



**Bastyr University
2016-2021 Strategic Plan**

Contents

Our Future Together	1
Who We Are.....	2
Our Vision.....	2
Our Mission.....	2
Our Commitments	2
Core Themes.....	3
Academic Achievement.....	3
Clinical Training and Community Health.....	3
Research in the Natural Health Arts and Sciences	3
Interdisciplinary Integration.....	3
Education	4
Accreditation	4
Bastyr 2021	4
Strategic Initiative #1: Convening Conversations	7
Influence Health Policy and Support the Career Advancement of Bastyr Graduates through Advocacy.	7
Advance the General Public’s Understanding of Healthy Living and Establish Bastyr University as the Most Trusted Institutional Resource Worldwide for Understandable, Useful and Evidence-Based Information on Complementary and Integrative Health.....	7
Identify and Cultivate Strategic Partnerships, Alliances and Collaborations That Support the University’s Mission to Educate Future Leaders in the Natural Health Arts and Sciences.	8
Strategic Initiative #2: Academics and Research	9
Deliver Rigorous, Relevant and High-Quality Academic and Certificate Programs in Natural Health Arts and Sciences.	9
Develop Appropriate Structures to Encourage Scholarly Activities in the Natural Health Arts and Sciences and Disseminate These Results Through Peer-Reviewed and Other Respected Publications.....	10
Develop and Support Internal and External Collaborative Relationships to Promote the Advancement of the University’s Integrative Culture.	10
Strategic Initiative #3: Attract and Retain Highly Qualified Faculty and Staff.....	11
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.	11
Foster a Culture of Community, Stewardship and Accountability Among all Faculty and Staff Members.	12
Strategic Initiative #4: Attract and Retain Exceptional Students	13
Promote an Environment in Which Students are Satisfied with Their Educational Experiences, Feel Adequately Challenged to Meet High Standard and are Provided Support Services That Promote Success in Their Chosen Areas of Study.....	13
Develop and Support a Coordinated Recruitment, Marketing and Public Relations Campaign to Attract Future Leaders in the Natural Health Arts and Sciences.	14

Strategic Initiative #5: Innovative Methods and Access to Instruction15

- Identify and Employ Multiple Instructional Pathways to Enable Students to Complete Coursework and/or Degree Programs in the Natural Health Arts and Sciences.....15
- Encourage Innovation and Informed Experimentation to Identify the Most Effective Methods of Teaching and Learning.....15

Strategic Initiative #6: Career Preparedness16

- Identify, Create or Enhance Curricular and Co-Curricular Offerings that Ensure Thorough and Accurate Career Preparedness for Graduates Across All Programs and Careers.....16
- Identify and Cultivate Ongoing Relationships with Relevant Industry, and Other Entities to Offer Career Opportunities to Graduates in Their Chosen Fields.....16
- Expand Post-Graduate Clinical Training Opportunities for Appropriate Programs.....17
- Offer Educational Support and Resources to Alumni to Ensure Their Success.....17

Strategic Initiative #7: Institutional Stewardship18

- Institute Programs for Financial Investment to Achieve Established Strategic Goals.....18
- Create and Implement a Long-term Capital Plan That Integrates Facility Needs, Equipment Procurement, Preventive Maintenance and Repair Timetables That are Consistent with the Strategic Plan.19

Our Future Together

As the world of healthcare transforms around us and the ranks of integrative and holistic health care providers grow, we at Bastyr University look forward, grateful to be in a position of leadership in the education of the future leaders.

With a focus upon evidence-based theory and practice, Bastyr has helped transform the conversation about the relevance and efficacy of natural medicine, and within just the past decade, we have seen a substantial shift in the growth and demand for excellence in the health-based care that our program graduates deliver.

Since the creation of the University's most recent Strategic Plan, Bastyr University has nearly doubled its core faculty, grown student enrollment to more than 1,200, added new degree programs, and opened a new campus and clinic in San Diego. This expansion highlights how much has changed and how quickly it has happened. It signals our acceptance by the larger medical community.

A preventive health movement is afoot, focusing on living longer and better lives by returning to basics when it comes to the lifestyle elements of food, fitness, sleep and stress. We are seeing more people learn to take control of their own well-being. Major corporations, health insurance companies and the government alike are all witnessing the economic benefits of disease prevention. With over 5,000 licensed naturopathic doctors (NDs) in the United States and more states considering licensure every month, NDs are now a more accessible patient option than ever before. The number of registered dietitians, licensed acupuncturists, midwives and mental health counselors is also growing, and health insurance companies increasingly cover "integrative" treatments. The people have spoken, and what they want is health-based care.

