



**Charles R. Drew University of  
Medicine and Science**

**Academic Plan  
2013-2016**

**July 9, 2014 Update**

# Executive Summary

## Overview

The 2013-2016 Strategic Plan was approved by the Board of Trustees in August, 2013, following a university planning process that was broad and inclusive. During fall 2013, planning has been undertaken in Academic Affairs to develop an academic plan for the same three-year period that aligns with Strategic Plan. The Academic Plan 2013-2016 is framed as a table that aligns directly with the major goals and numeric objectives articulated in the Strategic Plan; it also includes several additional objectives that faculty and administrators determined were essential to the overall progress sought by the University.

## Process

In early September, 2013, an Academic Planning Retreat was held to begin the collective work of framing an academic plan that ensured accomplishment of the major goals and key objectives related to Academic Affairs stated in the Strategic Plan. The Deans and the Academic Senate was invited to nominate participants that were individually invited to the Retreat and about 40 persons attended. The essential framing of the Plan was done in that setting and at the end of the day; participants were invited to join the Academic Plan Committee (which would continue to work on the details needed in the Plan) or the Academic Plan Steering Committee (which would monitor the implementation and progress of the Plan).

In December, 2013, the proposed Plan began moving through campus groups for review and comment. It was reviewed and input invited from faculty participating in Dialogues with the Provost, the Academic Senate, the Council of Deans, the Academic Plan Steering Committee, and the Executive Management Team. Input and edits have been incorporated as reviewers see additional tasks that must be staged in order for an objective to be accomplished and participants indicate desire to be involved in the work that is being identified. Faculty review of the Plan was completed in February 2014. The Council of Deans and the Executive Management Team approved the Plan in spring 2014. The tasks and projects of the current year are underway.

## Priorities in 2013-2016

The major goals of the Strategic Plan are listed here with the chief priorities of the Academic Plan aligned with each goal. Each goal is significant for the University; however, significant enrollment growth is needed in order for CDU to be financially sustainable. Projects addressing enrollment growth and student success are of particular significance to the University.

Academic Excellence: Faculty and academic programs are the heart of a developing university and are essential priorities of the Strategic Plan and the Academic Plan.

- “Enhancing faculty” includes framing an approach to establishing employment security, distinguishing employment and appointment, developing performance review, investing in faculty development, and attending to faculty diversity. Restructuring LSI to enhance the development of independent faculty research, invest in faculty recruitment and retention, and attract magnet investigators is included in the faculty-related objectives.
- Excellent academic programs enable the development and education of students prepared to enter health professions in under-served communities. In the next three years CDU will examine its program mix, confirming that we are able to attract students interested in entering the sciences and health professions in different ways. We will continue to use program reviews to examine current programs, conduct feasibility studies for potential new programs, develop, and implement new programs as we

can align feasibility, faculty expertise, accreditation, and marketing to prospective students. Also in this category is developing a university continuing education office and sustaining strong offerings in continuing medical education.

Financial Sustainability: The primary connections between Academic Affairs and financial sustainability are expressed in implementing an appropriate mix of academic programs, effective utilization of faculty, strength in research and grant acquisition, and meeting enrollment targets. Academic Affairs is inviting feasibility studies of new academic programs and supporting new recruitment and marketing efforts in Enrollment Services. We need to attract transfer students to undergraduate programs in tactical and sustained ways.

Clinical Service: The priority at this time in clinical service is establishing clinical training partnerships for each college/school, establishing graduate residency programs, and evaluating the feasibility of establishing clinical faculty practice.

Community Partnership: The priorities are to:

- evaluate current community partnerships,
- enhance University engagement with community faculty, and
- conduct feasibility studies for community programs.

Student Success: The priorities focus on enhancing and increasing students' success and provision of services to students. We will:

- implement admission criteria to attract academically prepared and ethnically diverse students,
- implement assessment processes that can inform faculty regarding student learning,
- increase leadership development opportunities,
- provide academic support to students, and
- implement a document management system in admissions and academic records.

Institutional Excellence: Indicators of institutional excellence include high retention rates of students, faculty, and staff in addition to positive accreditation reviews of the University and its academic programs with disciplinary accreditations. The tasks and projects in the Plan address these priorities.

