initiated in 2014-2015 and improved in 2015-2016 • Student remediation policy and program established • VP Student Affairs and Enrollment hired 12.1.15 • Director of student affairs hired 2.15.16 • Executive Assistant for student affairs hired 9.1.15 • Faculty advisor development series initiated in the fall of 2015 • APhA Pathways Program |
| <p>5. Develop an integrated educational technology suite of resources that enhances learning experiences and outcomes.</p> | <ul style="list-style-type: none"> • Licensing of CAMS, ExamSoft, Turning Point, Camtasia and Akindi, and faculty training on these educational technologies |
| <p>6. Establish an Interprofessional education program at CHSU so that all students achieve IPEC competencies.</p> <ol style="list-style-type: none"> a. Create IPE office b. Facilitate a regional IPE coalition | <ul style="list-style-type: none"> • MOU with Fresno State NP program established in January 2016 • Student participation in Fresno State physical therapy program SAFE program begun in the fall of 2015 including IPE preparatory workshops • IPE workshop for Fresno State NP faculty and CHSU faculty held 1.29.16 <ul style="list-style-type: none"> • Included planning for additional IPE activities collaboratively designed |

| Objectives and Action Steps | Accomplishments |
|---|---|
| <p>7. Provide physical facilities, infrastructure and resources that optimize learning, productivity, collaboration and communication for the entire campus community</p> <ul style="list-style-type: none"> • Plan for permanent campus | <ul style="list-style-type: none"> • Launched Clovis Campus for College of Pharmacy in 32,000 s.f. facility fully- equipped with services for two cohorts of students, including classrooms, pharmacy practice lab, 5 exam rooms, compounding lab, sterile compounding lab, library, student lounge, study rooms, meeting rooms, free on-campus parking, outdoor space, access to walking trails and food service, and faculty and staff offices. • Acquired 2 ½ acres to build annex to accommodate classroom and additional services for third cohort of students. • Library director and library assistant hired • Library space established • Library website established, with off-campus access to the library’s licensed resources. • Provided students with security guard during extended hours on campus. • Provided research lab and equipment for College of Pharmacy. • Second phase of Clovis Ave site under construction to accommodate P3 pharmacy students • Acquired 180 acres for permanent campus at Millerton Lake. |
| <p>8. Implement an assessment plan that assures and improves the quality of teaching, learning and learning assessment</p> | <ul style="list-style-type: none"> • Comprehensive program assessment plan for the Doctor of Pharmacy program designed, delegated (<i>for example, curriculum sections are delegated to PEC</i>), and implemented • Quality Assurance and Improvement Committee established to ensure full circle assessment • CQI form implemented to ensure that actions are taken as a result of assessment • Director of Institutional Assessment, Effectiveness and Research hired 2.1.16 |
| <p>9. Offer a Spanish for Health Professionals elective to enable students to effectively serve the regional population in alignment with the university mission</p> | |
| <p>10. Establish an Office of Teaching, Learning and Assessment</p> | |
| <p>11. Develop a residency program</p> | |

Goal 2 – Faculty and staff who are engaged, productive and recognized leaders in their areas of skill and expertise.

