The brisk breeze of November, a hint of the wintry weather ahead, has brought a much-needed respite from the execrable heat of summer. The weather notwithstanding, the Strategic Planning Committee (SPC) continues its work at full throttle toward the completion of its task. As outlined in the timeline, November is the period for data digestion and summarization, thematic deliberations, issue clarification, and plan authoring. It is also the period of campus presentations for the sole purpose of briefing the community, soliciting input, and engaging in conversations with the planning team.

The first of these presentations occurred on November 6, 2017 from 11:30am to 1:30pm in the Keck Auditorium. The SPC extends gratitude to ALL who attended this presentation. The Auditorium was packed full with almost all seats occupied and many standing in the back—a clear indication of the community’s interest in the strategic plan and eagerness to be the architect shaping the future of the University.

...continue on page 2
The President of the Faculty Senate, Dr. Mohsen Bazargan, welcomed attendees and introduced President David Carlisle who, serving as the Chief University Planner, conveyed his gratitude to the Planning Committee and the Campus Community for the Strategic Planning efforts underway. He alluded to the importance of this Plan at this stage in his Administration. “We have put some difficulties behind us, but we must build on our laurels by advancing and expanding the agenda of Charles R. Drew University,” he said. He further stated that “growth has now become an obligation for the University.” President Carlisle expressed his satisfaction with the progress and process of the strategic planning and invited all to participate liberally.

Following the President’s remarks, Provost Steve O. Michael, the co-chair of the Strategic Planning and the facilitator of the process, thanked President Carlisle for his vision and leadership, introduced members of the SPC and conveyed personal gratitude to “the hardest working Committee anyone could ever hope for.” He expressed gratitude to the co-chair, Dr. Bazargan, who “has been an indefatigable leader within the University.”

Provost Michael provided reasons for the Strategic Planning at this time:
- WASC’s (the University Accrediting Body) report stated that “the University is soon to embark on a more comprehensive, collaborative and inclusive strategic planning restart in 2015.”
- WASC recommended that the Plan reflects the ONE University concept.
- WASC’s letter to the President indicated that CDU’s Offsite Review is scheduled for Fall of 2017.
- The Current Strategic Plan ends in 2016.
- Hence, President Carlisle’s letter (of June 12, 2015) to the community putting the University in a Planning Mode.
WHY IS THIS STRATEGIC PLANNING DIFFERENT?

Provost Michael provided the following attributes of the current strategic planning effort:

- Overall Presidential Leadership
- Co-chairs (Provost & Faculty Senate President)
- Inclusive (Includes reps of all the major units)
- Comprehensive (covers all the major divisions)
- Growth Oriented (focuses on expansion)
- Data Based (collects primary and secondary qualitative and quantitative data)
- Institutional Capacity Building (develops planning capacity broadly)
- Facilitated In-house (no external consultant)
- Limited Time (completed within 6 months)

He described the Strategic Planning model and process used as well as the many sources of data for the work. These sources include surveys of students, faculty, staff, and community members; focus groups of stakeholders; interviews of community leaders; and review of documents and reports. The distillation of data resulted in several themes including growth, expansion, enhancement, repositioning, rebranding, and integration oriented.
VISION, MISSION, & VALUE STATEMENTS

VISION STATEMENT
Excellent health and wellness for all in a world without health disparities.

MISSION STATEMENT
Charles R. Drew University of Medicine and Science is a private non-profit student-centered University that is committed to cultivating diverse health professional leaders who are dedicated to social justice and health equity for underserved populations through outstanding education, research, clinical service, and community engagement.

VALUE STATEMENT
The SPC invites the campus community to critique or provide comments to improve the definitions of values presented below. Please note that these definitions go beyond the generic meaning of these words. Rather, they convey or should convey the unique definition as pertaining to CDU.