### **Projects of the Plan Framed in the Accompanying Table**

We have articulated the Academic Plan in the accompanying table and the organization of the table is directly aligned to the Strategic Plan. The major goals appear in a yellow horizontal band. The enumerated objectives in the left column are the objectives as they appear in the Strategic Plan. We have identified projects and/or tasks that will lead to the achievement of the objective desired by spring 2016. "Lead Staff" are largely the administrative staff that will be coordinating these efforts and accountable for their accomplishment. We have also listed the related Committee or Sub-Committee of the Academic Senate that will be involved in a project if there is a faculty committee focused on these concerns.

This is an ambitious plan. The Strategic Plan is also ambitious. We take the goals, objectives, and priorities of the plans seriously and are already engaged in the projects of 2013-2014 that are needed in order to lay the groundwork of the projects of 2014-2015.

# Academic Plan 2013 – 2014

07/09/14 UPDATE

OBJECTIVES	2013 – 2014 (July-June)			2014 – 2015 (July-June)		2015 – 2016 (July-June)	
	TASKS	LEAD STAFF	UPDATE(s)	TASKS	ESTIMATED COSTS	TASKS	ESTIMATED COSTS
<b>ACADEMIC EXCELLENCE</b>							
<b>ENHANCE FACULTY</b>							
<b>O1:</b> Fill Provost Position	<ul style="list-style-type: none"> <li>Develop consolidated budget of the Office of the Provost</li> </ul>	Shay Carlisle	<ul style="list-style-type: none"> <li>Task completed</li> <li>Provost search is underway</li> </ul>	<ul style="list-style-type: none"> <li>Identify Search Firm</li> <li>Confirm Job Description</li> <li>Recruitment of Provost with retained search firm</li> </ul>	<ul style="list-style-type: none"> <li>\$80,000</li> </ul>	<ul style="list-style-type: none"> <li>Permanent provost in place, July 2015 Start date</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> </ul>
<b>O2:</b> Faculty Development, Professional Development	<ul style="list-style-type: none"> <li>Complete recruitment (targeted)</li> <li>Orientation and transition</li> <li>Hire Assessment Coordinator</li> </ul>	Shay Boyce	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Establish advisory committee</li> <li>Plan development (by new staff)</li> </ul>	<ul style="list-style-type: none"> <li>Assessment Coordinator: \$96,000 (Title III)</li> <li>Staff time</li> </ul>	<ul style="list-style-type: none"> <li>Implement first cycle of faculty/professional development plan</li> </ul>	<ul style="list-style-type: none"> <li>Faculty Development Officer: \$149,400 (Title III)</li> <li>Assessment Coordinator: \$96,000 (Title III)</li> <li>Supplies: \$10,000</li> <li>Workshops: \$15,000</li> </ul>
<b>O3:</b> Faculty Development, Diversity Development	<ul style="list-style-type: none"> <li>Establish baseline diversity data for CDU students, faculty, staff and CDU Community.</li> <li>Present baseline data to the CDU Community and Academic Senate</li> </ul>	Lindstrom ELBoushi	<ul style="list-style-type: none"> <li>Dataset generated. Scheduling review.</li> </ul>	<ul style="list-style-type: none"> <li>Establish targets and have plans approved (planning year)</li> <li>Identify the faculty growth in each year</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> </ul>	<ul style="list-style-type: none"> <li>Confirm budget</li> <li>Analysis of comparative benchmarks</li> <li>Confirm designated officers</li> <li>Link faculty development plan with student needs and student diversity</li> <li>Implementation of 5-year development plan</li> </ul>	<ul style="list-style-type: none"> <li>Faculty recruitment: Potentially \$100,000</li> </ul>
<b>O4:</b> Faculty Contracts and Faculty Performance Review	<ul style="list-style-type: none"> <li>Frame issues and develop long range plans</li> <li>Distinguish employment from faculty appointment (<i>Shay, Lindstrom</i>)</li> <li>Developing uniform Annual performance review for faculty as EMPLOYEES</li> <li>Address faculty contracts (administrative roles: PDs and Chairs; stipends; budget; at-will vs real contracts (<i>Shay/Orum</i>))</li> </ul>	Lindstrom Shay HR Rep Research Rep John Patton Senate Rep Senate Committee on Compensation, Workload, and Contracts Senate Committee on Academic Personnel	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Link performance review to development plans</li> <li>Develop benchmarks, implement, and introduce to faculty</li> <li>Implement annual performance review of faculty</li> <li>Revisit faculty workload, compensation</li> </ul>	<ul style="list-style-type: none"> <li>\$236,000 min</li> </ul>	<ul style="list-style-type: none"> <li>Review criteria</li> <li>Include action plan</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> </ul>