| Objectives and Action Steps | Accomplishments |
|--|--|
| <p>1. Recruit, develop, and retain highly competent faculty, staff and preceptors</p> <ul style="list-style-type: none"> • A faculty development program aimed at maximizing their performance in all areas of responsibility <ul style="list-style-type: none"> ○ Teaching that enhances learning performance and outcomes ○ Research and scholarship ○ Community engagement ○ Leadership and professional development ○ Advising • A staff development program aimed at strengthening and developing skills <ul style="list-style-type: none"> ○ Develop cross training and succession plan • A preceptor development program | <ul style="list-style-type: none"> • Established comprehensive faculty and administrator annual performance evaluation system • Robust faculty search and recruitment process established <ul style="list-style-type: none"> ○ Networking at all national meetings attended ○ Search committee policies and procedures established • Established 1 year rolling contracts for faculty and may increase to multiyear after successful probation • Established a chief of staff position in Provost Office • Budget for faculty development in place • Ongoing faculty development • Monthly faculty advising workshops begun • Researching Lynda.com for staff development • IT staff development budget established • Department Chairs both attended ACE Leadership Academy for Department Chair (October 2015 and January 2016) • Faculty onboarding process implemented • Faculty mentoring program established |
| <p>2. Investigate becoming a regional professional development center in collaboration with Pacific Crest</p> <ul style="list-style-type: none"> • Invite CCC, Fresno Pacific, Fresno State faculty (potential for income, interdisciplinary and interprofessional work) | <ul style="list-style-type: none"> • Pacific Crest Faculty development 2.9.16; Teaching Institute 8.8.16-8.11.16 |
| <p>3. Engage faculty and staff</p> <ul style="list-style-type: none"> • Implement Q12 and associated CQI process • Use collaborative, consensual process in planning and development to ensure faculty and staff buy in | <ul style="list-style-type: none"> • Q12 administered to faculty, fall of 2015; discussed by Faculty Council; to be presented at January 2016 faculty meeting with recommendations |
| <p>4. Implement a sponsored programs office</p> | <ul style="list-style-type: none"> • Interim step – IRB agreement with Quorum |

| Objectives and Action Steps | Accomplishments |
|--|---|
| <p>5. Set expectations with resources for faculty to engage in scholarship, publish, present at regional, national and international meetings and presentations required for promotion and for reimbursement for attendance of CE programs and meeting attendance</p> <ul style="list-style-type: none"> • Establish a process for disbursing research funds from annual research budget allocation | <ul style="list-style-type: none"> • Research budget established • Faculty surveyed to elicit input on publication standards • MOU with Fresno State to use their IACUC • MOU with Fresno State to use their research facilities • Central Valley Research Symposium established (<i>first event in 2014; second event scheduled for fall 2016</i>) • Hussain – enlisted a graduate student from Fresno state |
| <p>6. Encourage Faculty to support students in conducting research and presenting and/or compete at national meetings</p> | <ul style="list-style-type: none"> • Such as Midyear ASHP patient counseling competition |
| <p>7. Establish collaborations with other universities to promote research</p> | <ul style="list-style-type: none"> • Inter-institutional research collaborations established with CSU Fresno, UCSF, Fresno Pacific and others as appropriate • Collaboration with UCSF Fresno regarding valley fever begun • Several faculty have established collaborations (<i>Havard, Goldfarb, Kolli, Hussain, Duncan</i>) |
| <p>8. Establish a graduate program</p> | |

Goal 3 - Patient centered inter-professional clinical services for educating future health care providers.

| Objectives and Action Steps | Accomplishments |
|---|--|
| <p>1. Ensure all practice sites for faculty and students provide opportunities for “top of the license” patient-centered interprofessional practice and appropriate documentation.</p> | <ul style="list-style-type: none"> • IPPE and APPE rotation sites established in multiple healthcare settings • Faculty practice sites set up with several community health systems and clinics: CHF Clinic, Critical Care, Ambulatory Care, Family Medicine and Internal Medicine • Pharmacy students must all demonstrate competence in patient assessment through introductory and advanced patient assessment courses |
| <p>2. Provide an experimental practice environment that promotes interprofessional collaboration, development of effective interprofessional care procedures, and accurate documentation to enable CHSU graduates to stay ahead of the demands of our evolving healthcare system.</p> <p>For pharmacy, examples of care procedures include but are not limited to:</p> <ul style="list-style-type: none"> • Point of care testing • Immunization certification • Patient assessment • Electronic Medical record navigation and patient monitoring • Patient interviewing • Provider and care team communication • Care coordination and management | |

Goal 4 – Students and alumni who are engaged and committed to addressing the health care needs of Central California.