C-L-E-D-I-C
CDU’s enduring values that define institutional culture and guide the daily operations of the University.
<table>
<thead>
<tr>
<th>VALUES</th>
<th>CDU DEFINITIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community</td>
<td>As a community founded institution, CDU is committed to civic, social and educational engagement with its community partners. Community is a group of people, local to global, with shared needs to advocate for and ensure health, wellness and educational opportunity, in partnership with the University.</td>
</tr>
<tr>
<td>Leadership</td>
<td>CDU instills excellence and integrity by motivating health professionals to advocate for and promote social justice and health equity in underserved communities.</td>
</tr>
<tr>
<td>Excellence</td>
<td>Excellence is a state of highest-quality performance with transformative impact.</td>
</tr>
<tr>
<td>Diversity</td>
<td>CDU faculty, students, administrators, and trustees uniformly embrace and embody diversity, across all dimensions and qualities of difference, as vital to the purpose and performance of the University. As a higher education institution, CDU welcomes and rewards differences of background, opinion, and practice as essential to transformative teaching, scholarly research, and translational science. With its focus on health profession leadership and commitment to the health and well-being of underserved populations, the University challenges itself to fully reflect, represent, and remain sensitive to the demographic and cultural differences of the individuals, groups, and communities it serves, from local to global realms of intervention and impact. CDU fulfills its social justice mission and pursues its vision of a world without health disparity by celebrating and cultivating diversity as a cornerstone of higher education and health professions in service of the public good.</td>
</tr>
<tr>
<td>Integrity</td>
<td>Integrity for CDU is ensuring trustworthy, ethical, and respectful education, research, and clinical services, in our consistent engagement of underserved communities. All members of the CDU community are held accountable for pursuing social justice and health equity with the highest moral principles.</td>
</tr>
<tr>
<td>Compassion</td>
<td>We demonstrate compassion and respect for others by our daily actions.</td>
</tr>
</tbody>
</table>

**NOTE:** All CDU Community is invited to comment on the definition of the values. Please send your comments to Ms. Espie Pasigan at espiepasigan@cdrewu.edu.
STRATEGIC THEMES, GOALS, AND OBJECTIVES

**STRATEGIC THEME ONE:** Rebuild and Rebrand as a Comprehensive, Midsize Health Professions and Sciences University of Excellence.

**STRATEGIC GOAL:** Be known as a comprehensive university that is producing high quality health professionals and research for the underserved communities.

**SO 1:** Increase the number of undergraduate majors leading to most of the health professions critically lacking in underserved communities.

**SO 2:** Increase undergraduate enrollment to 3,000 in the next 7 years.

**SO 3:** Increase graduate enrollment to 1,000 in the next 7 years.

**SO 4:** Restore and expand Graduate Medical Education (GME) programs.

**SO 5:** Enhance the quality assurance of academic programs to promote program excellence and surpass all external examination or accreditation requirements.

**SO 6:** Become the top choice institution for students who desire to become health professionals serving underserved populations.

**SO 7:** Create a media presence as a comprehensive health professions and sciences university with a focus on health disparities.

**SO 8:** Become the top choice institution for the public seeking data on health disparities in LA, CA, USA, and the world.

**SO 9:** Introduce doctoral programs that will result in a Carnegie reclassification as a Doctoral II research intensive, health professional institution.

**SO 10:** Rebrand the reputation of CHARLES R. DREW UNIVERSITY OF MEDICINE AND SCIENCE as a research-intensive comprehensive health professions and sciences university with EXCELLENCE in Med-STEM and with a focus on underserved populations.

**Presenter:** Bill Shay

**Members:** Steve O. Michael, Mohsen Bazargan

**STRATEGIC THEME TWO:** Expand and Enhance Resources and Campus Infrastructure to Support a Midsize Health Professions and Sciences University.

**STRATEGIC GOAL:** Ensure the provision of the human, physical, and financial resources and infrastructure needed for a midsize campus population.

**SO 1:** Recruit and retain the most talented and committed personnel to meet demands for growth in the scope and quality of academic programs and administrative services.

**SO 2:** Build operational bridges within and across different academic and business units for cross-cutting initiatives under a one-university model for CDU administration.

**SO 3:** Cultivate human resource capacity with professional development programs that build subject-matter expertise and promote cross-functional collaboration and teamwork.

**SO 4:** Create succession-planning programs that identify and foster the next generation of leaders, managers, and support personnel from within the institution.

