



STRATEGIC PLAN
2021-2028

Introduction

During 2022, A.T. Still University of Health Sciences (ATSU) will be celebrating 130 years of educating healthcare professionals. ATSU has grown from a single entity, Kirksville College of Osteopathic Medicine, the world's founding institution of osteopathic medicine, to a comprehensive health professions university with 43 degree and certificate programs, 3,765 students, and 22,838 living alumni.

Beginning in October 2019, a 21-member strategic planning committee initiated development of ATSU's 2021-2028 Strategic Plan. The final document represents many hours of thoughtful collaboration among faculty, staff, students, trustees, and external stakeholders.

Five themes guide the strategic plan.

- Innovative education
- Mission-focused scholarship
- Engaged, diverse University community
- Beneficial partnerships
- Agile resource management

Each theme builds upon the University's 2016-2020 Strategic Plan and incorporates contemporaneous events, including the COVID-19 pandemic and increasing priorities regarding ending harassment and discrimination based on race, sexual orientation, gender identity, disability, religion, status, and income.

Strategic Plan 2021-2028 will be reviewed and updated annually to assure its relevance in rapidly changing education and healthcare environments.

Strategic Planning Committee members

O.T. Wendel, PhD, chair

Michael Abels, DDS

Roxana Aguirre, MEd

Ann Boyle, DMD, MA

Grishondra Branch-Mays, DDS, MS

Neal Chamberlain, PhD

Norine Eitel, MBA

Dana Funderburk, CPA, MBA

Franchesca Giovannini

Matthew Heeren, JD

Deanna Hunsaker, DHEd

Timothy Johnson

Krista Llewellyn, MA

Michelle Mollick, MBA

Sharon Obadia, DO, FNAOME

Sean O'Connor, MBA

Tabitha Parent-Buck, AuD

Kim Perry, DDS, MSCS, FACD

Tracie Rogers, PhD

Vineet Singh, PhD

Janet Woldt, PhD, MS

Acknowledgements

Developing strategic plans involves a commitment of time and energy in addition to an individual's existing assigned duties. The University is grateful to all committee members for their time and efforts.

O.T. Wendel, PhD, senior vice president for university planning and strategic initiatives, led the strategic planning endeavor with assistance from Ann Boyle, DMD, MA, associate vice president for academic affairs.

Roxana Aguirre, MEd, strategic initiatives analyst, and Norine Eitel, MBA, assistant to the president & secretary to the Board of Trustees, also played key roles in the planning process by facilitating flow of communication among committee members, Board of Trustees, and ATSU president.

ATSU Mission*

A.T. Still University of Health Sciences serves as a learning-centered university dedicated to preparing highly competent professionals through innovative academic programs. The University is committed to continuing its osteopathic heritage and focus on whole person healthcare, scholarship, community health, interprofessional education, diversity, and underserved populations. (*rev. 07.21.2023)

A.T. Still University of Health Sciences serves as a learning-centered university dedicated to preparing highly competent professionals through innovative academic programs with a commitment to continue its osteopathic heritage and its focus on whole person healthcare, scholarship, community health, interprofessional education, diversity, and underserved populations.

ATSU Vision

The preeminent university for the health professions

- Leading innovator in health professions education
- Superior students and graduates who exemplify and support the University's mission
- Osteopathic philosophy demonstrated and integrated (i.e., whole person healthcare)
- Pioneering contributions in healthcare education, knowledge, and practice

ATSU Core Institutional Values

- Innovation
- Whole person healthcare
- Scholarship
- Leadership in community health
- Diversity

ATSU Core Professional Attributes

- Critical thinking
- Cultural proficiency
- Interpersonal skills
- Interprofessional collaboration
- Social responsibility



STRATEGIC PLAN 2021-2028
THEMES

INNOVATIVE EDUCATION



ATSU strives to graduate healthcare professionals who represent the communities they serve. To accomplish this goal, ATSU's admissions processes need to be refined to ensure access to a broader range of applicants. Validity and role of traditional measures of academic performance must be re-evaluated in selecting students who reflect society's diversity and are prepared to undertake the rigors of graduate-level health professions education.

Goal

Transform health professions education from re-engineering ATSU's admissions processes to building flexibility into curricula.

Objectives

Within 36 months, modify ATSU's admissions processes to adapt to changes in undergraduate grading policies resulting in selecting students with attributes most likely to support the mission.

Within 48 months, residential programs will complete a transition to a highly flexible educational delivery system offering students a variety of learning options and maximizing use of emerging learning technologies.

MISSION-FOCUSED SCHOLARSHIP



Working in partnership with community health centers, significant and important opportunities exist for scholarly work relating to health professions education and challenges facing healthcare in underserved communities. These community health scholarly activity opportunities will advance the University's mission and its vision for pioneering contributions to healthcare education, knowledge, and practice.

Goal

Expand scholarly focus on community health and health systems.

Objectives

Within 24 months, increase scholarly work focused on improving community health and health systems and disseminate broadly.

Within 36 months, develop a data collection system allowing the University and its community health center partners to facilitate scholarly studies of underserved care systems leading to improvements in models/ systems and practices.

ENGAGED, DIVERSE UNIVERSITY COMMUNITY



Achieving preeminence requires a diverse, equitable, culturally proficient, and inclusive environment wherein students, faculty, and staff feel valued and are recognized for their contributions toward ATSU's mission. If ATSU is a place where its people are valued, its influence and progress toward mission achievement will also be enhanced.

Goal

Affirm the value of ATSU's people and the strength achieved through diversity, cultural proficiency, and inclusion.

Objectives

Within 24 months, establish baseline data for first generation higher education students applying to and entering ATSU programs.

Within 36 months, cultivate a culture where all ATSU community members feel valued and recognized for their role in accomplishing the University's mission.

BENEFICIAL PARTNERSHIPS



In order to accomplish the University’s mission and vision, adding synergistic partnerships with community health centers provides ATSU and community health centers with enhanced educational and employment opportunities for students and graduates, respectively.

Goal

Leverage a foundation of strong partnerships to enhance opportunities and recognition.

Objectives

- Within 24 months, work with the National Association of Community Health Centers to develop a document forecasting emerging healthcare professional workforce needs in underserved communities.
- Within 36 months, expand the established network of community health center partners committed to meeting the clinical educational needs of students, mentoring potential “Hometown” candidates, and employing ATSU graduates.

AGILE RESOURCE MANAGEMENT



Mission achievement in today's fast-paced digital age requires adaptive organizations able to flex to meet market and operational developments. Organizations that thrive in a complex world distribute and maximize human potential by being innovative and organizing resource management based on how people learn, work, and collaborate.

Goal

Manage continual growth by developing an adaptable system of resource management.

Objectives

Within 36 months, evaluate demands for information systems and campus-based physical resources to accommodate changing approaches to health professions education.

Within 48 months, assess and appropriately develop and deploy ATSU's workforce to support progress in all aspects of the University.

ATSU | A.T. Still
University
FIRST IN WHOLE PERSON HEALTHCARE



[atsu.edu](https://www.atsu.edu)