| Objectives and Action Steps | Accomplishments |
|---|--|
| <p>1. Demographics of the student body reflects that of the central valley</p> <ul style="list-style-type: none"> • Give priority consideration to central valley students in admissions • Develop articulation agreements with regional feeder colleges • Establish pipeline programs that ensure success of under-represented minorities from high school through graduation from CHSU | <ul style="list-style-type: none"> • 3+4 Articulation agreement with Fresno Pacific • 2+2+4 articulation agreement with Clovis Community College and CSU Fresno • Grant application submitted to CVS to support the linked learning pathway (<i>Clovis Unified School District – Clovis Community College – CHSU</i>) • Summer program for children of migrant workers |
| <p>2. Develop an impactful community engagement program that links the interests of CHSU students to patients, populations and communities in the central valley (<i>see goal 7</i>)</p> | <ul style="list-style-type: none"> • A list of potential areas of focus for community engagement has been developed (<i>this will be presented to the CHSU community for the purpose of identifying 3-5 areas of focus for our community engagement plan</i>) |
| <p>3. Develop an enrollment management strategy that supports the recruitment, retention, and graduation of underserved populations (<i>see Goal 8</i>)</p> | |
| <p>4. Incorporate within the career services plan (<i>see Goal 1</i>), strategies that channel students to healthcare careers in the Central Valley</p> | |

Goal 5 – By 2020, \$2 Million of CHSU annual income originates from alternative funding sources, grants, sponsorships, and donations from government agencies, public and private institutions, non-profit foundations, industry partners, and philanthropic supporters.

| Objectives and Action Steps | Accomplishments |
|--|---|
| <p>1. Develop a strategic plan focused on funding for the University with the VP of Development</p> <ul style="list-style-type: none"> • Continue to explore opportunities to fund faculty and student research projects. | <ul style="list-style-type: none"> • Established affiliation agreement with Santé Health Foundation for 501c3 grant acquisition to accommodate current for profit status • Hired a Vice President for Marketing and Communications, one of whose responsibilities is development. |
| <p>2. Obtain 3 million dollars from philanthropic supporters of the university within the next 3 to 5 years.</p> <ul style="list-style-type: none"> • Identify and qualify at least 24 new prospects annually with the capability of gifts at \$10,000 or more. • Solicit Board of Trustee to promote University’s mission and vision and attract new philanthropic supporters • Develop donor stewardship and retention program to keep philanthropic support • Develop Alumni Association and Friends of the University programs to promote life-long engagement and philanthropic support | <ul style="list-style-type: none"> • Secured \$1.5 million in donations and pledges to date • Established BOT Development Committee • Received \$30,000 in grant funding from Union Bank • Received \$75,000 from Walgreens to build Pharmacy Practice labs with 5 patient exam rooms. |
| <p>3. Set up scholarship fund for students</p> | <ul style="list-style-type: none"> • Received several sponsorships for university and student events including White Coat Ceremony, New Student Orientation, Student Services Health and Wellness seminars and the Central Valley Symposium on Basic and Clinical Sciences. • Contributions from staff and faculty • Established private scholarship and endowment funds for students with the Central Valley Community Foundation. • Received \$20,000 in funding from Walgreens for diversity |
| <ul style="list-style-type: none"> • Obtain a million dollars in grant-related funding received annually by 2020 • Set Expectation that faculty must apply and secure funding as part of the promotion process for the University | <ul style="list-style-type: none"> • Grant LOI submitted to PCORI in the fall of 2015 (<i>potential funding of \$5 million</i>) • Grant application submitted to CVS in fall of 2015 (<i>potential funding of \$50K per year</i>) |

Goal 6 - Open a second health professional college/program by 2020.