We are living in a new era, when the tenets of natural medicine are synonymous with the wants and needs of patients. The Affordable Care Act is likely to expand the role of licensed natural health providers to one that works collaboratively with the larger medical community.

Concurrently, schools that train practitioners in the natural health arts and sciences — like Bastyr University — will continue to grow. We have a bright future ahead — thanks to our two campuses, strong research institute, highly ranked clinical services, ever-expanding academic programs, expert faculty and dedicated students. This future is worth investing in, and also safeguarding through thoughtful and ongoing consideration of the ever-changing landscape of opportunities.

Bastyr's Strategic Plan is designed as a "living document" that will act as a roadmap to ensure sound business decisions, financial health and the most effective academic programs for our students and faculty. It is remarkable to observe how much has occurred so quickly. We value all that has happened and is happening still, and we look forward to remaining agile in the face of the developments yet to unfold in the coming months and years.

Yours in Health,

Mac Powell, PhD
President

Who We Are

Bastyr University is the world's leading academic center for natural health arts and sciences. The first regionally accredited school of its kind, the University was founded in 1978 as a college of naturopathic medicine. In 2012, Bastyr University California opened in San Diego, becoming the state's only accredited school of naturopathic medicine. Bastyr University combines an integrative curriculum with leading-edge research and clinical training to educate future leaders in a multitude of natural health professions. A diverse community of scholars Bastyr University students vary widely in age, culture and experience, yet all share a commitment to improving people's health. The student body hails from 49 U.S. states, Washington D.C., Puerto Rico and 33 countries. With more than 1,200 motivated students, dedicated faculty members and two impressive campuses, there is no better place to become a leader in the field of natural health.

Our Vision

As the world's leading academic center for advancing and integrating knowledge in the natural health arts and sciences, Bastyr University will transform the health and well-being of the human community.

Our Mission

We educate future leaders in the natural health arts and sciences. Respecting the healing power of nature and recognizing that body, mind and spirit are intrinsically inseparable, we model an integrated approach to education, research and clinical service.

Our Commitments

The Bastyr University community of students, faculty and staff is committed to:

Academic Rigor, which includes a science-based approach to natural health and wellness with a focus on health promotion, information literacy, research skills, critical thinking and problem solving.

Effective Communication and Respectful Behavior, which includes proficiency in written, oral and non-verbal communication, active listening, respectful conflict resolution, ethical conduct, compassion and thoughtfulness, integrity, observance of appropriate professional and interpersonal boundaries, stewardship of a healthy planet, and the ability to articulate advocacy for our Vision and Mission.

Intercultural and Social Justice Awareness, which includes an understanding of one's own and other cultures, to include those who are disenfranchised, marginalized or oppressed through education, and to maintain an attitude of curiosity, openness and humility.

Research, which includes study of the whole-person healthcare, using natural modalities in the comprehensive treat-the-cause manner that defines our program graduates' unique value in the marketplace.

Stewardship of Tuition Dollars, which includes ongoing review and measure of program and institutional delivery for economy of means, and targeted expenditures relating directly to delivery of programs and advocacy for the professions they represent.

Core Themes

As an accredited university, Bastyr engages in on-going self-assessment of its programs, student success, faculty, staff, physical capacity, long-term planning and resources. That process involves the development of core themes and goals that are used to characterize the University's priorities and provide the framework for continuous improvement.

As stated in its 2013 Year One Report to the Northwest Commission on Colleges and Universities, the University's core themes and goals are:

Academic Achievement

Bastyr University's success rests on rigorous science-based curricula, exceptional faculty members with excellent teaching skills, and a support structure that enables students to succeed. Students are taught to consider whole-person health and embrace interdisciplinary collaboration.

Bastyr University's faculty members are natural health experts; many are nationally and internationally recognized. They publish in peer-reviewed journals, provide expert health advice to the media, conduct evidence-based natural medicine research; train future researchers, and prepare students to work alongside a wide variety of practitioners.

