

NEW YORK CHIROPRACTIC COLLEGE

STRATEGIC PLAN

SEPTEMBER 2015 AUGUST 2018

During its annual meeting on June 27, 2015, the Board of Trustees approved a Strategic Plan to guide New York Chiropractic College for the next three years. Scheduled for implementation on September 1, 2015, the Plan includes strategic initiatives in the areas of Academic Programs, Communications, Institutional Effectiveness, Rebranding and Marketing, Master Planning, and Operating Efficiencies.

In December 2014, Senior Staff received first drafts of self-studies in preparation for the Middle States Commission on Higher Education and the Council on Chiropractic Education. These documents, representing a prodigious effort by the NYCC community to reflect on our victories and identify opportunities to enhance support of our mission, informed the strategic planning process which took place during January and February of this year. Senior Staff and members of the Board of Trustees met on several occasions to analyze our Strengths, Weaknesses, Opportunities, and Threats (SWOT), and draft an initial version of the plan. This was significantly refined over the months prior to its recent approval.

OUR VISION, MISSION, AND VALUES

VISION

New York Chiropractic College will be recognized as a leading institution for the education and training of natural healthcare professionals and academicians who embrace interprofessional collaboration.

MISSION

New York Chiropractic College is committed to academic excellence, quality patient care, and professional leadership.

WE VALUE...

- ~ The core principles of all our natural healthcare programs,
- ~ Our heritage as a chiropractic educational institution,
- ~ The provision of the finest natural healthcare education, clinical experience, and support systems to facilitate alumni success in diverse careers,
- ~ Innovative teaching and learning methods that complement and enhance our existing programs,
- ~ The development and utilization of best practices in lifelong learning, interprofessional collaborative healthcare, scholarship, and the exploration of new knowledge,
- ~ Excellence, honesty, accountability, and fiscal responsibility in all endeavors,
- ~ Diversity, inclusiveness, and tolerance in all interactions,
- ~ An environment that balances knowledge, authority, and responsibility,
- ~ The cultivation of nurturing relationships with all our stakeholders, and
- ~ Our role as an authority in natural healthcare education and the leadership role(s) our faculty, staff, and alumni have within the communities they serve.

STRATEGIC INITIATIVES

ACADEMIC PROGRAMS

Goal:

Optimize the quality of our academic programs.

Action:

Identify quality measures that define an “NYCC Education”, develop strategies that maximize our students education and experiences, and assess outcomes.

Key Performance Indicators:

- ~ Creation of an institutional effectiveness plan that contains programmatic quality measures
- ~ Creation of a three-year strategic plan for the DCP and Master Degree programs that will facilitate the realization of the quality measures
- ~ Successful Council of Chiropractic Education and Middle States site visits as evidenced by the granting of re-accreditation by both agencies

COMMUNICATIONS

Goal:

Develop and implement a comprehensive communications plan.

Action:

Ensure regular, timely, and accurate information is provided to all constituencies using media appropriate to the audience and content.

Key Performance Indicators:

- ~ A finished plan that addresses publications, brochures, social media, and targeted emails.
- ~ Effective dissemination of information intended to enhance NYCC's reputation externally and support the needs of our internal constituencies.
- ~ A survey of target audiences with regard to the effectiveness of communications received yields a mean satisfaction score of 4/5 or greater.

INSTITUTIONAL EFFECTIVENESS PLAN

Goal:

Develop and implement an institutional effectiveness plan.

Action:

Ensure regular assessments of academic programs, student services, and other operations to determine the institution's effectiveness in meeting its mission.

Key Performance Indicators:

- ~ Assessments, benchmarks, and review cycles are defined.
- ~ The plan provides for demonstrable utilization of assessment results in program improvement.
- ~ Initial assessment of all significant programs and operations is initiated.
- ~ Results of completed assessments are analyzed and drive continuous quality improvement.

REBRANDING & MARKETING

Goal:

Increase overall NYCC enrollment with a particular focus on the doctor of chiropractic program.

Action:

Identify and contract with a partner agency to clarify and articulate the NYCC Brand and develop and implement effective marketing strategies.

Key Performance Indicators:

- ~ Brand identity is clarified and effectively expressed.
- ~ The institution's reputation is accentuated through storytelling and art in both printed and virtual formats.
- ~ A refreshed website and collateral materials are developed and launched.
- ~ New markets are identified and targeted.
- ~ An effective marketing strategy that is brand and target audience/inquiry driven is in place.
- ~ Website traffic is significantly increased and metrics demonstrate increased effectiveness.
- ~ Increased inquiries result in augmented enrollment.

MASTER PLAN

Goal:

Continue to identify and address opportunities to improve and/or repurpose space.

Actions:

Perform a space needs assessment to inform the development and implementation of a 5-year master plan.

Continue to follow established Space Allocation Guiding Principles to respond to our increasing needs for academic and administrative space.

Key Performance Indicators:

- ~ A physical space needs assessment completed
- ~ Prioritization of needs (Subcommittee and steering committee)
- ~ Creation of action steps for identified needs (All NYCC faculty, staff, and students)
- ~ Five-year master plan completed and initiated (Subcommittee and steering committee)
- ~ Budget and schedule individual projects on target

OPERATING EFFICIENCIES

Goal:

Maintain a balanced budget while taking advantage of every opportunity to advance our mission and improve operational efficiency.

Action:

Continuously evaluate and respond to opportunities and threats within the context of our Vision, Mission, and Values.

Key Performance Indicators:

- ~ Budget is balanced in each of the plan years
- ~ Annual SWOT analysis indicates that the institution is responding appropriately to opportunities and threats.