OBJECTIVES	2013 – 2014 (July-June)			2014 – 2015 (July-June)		2015 – 2016 (July-June)	
	TASKS	LEAD STAFF	UPDATE(s)	TASKS	ESTIMATED COSTS	TASKS	ESTIMATED COSTS
<b>O5:</b> Tenure Analysis	<ul style="list-style-type: none"> <li>Develop long range faculty security of employment plan/retention funding plan</li> </ul>	Shay Boyce Patton Senate Committee on Compensation, Workload, and Contracts	•	<ul style="list-style-type: none"> <li>Comparison of multi-year contracts to tenure</li> <li>Identify funding</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> </ul>	<ul style="list-style-type: none"> <li>Complete background analysis</li> <li>Office of the Provost identification of models and benchmarking</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> </ul>
<b>O6:</b> Faculty Recruitment & Retention, Magnet Investigator	<ul style="list-style-type: none"> <li>Ongoing faculty recruitment and retention (<i>Deans</i>)</li> <li>Develop volunteer faculty, policy, and expectations (<i>Shay/Evers-Manly</i>)</li> <li>Needs to include Diversity as part of criteria</li> <li>Restructure LSI to enhance faculty recruitment and retention</li> </ul>	Boyce Carlisle Vadgama LSI Oversight Committee	•	<ul style="list-style-type: none"> <li>Recruitment of magnet investigators</li> <li>Framing multiple year contract feasibility</li> <li>Develop approach to documenting contribution of non-compensated faculty</li> </ul>	<ul style="list-style-type: none"> <li>Faculty recruitment; Potentially \$100,000 (LSI)</li> </ul>	<ul style="list-style-type: none"> <li>Start multiple-year contracts</li> <li>Three (3) magnet investigators hired / in place</li> </ul>	<ul style="list-style-type: none"> <li>Faculty recruitment; Potentially \$500,000</li> </ul>
<b>O8:</b> Faculty Integration		Boyce Senate Academic Programs Committee		<ul style="list-style-type: none"> <li>Intercurriculum analysis/mapping</li> <li>Models</li> <li>Research in Curriculum</li> <li>Develop/Launch initiatives of cross-college faculty</li> <li>Faculty development</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> <li>Student Research Coordinator: \$74,700</li> <li>Workshops \$6,000</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation of cross college initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> <li>Student Research Coordinator: \$74,700</li> </ul>
<b>NEW:</b> Academic Infrastructure	<ul style="list-style-type: none"> <li>Develop approach to supporting faculty on appointment and employment</li> <li>Develop the conceptual model</li> <li>Develop the financial model</li> <li>Prepare for implementation in 2014-2015</li> </ul>	Shay Boyce	•	<ul style="list-style-type: none"> <li>Roll out faculty “clusters”</li> <li>Implement the model of supporting by cluster</li> <li>Track error rate and report it to Academic Senate</li> </ul>	<ul style="list-style-type: none"> <li>3 FTEs</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the cluster model</li> <li>Identify improvements to make</li> <li>Prepare to implement improvements</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> </ul>
<b>PROGRAMS</b>							
<b>O7:</b> Establish Office of Continuing Education /	<ul style="list-style-type: none"> <li>Establish Continuing Medical Education/CE</li> <li>Establish multi- professions certification for CE</li> <li>Needs assessment/ feasibility of centralized CE office</li> <li>Cost analysis and business/academic plans</li> <li>Re accreditation- CDU - CME program</li> </ul>	Edelstein	•	<ul style="list-style-type: none"> <li>Implementation of CME/ CE centralization. CME Programs provide certificates of attendance</li> <li>Search for or /Assign CE Coordinators in COSH and SON</li> </ul>	<ul style="list-style-type: none"> <li>Coordinators Up to \$100,000 total (\$50,000 each For COSH and SON)</li> <li>Supplies: \$10,000</li> </ul>	<ul style="list-style-type: none"> <li>Implement new programs as defined by CME/CE Committee, Deans, and Faculty</li> <li>Full complement of programs</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing budget items –no new personnel budgeted items</li> <li>Supplies: \$10,000</li> </ul>