**SO 5:** Stage deployment of infrastructure capacity and resources to coincide with the pace and timing of growth in academic programs and student enrollments.
**STRATEGIC THEME THREE:** Expand and Enhance Institutional Resource Generating Capacity.

**STRATEGIC GOAL:** Explore and maximize all sources of funding available to a private university of health professions and sciences.

**SO 1:** Diversify funding sources to improve institutional financial sustainability.

**SO 2:** Establish revenue generating academic programs.

**SO 3:** Maximize revenue generation from tuition, gifts, grants, auxiliary enterprise, and investments.

**SO 4:** Maintain strong healthy financial reserves.

**SO 5:** Implement marketing strategies to increase university visibility and attract resources.

**SO 6:** Own and operate health clinics and develop clinical practice plans.

**Presenter:** John Geraghty

**Members:** Mohsen Bazargan, John Geraghty, Richard Lindstrom, Angela Minniefield, Chris Reid

---

**STRATEGIC THEME FOUR:** Revamp and Restructure the Internal Operating, Management and Governance Systems.

**STRATEGIC GOAL:** Adopt programs that will ensure greater efficiency and effectiveness of campus operations and systems.

**SO 1:** Establish an IT system that provides an Enterprise Resource Planning (ERP) system for automation and integration of financial applications and business workflow and technology; and provides an effective platform for academic operations and program delivery.

**SO 2:** Develop an IT steering committee with the role of monitoring technology projects, ensuring timely completion of projects, and evaluating projects for their alignment to the strategic plan of the University.

**SO 3:** Continue to expand the process of University-wide shared governance.

**SO 4:** Develop University dashboards to monitor key activities and expected improvement objectives.

**SO 5:** Develop a culture of continuous improvement and quality assurance.

**SO 6:** Enhance the process for review of all departments and institutional committees.

**SO 7:** Evaluate and update the policy and procedures based on the changing landscape of compliance including the new federal Office of Management and Budget (OMB) uniform grant guidance.

**SO 8:** Develop a comprehensive business continuity and disaster recovery plan.
STRATEGIC THEME FIVE: Expand, Enhance, and Integrate the Research Enterprise.

STRATEGIC GOAL: To create research programs, student training opportunities, and community outreach and service activities which are aimed at understanding and addressing behavioral, social, ethno-cultural, and biological factors that contribute to health disparities in underrepresented and underprivileged populations and translate findings into progressive health policy and improved community health.

SO 1: Increase the number and quality of research activities at CDU by supporting the growth of existing programs in Cancer, Cardiometabolic diseases, and HIV/AIDS as well as the development of emerging areas such as Mental Health and Health Services/Policy research.

SO 2: Increase number of investigators conducting health disparities research, including recruiting, engaging and mentoring underrepresented investigators, fellows, early stage investigators, and magnet investigators.

SO 3: Engage high school, undergraduate, post-baccalaureate, graduate, health professions students, and others into health disparities research and provide career development mentorship.

SO 4: Enhance integration between research centers and academic programs and facilitate student participation in research projects as well as the development of research-oriented curricula in academic programs.

SO 5: Enhance institutional capacity for performing clinical research and clinical trials by leveraging existing clinical research facilities and resources and the establishment of new partnerships.

SO 6: Increase the transformation and translation of culturally and linguistically appropriate research information to the community through community partnered participatory research.

STRATEGIC THEME SIX: Reposition the University as a Student-Centered Institution that offers a unique education, student life and residential experience.

STRATEGIC GOAL: Provide excellent and unique educational programs and services that support students’ academic, professional and personal development.

SO 1: Establish student support services and programs to meet the demands of a growing midsize health professions and sciences university.

SO 2: Enhance the university technology and facility infrastructure to create an environment that contributes to an engaged student community leading to higher student satisfaction and outcomes.

SO 3: Enhance the graduate student experience by increasing funding for graduate stipends, teaching/research assistantships, career advising, and faculty mentoring.

SO 4: Enhance the undergraduate student experience by increasing funding for scholarships, internships, extra-curricular activities, bridge and co-curricular programs, career advising and faculty mentoring.

SO 5: Establish a student-centered enrollment management plan that will successfully support student recruitment, retention, and graduation.

