

# Strategic Plan



*March 2014*

*Update & Revision*

## **Strategic Initiative #1: “Convening Conversations”**

**Convene internal and external conversations that facilitate interdisciplinary integration, influence health policy, advance the general public’s understanding of healthy living and support the University’s mission to educate future leaders in the natural health arts and sciences.**

**Goal 1 – Identify and cultivate strategic partnerships, alliances and collaborations internally and externally that will advance Bastyr’s reach and ability to fulfill its mission.**

- Encourage conditions for effective external and intra-University collaborations that lead to the development of interdisciplinary approaches to curriculum design, education, research and clinical training.
- Seek opportunities to cultivate relationships with a wide array of external individuals and organizations that share the University’s vision of cultivating a healthier human community.
- Develop and support Bastyr’s externally focused departments that engage in important conversations regarding community health and the important role natural health will play in the future of health care.
- Develop relationships and implement strategies to influence and support improvements to health care policy at the local, state and federal level.
- Provide ongoing evaluation of the above partnerships and collaborations and assess their alignment with the University’s mission, vision and four core themes.

**Goal 2 – Develop and nurture mutually respectful external relationships while maintaining the University’s passion and commitment to the Bastyr mission.**

- Enhance and augment communication and facilitation skills of Bastyr University staff, faculty, students and engaged alumni to encourage effective external relations.
- Exhibit respect for partners and collaborators with a mutual openness to what we can learn from each other while remaining true to Bastyr’s mission.
- Evaluate and monitor all collaborations with existing and potential partners to ensure a mutually respectful and productive relationship that advances Bastyr’s mission and vision.

**Goal 3 – Effectively communicate that Bastyr is the most trusted resource for understandable, useful and evidence-based information on healthy living.**

- Distinguish Bastyr University as the globally recognized, leading academic center in natural health arts and sciences.
- Foster and develop a University culture and structure that facilitates the sharing of Bastyr’s wealth of knowledge through its faculty expertise and experience, interdisciplinary initiatives and collaborative partnerships.
- Develop multi-media and multi-modal ways to document and share our expertise.
- Monitor the effectiveness of our communications and strategies in helping to realize our envisioned future.

## **Strategic Initiative #2: “Academic Programs”**

**Support academic programs that are essential to a high-quality education in the natural health arts and sciences.**

**Goal 1 –Deliver rigorous, relevant and high-quality academic and certificate programs in natural health arts and sciences.**

- Provide innovative academic programs that are deeply rooted in the historical teachings of natural health and that also incorporate the most current evidence-based knowledge to address the health care needs of the human community.
- Monitor academic and societal needs to identify opportunities and changes that inform the development of new programs and maintain the relevance of existing curricula.
- Ensure that all curricula meet industry expectations, programmatic accreditation standards and licensure requirements.
- Perform due diligence for new programs by addressing issues of market need and appropriate allocation of personnel, financial resources and infrastructure requirements.
- Continuously evaluate effectiveness of the design and delivery of all new curricula.

**Goal 2 – Develop appropriate structures to encourage research and scholarly activities in the natural health arts and sciences and disseminate those results through peer-reviewed and other respected publications.**

- Actively seek both traditional and non-traditional sources of funding to bolster capacity of the Bastyr University Research Institute (BURI) and encourage faculty and student scholarship to advance evidence-based approaches to natural health.
- Assist faculty in pursuing research and scholarly activity and disseminating results.
- Cultivate student research skills so students are able to conduct formal research findings and disseminate results.
- Encourage partnerships in support and advancement of collaborative, interdisciplinary research.
- Perform regular assessments of BURI operations, dissemination of research findings and the success of the student research program to inform ongoing planning.

**Goal 3 – Develop and support internal and external collaborative relationships to promote the advancement of the University’s integrative culture.**

- Support an institution-wide culture of interdisciplinary integration by enhancing faculty training and development, improving University infrastructure, and strengthening related policies and procedures.
- Actively engage faculty in developmental activities that promote interdisciplinary curricula.
- Provide students with opportunities to obtain the knowledge, skills and attitudes necessary to work collaboratively with a variety of health care professionals to improve the health and well-being of patients and clients.

- Monitor and assess the effectiveness of institutional training, infrastructure development and curricular changes on academic program quality.

### **Strategic Initiative #3: “Attract and Retain Highly Qualified Faculty and Staff”**

**Attract and retain highly qualified faculty and staff who are responsible for delivering quality education and support services, safeguarding academic freedom, administering a diverse range of educational, clinical and research initiatives, ensuring the integrity of the curricula, and maintaining the University’s commitment to its mission and vision.**

**Goal 1 – Develop and support a recruiting and retention plan focused on attracting and retaining the highest-quality faculty and staff who can teach, nurture and support future leaders in the natural health arts and sciences.**

- Conduct local, national and international searches (as appropriate) to ensure the strongest pool of highly qualified applicants that also represents diverse cultures, a variety of races/ethnicities, different academic backgrounds and various social perspectives.
- Continue to protect academic freedom to ensure vibrant and diverse curricula and safeguard the integrity of academic instruction.
- Establish an equitable and comprehensive compensation and benefits package to effectively support recruitment and retention of outstanding faculty and staff.
- Ensure adequate funding for faculty professional development and staff training.
- Evaluate recruitment and retention practices regularly to ensure Bastyr’s ability to accomplish its stated goals.