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	TASKS	LEAD STAFF	UPDATE(s)	TASKS	ESTIMATED COSTS	TASKS	ESTIMATED COSTS
	<ul style="list-style-type: none"> <li>Offer a complement of CME programs with accredited programs (self-study and CME documents on file in Dean's Office/CME)</li> </ul>						
<b>O9:</b> Programmatic Integration	<ul style="list-style-type: none"> <li>Leverage cross enrollments and interprofessional education opportunities</li> </ul>	Evers-Manly Orum Islam	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Planning for MSN/MPH dual degree</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> </ul>	<ul style="list-style-type: none"> <li>Accreditation approval and implementation (matriculation) of MSN and MPH degrees</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> <li>\$4,000 fees</li> <li>\$50,000 student recruitment /materials</li> </ul>
<b>NEW:</b> Examining Program Mix	<ul style="list-style-type: none"> <li>Needs assessment and budget for potential PhD (<i>Sawyer, Vadgama, Orum, Evers-Manly</i>)</li> <li>Feasibility studies (models, budget, accreditation, applications, and business plans – financial modeling) for PA, Radiologic Sciences, and Health Information</li> <li>Planning for Life Sciences, Nursing Ed (vetting, applications for accreditation)</li> </ul>	Senate Academic Programs Committee Boyce Orum	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Review of potential PhD funding models</li> <li>Develop rubric for evaluating potential programs, feasibility analysis. Mission fit, financial viability, demonstrated student learning</li> <li>Feasibility Studies (COSH)</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> </ul>	<ul style="list-style-type: none"> <li>Plan for exploring/feasibility study etc. at this point, not curriculum/ structure</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> </ul>
<b>NEW:</b> Policies	<ul style="list-style-type: none"> <li>New program creation</li> <li>Program continuation</li> <li>IBS</li> </ul>	Patton Shay	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Credit hour policy</li> <li>Policy on policies</li> <li>University teach out policy</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> </ul>		
<b>O11:</b> Implement New Graduate PA Program	<ul style="list-style-type: none"> <li>Complete PA Program feasibility Study</li> <li>WASC Subchange app</li> <li>Hire PA program director (<i>Chaban</i>)</li> <li>Hire Medical Director and Faculty (<i>Shay/Orum</i>)</li> <li>Submit app to ARC-PA: 06/2015 (<i>PA planning committee</i>)</li> <li>PA program site visit: 09/2015 (<i>PA planning committee</i>)</li> </ul>	Orum PA Planning Committee	<ul style="list-style-type: none"> <li>WASC Subchange app completed and submitted.</li> <li>Program Director search is underway</li> </ul>	<ul style="list-style-type: none"> <li>Identify key personnel, curriculum details,</li> <li>Clinical sites</li> <li>Appear before ARC-PA</li> <li>Start student recruitment</li> </ul>	<ul style="list-style-type: none"> <li>Startup costs: \$350,000</li> </ul>	<ul style="list-style-type: none"> <li>Admit new PA cohort (Orum/Hara)</li> </ul>	<ul style="list-style-type: none"> <li>Startup costs: \$600,000</li> </ul>
<b>O14:</b> Strengthen Pipeline Programs	<ul style="list-style-type: none"> <li>Evaluate the pipeline programs</li> <li>Establish CDU Pipeline Steering Committee</li> </ul>	Boyce	<ul style="list-style-type: none"> <li>CDU Pipeline Executive Director appointed</li> <li>CDU Pipeline Steering Committee</li> </ul>	<ul style="list-style-type: none"> <li>Annual program review process implemented for pipeline programs</li> <li>Assessment of improvement plans</li> <li>Financial viability and stability</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> <li>.25% Coordinator: \$30,000</li> </ul>	<ul style="list-style-type: none"> <li>Unified pipeline programs aligned with CDU mission</li> </ul>	<ul style="list-style-type: none"> <li>.25% Coordinator: \$30,000</li> </ul>