SO 6: Hire, support, and retain outstanding student-centered faculty and staff.
SO 7: Increase experiential educational opportunities for students to actively engage in local and global community health through research, health policy, and social justice.

SO 8: Establish a shared university-wide core curriculum that is inclusive of an introduction/orientation to health disparities.

Presenter: Sheldon Fields
Members: Daphne Calmes, Marie Espinal, Sondos Islam, Cheryl Kemp, Angel Martinez, Rita Sawyer

STRATEGIC THEME SEVEN: Regenerate and Refocus the Campus Climate and Culture as a Responsive, Caring, and Enterprising Community.

STRATEGIC GOAL: Be recognized as a University that exemplifies a climate of collegiality; promoting an atmosphere of trust, respect and dignity.

SO 1: Conduct and review periodic audits of CDU campus climate.
SO 2: Recognize and celebrate achievements.
SO 3: Provide and promote opportunities for offering feedback and sharing new ideas.
SO 4: Create programs that promote campus spirit and pride.
SO 5: Provide professional development opportunities to improve positive communication skills.
SO 6: Promote programs that integrate CDU Values into daily operations.

Presenter: John Patton
Members: Shanika Boyce, Darlene Parker-Kelly, Ebere Ume

STRATEGIC THEME EIGHT: Adopt and Expand Strategic Networking, Partnership, and Engagement with the Community, Institutions, Organizations, and Governments in Furtherance of the CDU Mission.

STRATEGIC GOAL: Be known as a community-serving university through CDU collaborations, partnerships, and integration with key stakeholders.

SO 1: Identify one CDU department dedicated to developing community partnerships and collaborations, while also facilitating community programs and research interventions that support the surrounding communities.
SO 2: Increase partnerships with local community-based organizations, government agencies, health institutions and their respective constituents for improved community health and wellness.
SO 3: Develop programs and partnerships with local high schools and community colleges to expand and strengthen CDU’s academic pipeline and to increase student outreach for admission.
SO 4: Collaborate with elected officials and their staff and constituents to influence, propose, and develop policies that promote an improved quality of life for the community CDU aims to serve inclusive of state and national health reform.
SO 5: Brand and market CDU as a community-founded and community-centered university committed to its legacy, mission, and location through action.
SO 6: Promote all students and alumni continuing engagement with underserved and under-resourced communities.

Presenter: Angela Minniefield
Members: Jackie Brown, Ronald Edelstein, Cynthia Gonzalez, Angel Martinez
CDU Strategic Planning has been an intense journey where a collective passion for growth, innovation, and transformation that aims to actualize the CDU mission and history drives the work in the development of this plan aimed to support all members of the CDU community. Every Friday, we engage in critical and transparent dialogue, while building capacity in strategic planning methods to collaborate with a diverse group of folks to envision the future of CDU. Thanks to all who participated in focus groups and completed surveys.

“A challenging but equally exciting experience”
- Cheryl Kemp
Staff

“It has been a great experience for me being a part of the Strategic Planning Committee. I have gained a greater understanding of CDU and have had the opportunity to interact with other faculty, staff, and administrators across all sectors of the University. Developing a greater understanding of the Strategic Planning Process, I am very encouraged and excited about the journey being undertaken and the outcome. All of the committee members are committed, focused and united to the future and success of the University. I am grateful to be part of this process.”
- Shantika Boyce
COM Faculty & Alumni

“The process has been very educational, both in the methods of strategic planning and in what we have learned about the University and the environment of higher education.”
- Richard Lindstrom
Staff
WHAT HAS BEEN ACCOMPLISHED THUS FAR?

Since July 2015, the Strategic Planning Committee continues to meet every Friday from 8 to 12. The schedule presented below shows where we are in the planning process and the activities ahead of us.

---

Planning is bringing the future into the present so that you can do something about it now.

- Alan Lakein

≈
Greatness is not where we stand, but in what direction we are moving.

- Oliver Wendell Holmes
Questions? Comments? Feedback?

please send to:

Espie Pasigan
CHARLES R. DREW UNIVERSITY OF MEDICINE AND SCIENCE
Office of the EVPAA & Provost
1731 East 120th Street
Los Angeles, CA 90059