**Goal 2 - Foster a culture of community, stewardship and accountability among all faculty and staff members.**

- Actively promote alignment of the mission, vision, strategic plan and core themes with all substantive University initiatives and activities.
- Nurture a culture of transparency, mutual respect, community stewardship and accountability for all faculty and staff members.
- Develop robust standards of evaluation and accountability for faculty and staff members that tie performance expectations to measurable results as well as promotion and/or job-enhancement opportunities.
- Assess effectiveness of recruitment and retention policies through annual surveys and performance reviews; respond to feedback, publish results and implement changes where appropriate.

## **Strategic Initiative #4: “Attract and Retain Exceptional Students”**

**Attract, support and retain exceptional students representing diverse cultures, races/ethnicities, life experiences and perspectives.**

**Goal 1 – Develop and support a coordinated recruiting, marketing and public relations campaign to attract future leaders in the natural health arts and sciences.**

- Evaluate Bastyr’s current market position among educators in the natural health arts and sciences, identify resources needed to capture the attention and respect of prospective students from new markets or venues, and set market share growth goals as appropriate for each program.
- Develop and implement an international, multi-level, coordinated marketing and public relations campaign to effectively promote Bastyr as the global leader in natural health arts and sciences education.
- Promote the University’s standing with various educational, health care and other relevant professional groups that engenders respect from and attracts the attention of a broader prospective student pool.
- Attract and retain professional, knowledgeable and caring staff to serve in the vital roles of ambassador, recruiter and advisor when promoting Bastyr’s educational programs.
- Assess student recruitment strategies regularly and implement appropriate changes to improve their effectiveness.

**Goal 2 – The University promotes an environment in which students are satisfied with their educational experiences, feel adequately challenged to meet high standards and are provided support services that promote success in their chosen areas of study.**

- Train faculty and staff in interpersonal skills to elevate all levels of “customer service” in support of student retention.
- Encourage and support University and departmental activities that enhance student satisfaction through community-building, extra-curricular activities, student recognition events and meaningful new student orientation activities.
- Ensure that faculty and staff fully understand and embrace their roles in enhancing student satisfaction and encouraging retention.
- Continue to evaluate the impact financial support has on student retention and maintain efforts to expand aid and scholarship opportunities.
- Monitor ongoing student satisfaction and retention rates; respond to feedback, publish results and implement changes where appropriate.

**Goal 3 – Cultivate life-long relationships with alumni through ongoing University services, proactive engagement and career support.**

- Foster a lifelong connection and commitment to the University by expanding the variety of University services available to alumni.

- Regularly engage alumni locally and remotely by inviting them to in-person and virtual events, providing additional ongoing learning opportunities, and increasing benefits and services relevant to their needs and interests.
- Generate frequent and meaningful opportunities for alumni and the student community to interact.
- Continue to enhance relationships with all alumni in support of their ongoing career development and monitor key indicators of alumni career success.
- Monitor alumni engagement with the University by tracking event participation and service utilization via surveys, focus groups and direct feedback.

## **Strategic Initiative #5: “Innovative Methods and Access to Instruction”**

### **Develop innovative and effective instructional delivery methods to expand and enhance the quality of natural health arts and sciences education.**

#### **Goal 1 – Identify and employ multiple instructional pathways to enable students to complete coursework and/or degree programs in the natural health arts and sciences.**

- Investigate a variety of instructional delivery options and identify at least three pathways for students to access selected courses and/or degree programs.
- Pilot three pathways to facilitate student access to courses and/or degree programs.
- Evaluate the effectiveness of each piloted delivery pathway.

#### **Goal 2 – Encourage innovation and informed experimentation to identify the most effective methods of teaching and learning.**

- Secure adequate resources to support instructional initiatives that enhance clinical and didactic teaching methodologies.
- Envision, develop and implement formalized training and support services to inform the advancement of teaching and learning practices.
- Hire key personnel to support the development and implementation of new instructional delivery pathways.
- Create a process to identify and share innovative and successful instructional methodologies within the University community.
- Monitor and assess the effectiveness of all new instructional initiatives.

## **Institutional Stewardship**

**In support of the Bastyr University mission and foregoing strategic initiatives, the University will establish and/or perpetually maintain the following planning documentation to ensure ongoing financial stability, sustainability and intentional stewardship of institutional resources:**

- A financial model that reflects the most current University financial data and forecasts the economics of Bastyr University's future priorities.
- A plan to integrate financial goals with the University's strategic plan.
- A comprehensive assessment that defines key strategic plan parameters, evaluates risk and identifies a stable financial support plan.
- A long-term capital budget that integrates facility needs, equipment procurement, preventive maintenance and repair timetables that are consistent with the strategic plan.
- A broad-based, strategically developed program of continuing donor development to achieve annual financial goals, grow cash reserves/endowments and support University campaign initiatives for well-articulated projects.
- An on-going plan to maximize Bastyr's annual auxiliary revenues.
- An ambitious but realistic program for financial investment to achieve established fiscal goals.