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			established. Meetings began in May 2014.				
<b>PLANS</b>							
<b>O10:</b> Revise and implement Academic Plan	<ul style="list-style-type: none"> <li>Review and prioritize academic plan (<i>Lindstrom/Boyce</i>)</li> <li>Begin planning for a regional campus (COM)</li> </ul>	Boyce Steering and Committee	<ul style="list-style-type: none"> <li>Academic Plan approved by Board in May, 2014</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of the 2013-2016 Academic Plan</li> <li>Report progress to Academic Senate</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate and update academic plan</li> <li>Fully develop CDU/UCLA medical education curriculum (<i>Calmes/Edelstein/Elliott/Lindsey</i>)</li> <li>Report progress to Academic Senate</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> </ul>
<b>O12:</b> Achieve top 25% national ranking of all program offerings, target 2015/2016 AY				<ul style="list-style-type: none"> <li>Determine benchmarks</li> <li>Comparative analysis</li> <li>Baseline measures</li> <li>Evaluate performance and revise benchmarks</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> <li>Assessment tools: \$30,000</li> </ul>	<ul style="list-style-type: none"> <li>Assess programs, progress, and meeting benchmarks</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> <li>Assessment tools: \$30,000</li> </ul>
<b>O13:</b> Revisit/Update Enrollment Plan with a target of 5% - 10% annual increase (excluding COM).	<ul style="list-style-type: none"> <li>Capacity building to support academic programs</li> <li>Develop a recruitment and enrollment plan for all CDU programs (ex COM)</li> </ul>	Sawyer W/AACRAO	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Assessment of physical, staffing, faculty services</li> <li>Develop action plan (capacity)</li> <li>Implement enrollment plan</li> <li>Evaluate opportunities for online education</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> <li>Recruiting /Marketing: \$100,000</li> </ul>	<ul style="list-style-type: none"> <li>Up to 30% increase in enrollment from 2013-2014 (<i>Porszasz-Reisz /Lindstrom</i>)</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> <li>Recruiting /Marketing: \$100,000</li> </ul>
<b>CLINICAL SERVICE</b>							
<b>O1:</b> All three schools/colleges develop clinical training partnerships with the Los Angeles Department of Health Services.	<ul style="list-style-type: none"> <li>Formal series of meetings between President and LACDHS director to MOU</li> <li>Writing MOU with Deans, Executives, Legal Counsel (<i>SON</i>)</li> </ul>	Carlisle Patton	<ul style="list-style-type: none"> <li></li> </ul>		<ul style="list-style-type: none"> <li>Staff time</li> </ul>	<ul style="list-style-type: none"> <li>All three academic units will be conducting clinical rotations with LADHS (<i>Deans</i>)</li> <li>Evaluate and assess all clinical relationships with LADHS (<i>Deans</i>)</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> </ul>
<b>O2:</b> The three schools/colleges develop clinical training partnerships with private and non-profit entities (MOU/ Affiliation Agreement milestones by school).	<ul style="list-style-type: none"> <li>Evaluate existing pilots (<i>SON/Finney</i>)</li> <li>Inventory and evaluations current relationship AA/MOU</li> <li>Streamline consolidate processes</li> <li>Review AA/MOU with external groups (using existing groups)</li> <li>Identify and establish overarching standard language for agreements;</li> </ul>	Provost Deans Patton		<ul style="list-style-type: none"> <li>MOU executed / finalized</li> <li>Training protocols/faculty recruitment/identification</li> <li>Piloting new clerkships/rotations practical with LADHS under MOU/AA</li> <li>SON 27 ELM and 50 FNP clinical partnerships</li> <li>Triple number of clinical sites for Rad Tech students (<i>Saunders</i>)</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> </ul>	<ul style="list-style-type: none"> <li>All the academic units will be conducting clinical/practicum education facilitated by a common MOU/AA (<i>Deans</i>)</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> <li>Need for 1 person to review affiliation agreement – “Affiliation Czar”; a University person of sign-off authority \$80,000</li> </ul>

