

**D**uring 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. Implemented 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.

Since the inception of the current strategic plan, a review of the plan is completed annually in January/February by Senior Staff with representatives of the Planning Committee of the Board of Trustees (BOTs) to consider whether the plan should be modified in response to current priorities, conditions, and situations. Prior to

holding these strategic planning sessions, each division head performs a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis with members of their division. Input from these processes is used to inform the development and analysis of a larger SWOT relevant to the College's ability to successfully pursue its Mission.

Typically, the Strategic Plan review is conducted over the course of two meetings. At the first, division heads present SWOT analyses which result in the compilation of a "master" SWOT. This document is circulated to all members of Senior Staff, who are asked to rate each item to indicate its relative importance. The "Opportunities" section is also circulated to all faculty and staff for rating. The second

meeting provides an opportunity for representatives of the Planning Committee of the BOTs and members of Senior Staff to review the results of the SWOT to determine if there is a need for revision of the Plan. Following this discussion, information is compiled and reported to the full Planning Committee at the June BOT meeting.

At the June 2017 meeting, two resolutions were unanimously resolved. The first was to revise the Communications Strategic Initiative by adding the Key Performance Indicator: A Crisis Communications Plan shall be developed and implemented. The second was to remove the Master Plan Strategic Initiative as the assessment of progress demonstrated that the Initiative had been successfully completed.



## 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.

## 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.

## 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.



## 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.

## 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.
- A Crisis Communications Plan shall be developed and implemented.