

Strategic Planning

2021-2028

How is the New Plan Different?

- Six themes reduced to five themes
- Only one goal per theme = 5 goals
- Each goal has only 2 objectives = 10 objectives
- Each objective has 1 or 2 metrics = 14 metrics
- All objectives have completion times between 24 and 48 months
- The plan is intentionally adaptable; can respond to changes
- Once an objective is completed a new objective can be added

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 with a commitment to continue its osteopathic heritage and its focus on whole person healthcare, scholarship, community health, interprofessional education, diversity, and underserved populations.

Strategic Planning Themes

1

Theme 1- Innovative Education

Introduction: ATSU strives to graduate health care professionals who represent the communities they serve. To accomplish this goal, ATSU's admissions processes need to be refined to ensure they provide access to a range of applicants. Traditional measures of academic performance must be evaluated to establish their validity and role in selecting students who reflect the composition of society and are capable of undertaking the rigors of graduate-level health professions education.

2

Theme 2- Mission Focused Scholarship

Introduction: 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.

3

Theme 3- Engaged, Diverse University Community

Introduction: 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.

Strategic Planning Themes (Continued)

4

Theme 4- Beneficial Partnerships

Introduction: 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.

5

Theme 5- Agile Resource Management

Introduction: 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.

Theme 1- Innovative Education

Goal: Transform health professions education from re-engineering the admissions process to building flexibility into the curricula.

Objective A.

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.

Metrics:

- 1) Admissions processes modified for all programs
- 2) Matriculation numbers sustained using new admissions process

Objective B.

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.

Metrics:

- 1) Every residential program offers a combination of online, traditional and/or hybrid learning options within the curriculum
- 2) ATSU evaluates multiple learning technologies and adopts at least one new technology each year

Theme 2- Mission Focused Scholarship

Goal: Expand scholarly focus on community health and health systems.

Objective A.

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

Metric:

1) Number of articles and presentations on community health and health system increases by 10% each year for the next 2 years

Objective B.

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

Metric:

1) Data collection system developed and producing data

Theme 3- Engaged, Diverse University Community

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

Objective A.

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

Metric:

- 1) A baseline report of the number of first generation higher education applicants and students

Objective B.

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

Metric:

- 1) Employee satisfaction instrument selected and implemented

Theme 4- Beneficial Partnerships

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

Objective A.

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.

Metric:

1) White paper describing emerging healthcare professional workforce needs in underserved communities is completed

Objective B.

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.

Metric:

1) Each year, execute 10 new written agreements with CHC partners

Theme 5- Agile Resource Management

Goal: Managing continual growth by developing an adaptable system of resource management.

Objective A.

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

Metrics:

- 1) Consultants hired to analyze current information system capabilities and project future needs
- 2) Analysis completed and submitted

Objective B.

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

Metrics:

- 1) Consultant hired to analyze current distribution of people and responsibilities and project future needs
- 2) Analysis completed and submitted

Today's successful strategic plans recognize and adjust to the dynamic nature of the world by adapting to ongoing critical analysis of the changing environment. Over the next seven years, the success of this plan will be dependent on a regular process of evaluation and adjustment. Therefore, this document is not intended to be a completely detailed roadmap for the next seven years. Rather, it guides the way to the future based on a foundation of strategic goals achieved through an adaptive continuous process of analysis and modification of shorter term objectives as the University continues to maintain its mission and pursue its vision.

Institutional Effectiveness

Institutional Effectiveness: a process whereby institutions engage in ongoing self-evaluation in order to measure progress and improve outcomes related to achieving the institution's mission and vision.

Regular, systematic review and analysis of the institution's Strategic Plan and Operational Plan metrics are essential components of an Institutional Effectiveness process.

Both a Strategic Plan and an Operational Plan are essential to move an institution forward.

- Strategic plans identify a limited set of institutional-level projects for focused attention, leveraging resources to move toward achievement of the vision within a 5 to 7 year time frame.
- Operational plans describe and assess routine, continual functions central to achieving the institution's purpose and maintaining quality. Operational plan functions are tracked and assessed annually.

Operational Plan

- . Functions as a continuous quality assurance program, helping run and assess the day-to-day activities in the institution as efficiently as possible.
- . Assessments occur both at the institutional level as well as within individual units such as the Colleges, Schools and support units organized under vice presidents.

Components of the IE process facilitated at the university level by the University-wide Assessment Committee (UWAC) include:

Annual review and analysis of Strategic Plan metrics, with recommendations for change as warranted

Annual review and analysis of key performance indicators in the Operational Plan, with recommendations for change leading to improvements in educational and supporting operations as warranted

Key Performance Indicators (KPIs) for ATSU's Operational Plan

- The University Wide Assessment Committee (UWAC) selected a limited number of key performance indicators for annual review as part of the Operational Plan.
- KPI trend data form a representative sample indicating maintenance of success and/or continued improvement in university operations, as well as identifying any areas of concern.
- Trends deviating from expectations warrant more in-depth data review and analysis by UWAC and its subcommittees, followed by recommendations for changes.

KEY PERFORMANCE INDICATORS

(all should be stable or trending upwards except #12 & #13)

1. Number of completed applications
2. Student numbers
3. Number of Matriculants
4. CPA outcomes
5. Clinical rotation site sufficiency
6. Degree and certificate programs
7. External grants: Three year rolling average of # of submissions, #funded, and amount of funding
8. Dissemination of Scholarship: # of individual full-time faculty members publishing scholarly work
9. Diversity of employees: Diversity of faculty and non-faculty groups
10. Bond ratings
11. Advancement: number and amount of gifts and endowments
12. Student Loan default rate – should be stable or trending downward
13. Compliance – should be sustained in all areas of risk

KPI Review Calendar

UWAC KPI Review Calendar

UWAC Mtg. Month	KPI #	UWAC Sub-Committee	Reporting Party	KPI #	UWAC Sub-Committee	Reporting Party	KPI #	UWAC Sub-Committee	Reporting Party
September	KPI # 6: Number of Degree & Certificate Programs	UWAC -A	SVP-Academic Affairs	KPI # 4: CPA Outcomes	UWAC-A	SVP-Academic Affairs	KPI # 8: Dissemination of Scholarship	UWAC-A	SVP-Academic Affairs
October	KPI # 1: Number of Completed Applications	UWAC-A	VP-Student Affairs	KPI # 9: Diversity of Employees	UWAC-R	VP-Diversity & inclusion	KPI # 12: Student Federal Loan Default Rate	UWAC-A	VP-Student Affairs
November	KPI # 2: Number of Unique Matriculated Students	UWAC-A	VP -Student Affairs	KPI #3: Number of HUGS Students	UWAC-R	VP - Diversity & Inclusion	KPI #5: Clinical Rotation Site Sufficiency	UWAC-A	SVP-Academic Affairs
January	KPI #7: External Grants	UWAC-R	VP - Research & Sponsored Programs	KPI #10: Bond Ratings	UWAC-R	VP -Finance	KPI #11: Gifts & Endowments	UWAC-R	VP-Advancement
February	KPI #13: Compliance	UWAC-R	VP- General Counsel						