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	TASKS	LEAD STAFF	UPDATE(s)	TASKS	ESTIMATED COSTS	TASKS	ESTIMATED COSTS
	vetting with execs, deans, legal						
<b>O3:</b> Evaluate the feasibility of establishing clinical faculty enterprise.	<ul style="list-style-type: none"> <li>Establish committee</li> <li>Options, nurse managed clinics, reimbursements, faculty, etc.) (<i>Associate Dean, Clinical Affairs, COM</i>)</li> </ul>	Carlisle Boyce Evers-Manly	•	<ul style="list-style-type: none"> <li>Conduct feasibility study</li> <li>Nurse clinical study</li> <li>Internal evaluations (BOT, EMT, COD) of committee report</li> <li>Engage BOT &amp; Board of Councilors for expertise and support</li> <li>Involve recruited faculty for input into plan/committee (<i>Associate Dean, Clinical Affairs, COM</i>)</li> <li>Engagement with educational activities/clerkships</li> <li>Involve recruited faculty for input into plan/committee (<i>Associate Dean, Clinical Affairs, COM</i>)</li> <li>Engagement with educational activities/clerkships</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> <li>Consultant: \$20,000</li> </ul>	<ul style="list-style-type: none"> <li>Determine feasibility of establishing clinical enterprise (<i>Calmes/Evers-Manly/Hara/Shay</i>)</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> </ul>
<b>O4:</b> Establish Graduate Medical Education (GME) / Residency programs.	<ul style="list-style-type: none"> <li>Recruit 25 MDs with appointments (in process)</li> <li>(<i>Lindsey/Calmes/Hara</i>)</li> <li>Recruit residency program director</li> <li>(<i>Lindsey/Calmes/Hara</i>)</li> <li>Educate faculty with respect to requirements</li> <li>(<i>Lindsey/Calmes/Hara</i>)</li> </ul>	Calmes Hara Senate Committee on Clinical and Community Programs		<ul style="list-style-type: none"> <li>Application from CDU as sponsoring institution when made available by ACGME (<i>Lindsey/Calmes/Hara</i>)</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> </ul>	<ul style="list-style-type: none"> <li>Family medicine residency starts; others in progress or have begun (<i>Hara/Calmes</i>)</li> <li>Assessment of the Medicine residency program (<i>Hara/Calmes</i>)</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> </ul>
<b>COMMUNITY PARTNERSHIP</b>							
<b>O4:</b> Enhance partnerships with community organizations and individuals.	<ul style="list-style-type: none"> <li>Increase University community engagement with community faculty</li> </ul>	Hara	•	<ul style="list-style-type: none"> <li>Inventory and evaluate current community partnerships (<i>Hara</i>)</li> <li>Engage President's Community</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate findings of the feasibility study</li> <li>Assess need for continuing</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> </ul>