| Objectives and Action Steps | Accomplishments |
|--|---|
| <p>1. Identify professional programs and prioritize according to the following criteria: cost, accreditation requirements, availability of local resources such as rotation sites, demand (<i>student demand and demand for graduates</i>), regional competition among others</p> <ul style="list-style-type: none"> • Establish task force • Identify programs according to demand for practitioners in the central valley • Narrow and prioritize using market research | <ul style="list-style-type: none"> • Professional programs identified and prioritized based on demand <ul style="list-style-type: none"> • PA, OTD, Medicine |
| <p>2. Identify potential certificate, interdisciplinary and stacked programs and prioritize (<i>for example professional science masters – PSM – programs in areas such as informatics, genomics, etc.</i>)</p> | <ul style="list-style-type: none"> • Established BOT Strategic Planning Advisory Committee to lead the effort |
| <p>3. Create a Business plan for the top priority program approved</p> | |
| <p>4. Recruit Dean / director for the second health profession</p> | |
| <p>5. Develop Curriculum, competencies and rubrics</p> | |
| <p>6. Develop student recruitment plan with VP of student affairs</p> | |
| <p>7. Obtain Accreditation</p> | |

Goal 7 – CHSU community engagement strategy is aligned with the priorities of our communities to improve health outcomes

| Objectives and Action Steps | Accomplishments |
|---|---|
| <ol style="list-style-type: none"> 1. Develop a Community engagement strategic plan <ul style="list-style-type: none"> • Identify evidence-based primary concerns in the central valley • Prioritize top areas of interest to members of the CHSU community • Develop impact metrics for top 3-5 areas • Select Implementation Task Force members. • Develop and implement plans | <ul style="list-style-type: none"> • Completed first step of strategic plan for community engagement – identifying potential areas of focus; second step (<i>targeting 3-5 areas</i>) underway • Community Health Fair executed in fall of 2015 • Offer workshops to the public on preventive care and healthy lifestyles. • CHSU engaged with Fresno Community Health Improvement Partnership (<i>FCHIP</i>) • Dr. Duncan chairing FCHIP Diabetes Committee |
| <ol style="list-style-type: none"> 2. Set goals and encourage faculty and staff to participate in community service. | <ul style="list-style-type: none"> • Created monthly reports so faculty and staff can report their community service activities. |
| <ol style="list-style-type: none"> 3. Set expectations for students to plan and implement community engagement activities | <ul style="list-style-type: none"> • Facilitated students joining pharmaceutical professional organizations and establishing the Student Government Association to ensure students are engaged in community service. |
| <ol style="list-style-type: none"> 4. Develop University newsletter to promote healthy lifestyles, and provide education and health care related stories to distribute to students, health care professionals and the public at large. | |
| <ol style="list-style-type: none"> 5. Assess and continually improve activities according to impact metrics | |

Goal 8 – A robust and sustainable strategic enrollment management plan

| Objectives and Action Steps | Accomplishments |
|---|---|
| <p>1. Establish infrastructure</p> <ul style="list-style-type: none"> • Identify and implement a cutting edge e-enrollment management system that will support analysis of inquiry management, student progression, and graduation rates • Utilize the system to collect, organize and analyze data to make data driven decisions • Staffing and staff development to support the system and strategy | <ul style="list-style-type: none"> • Articulation agreements with Fresno State, Fresno Pacific, Clovis Community College and Bakersfield College • Hired a VP for student affairs with comprehensive enrollment management experience |
| <p>2. Establish a robust and sustainable Pre-Professional pipeline</p> <ul style="list-style-type: none"> • Capture data that transfers into recruitment efforts that align with our vision | <ul style="list-style-type: none"> • Grant application to CVS submitted to support pipeline |
| <p>3. Support student success, retention, and satisfaction</p> <ul style="list-style-type: none"> • Identify unique success factors to establish services, programs and initiatives that are aligned with students needs • Identify trends in retention, attrition, and success to create proactive student services | |
| <p>4. Establish CHSU as the lifelong home of alumni</p> <ul style="list-style-type: none"> • Create and promote an alumni transition plan that maintains a connection with alumni • Young alumni program • Create lifelong relationships and opportunities with alumni that align with their priorities • Pipeline to becoming a preceptor for CHSU • Provide comprehensive alumni services <ul style="list-style-type: none"> ○ Career services ○ Library access ○ Networking ○ Continuing education | |