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	TASKS	LEAD STAFF	UPDATE(s)	TASKS	ESTIMATED COSTS	TASKS	ESTIMATED COSTS
				Advisory Council to advise on program needs ( <i>Hara</i> ) <ul style="list-style-type: none"> <li>Evaluate needs assessment by Kaiser, First LA, LAC-DHS</li> <li>Conduct feasibility study for community programs</li> </ul>		Urban Public Health certification programs	
<b>STUDENT SUCCESS</b>							
<b>O1:</b> Establish admissions, recruitment and educational criteria to identify the best and brightest, academically prepared, ethnically diverse students.	<ul style="list-style-type: none"> <li>Summer pathway programs for grad and undergrad students (<i>Sawyer</i>)</li> </ul>	Sawyer Program Directors Senate Ad Hoc Committee on Student Affairs		<ul style="list-style-type: none"> <li>Establish enrollment management council (<i>Sawyer</i>)</li> <li>Revisit admissions criteria of each program (<i>Sawyer/Lindstrom</i>)</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> <li>Summer programs: \$10,000 (Title III)</li> </ul>	<ul style="list-style-type: none"> <li>Reporting student success / performance of admission criteria (<i>Porszasz-Reisz/Lindstrom</i>)</li> <li>Pre-entry workshops (GRE)</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> <li>GRE: \$5,000</li> <li>Summer programs: \$10,000 (Title III)</li> </ul>
<b>O2:</b> Establish and ensure conformance to key metrics for success.	<ul style="list-style-type: none"> <li>Establish a university-wide assessment committee (structure for reviewing student learning outcomes)</li> <li>Strengthen assessment being conducted in the colleges</li> <li>Enhancement of practice exams/mock exams (metric) such as NCLEX, FNP Certification, USMLE, Rad Tech Exam, MCAT prep (<i>Parker-Kelly/Elliott</i>)</li> </ul>	Boyce Senate Academic Programs Committee Academic Programs Review Committee		<ul style="list-style-type: none"> <li>Establish system of Annual reporting of key metrics (<i>Lindstrom</i>)</li> <li>Board passage rates: 100% (COM); 95% (SON); 90-95% (Rad Tech) (<i>Lindstrom</i>)</li> <li>Implement assessment of key metrics per programs such as ULOS, PLOs</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> <li>NCLEX: \$20,000</li> </ul>	<ul style="list-style-type: none"> <li>Job placement measures</li> <li>Admission to graduate programs (<i>Lindstrom</i>)</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> <li>Employer surveys: \$2,000</li> </ul>
<b>O3:</b> Increase by 50% the graduate students who have the skills and training to become leaders who will transform the quality of healthcare services for underserved populations.	<ul style="list-style-type: none"> <li>Collaborate and create synergy with existing leadership and community outreach services (<i>Sawyer</i>)</li> <li>2013-14 services: career counseling; (graduate and professional schools placement services; internships and programs) (<i>Sawyer</i>)</li> </ul>	Student affairs Staff in School/Colleges Assessment Coordinator		<ul style="list-style-type: none"> <li>Collaborate and create synergy with existing leadership and community outreach services (<i>Sawyer</i>)</li> <li>Disability office/center</li> <li>Student counseling (personal) like EAP for students</li> <li>Implement career support service workshops</li> <li>Leadership seminars and workshops (<i>Sawyer</i>)</li> <li>Discussion of Modifying USLOs to include leadership USLO</li> </ul>	<ul style="list-style-type: none"> <li>Student ambassador program: \$5,000</li> <li>Staff time</li> <li>Placement Counselor \$75,000 (Title III)</li> <li>Dir. Acad. Support /Learning Skills: 120,000 (Title III)</li> </ul>	<ul style="list-style-type: none"> <li>Collaborate and create synergy with existing leadership and community outreach services (<i>Sawyer</i>)</li> <li>Assessment of leadership development seminars (ongoing)</li> <li>Assessment of leadership skills in employment (use of employment surveys)</li> </ul>	<ul style="list-style-type: none"> <li>Student ambassador program: \$5,000</li> <li>Staff time</li> <li>Placement Counselor \$75,000 (Title III)</li> <li>Dir. Acad. Support /Learning Skills: 120,000 (Title III)</li> </ul>
<b>NEW:</b> Document Management Project		Prieto		<ul style="list-style-type: none"> <li>Evaluate options and select application and vendor</li> <li>Implement document</li> </ul>	<ul style="list-style-type: none"> <li>Document Management System: \$125,000</li> </ul>		<ul style="list-style-type: none"> <li>Staff time</li> <li>Maintenance: \$25,000</li> </ul>

OBJECTIVES	2013 – 2014 (July-June)			2014 – 2015 (July-June)		2015 – 2016 (July-June)	
	TASKS	LEAD STAFF	UPDATE(s)	TASKS	ESTIMATED COSTS	TASKS	ESTIMATED COSTS
				management	<ul style="list-style-type: none"> <li>Staff time</li> <li>Maintenance: \$25,000</li> </ul>		
<b>O4:</b> Provide support for students' academic success.	<ul style="list-style-type: none"> <li>Conduct a needs-assessment re: student support services (student leaders) survey (<i>Sawyer/Parker-Kelly</i>)</li> <li>Implement “the portal” virtual student center</li> <li>Implement \$ALT financial literacy and loan repayment counseling services</li> <li>Develop a roster of required designated officers (ADA, Title IX, HIPAA, etc.) and complete policies required for these areas.</li> </ul>	Sawyer Senate Ad Hoc Committee on Student Affairs	•	<ul style="list-style-type: none"> <li>Coordinate and enhance academic support services for students – learning skills, test-taking, tutoring</li> <li>Designate appropriate officers for required compliance processes (ADA, Title IX, HIPAA etc.), ensure training for officers and campus community. disability services coordinator, veterans services coordinator [Registrar currently does this], international student coordinator, student activities coordinator, personal counselor [posting 2013-2014] (<i>Goldstein</i>)</li> <li>Enhance wireless capacity in LSRNE (<i>Parker-Kelly</i>)</li> <li>Calendar all student activities and calendar/list/promote/report on them.</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> <li>\$50,000 (\$ALT) (Title III)</li> <li>Training: \$10,000</li> <li>Wireless budgeted IS: \$48,000</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate performance objectives of CDU career center</li> <li>Evaluate performance objectives of academic and career counseling center (tutoring, advising model)</li> <li>Establish university academic advising model</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> <li>\$50,000 (\$ALT) (Title III)</li> <li>Training: \$10,000</li> </ul>
<b>INSTITUTIONAL EXCELLENCE</b>							
<b>O2:</b> Increase student, staff, and faculty retention rates to 90% annually.	<ul style="list-style-type: none"> <li>Revamp JD of retention coordinator (COSH): MS Office, APA Writing, critical thinking, internet &amp; email, blackboard</li> <li>Revamp new orientation (library services, student support services, colleges/schools, academic programs)</li> <li>Baseline retention data reporting for faculty, staff and students</li> </ul>	Shay Sawyer Lindstrom Parker-Kelly	<ul style="list-style-type: none"> <li>Retention coordinator in approved 5 year T3 budget plan, as well as additional academic support services.</li> </ul>	<ul style="list-style-type: none"> <li>Implement faculty development programs, staff development program, student support services</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> <li>Faculty Dev: \$40,000 (Title III)</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of faculty development program, student support services, staff development program</li> <li>Multiple-year contracts for faculty (<i>Shay</i>)</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> </ul>
<b>O6:</b> Maintain institutional and programmatic accreditation status.	<ul style="list-style-type: none"> <li>College level review, feeding annually to APRC with accreditation annual reports &amp; budget implications</li> <li>Conduct analysis of progress</li> </ul>	Shay		<ul style="list-style-type: none"> <li>Continued work with APRC (<i>APRC, Islam, Hasson, Shay, Lindstrom</i>)</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> </ul>	<ul style="list-style-type: none"> <li>Continuous assessment of capacity and sustainability of each programs and services</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> </ul>

OBJECTIVES	2013 – 2014 (July-June)			2014 – 2015 (July-June)		2015 – 2016 (July-June)	
	TASKS	LEAD STAFF	UPDATE(s)	TASKS	ESTIMATED COSTS	TASKS	ESTIMATED COSTS
	<p>to degree.</p> <ul style="list-style-type: none"> <li>Clarify meaning quality and integrity of degree</li> <li>WASC core commitment / alignment for accreditation</li> </ul>						
<p><b>O7:</b> Create a division of Student Services to advocate for CDU students</p>	<ul style="list-style-type: none"> <li>Enhance extra-curricular activities: student engagement, networking (<i>Parker-Kelly</i>)</li> <li>Determine which feasibility studies for additional student services are needed. Prioritization of needs.</li> </ul>	Sawyer	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Locate campus space for the division of student services: one-stop shop" (<i>Space Committee</i>)</li> <li>Conduct feasibility studies to determine which new student services can be provided: <ul style="list-style-type: none"> <li>Disability services center</li> <li>Student Center</li> <li>Veterans' Center</li> <li>Student organizations &amp; programming</li> </ul> </li> <li>Add division to university org chart (COO)</li> </ul>	<ul style="list-style-type: none"> <li>Renovations and furnishings: \$200,000</li> </ul>	<ul style="list-style-type: none"> <li>Provide services for disability and learning accommodations, student center, student organizations</li> <li>Explore feasibility of health center and student housing.</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> </ul>