Clinical Training and Community Health

Because Bastyr University places effective clinical training at the core of health education, graduate and first professional students train at the University's teaching clinics: Bastyr University Clinic in San Diego and Bastyr Center for Natural Health in Seattle, where clinical faculty members emphasize an integrative approach to healing. The University also partners with local and international organizations to offer health care services at rural and urban community care sites, where student clinicians work with a broad spectrum of patients and health concerns, further preparing them to be successful health care providers. Some naturopathic students also go on to complete post-graduate residencies at sites around the country, including Bastyr Center. Students from all disciplines are offered multiple opportunities to take their classroom learning into the real world. Internships, preceptorships, study abroad opportunities, observation hours and volunteer activities in a range of settings help round out their education and guide them to becoming confident and competent health and wellness leaders.

Research in the Natural Health Arts and Sciences

The Bastyr University Research Institute's clinical and laboratory investigations develop the principles and practices of natural, integrated and complementary medicine. Bastyr University was the first natural medicine institution to establish a research laboratory, was the first naturopathic school to receive funding from the National Institutes of Health (NIH), and has hosted a number of NIH studies. The Bastyr Integrative Oncology Research Center investigates integrative cancer treatments through evidence-based studies with partners at Fred Hutchinson Cancer Research Center and the University of Washington. Students benefit from the Center for Student Research (CSR), which fosters student-faculty research opportunities and related funding. Every year, many Bastyr University students take advantage of the services offered by the CSR, presenting research papers to other professionals in the field at conferences. Several students go on to publish their research findings, with a select few featured in peer-reviewed publications.

Interdisciplinary Integration

Effective education spans boundaries. The University's approach to wellness integrates body, mind, spirit and nature. Its academic programs integrate classroom learning, clinical training and service learning. Its faculty members serve as teachers, practitioners and researchers. Its students learn a multi-disciplinary approach to patient treatment. And its alumni collaborate in clinical settings every day, manifesting the integration of natural medicine into the lives of patients.

Education

Bastyr University offers 20 baccalaureate, master's and doctoral degree programs, along with two certificate programs, in the following areas of study:

- Acupuncture and Oriental Medicine
- Ayurvedic Sciences
- Counseling Psychology
- Exercise Science
- Health Psychology
- Herbal Sciences
- Holistic Landscape Design
- Integrated Human Biology
- Maternal Child Health
- Midwifery
- Naturopathic Medicine
- Nutrition
- Public Health

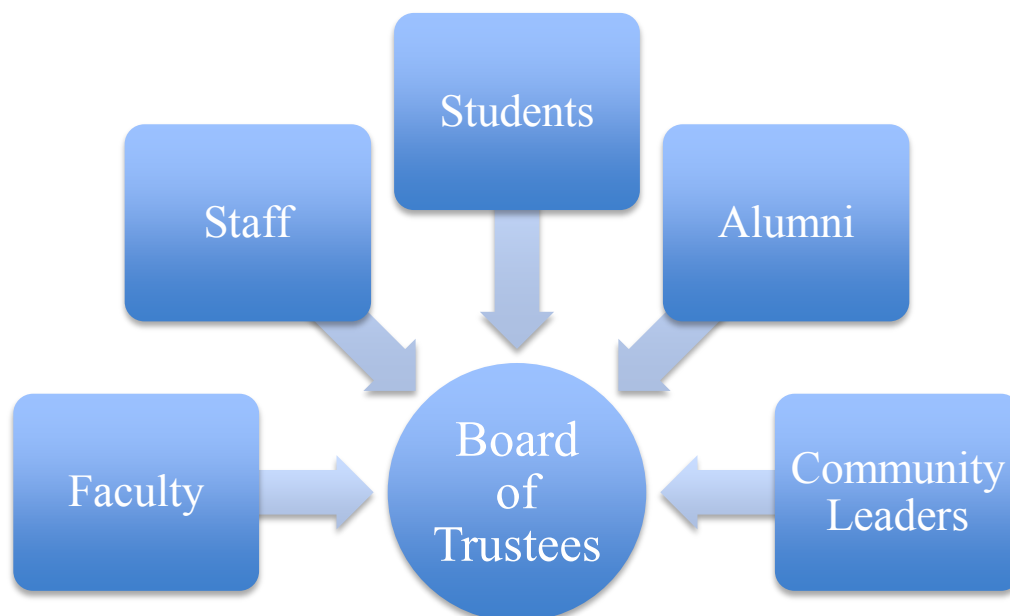
Accreditation

Bastyr University is accredited by the Northwest Commission on Colleges and Universities, an institutional accrediting body recognized by the U.S. Department of Education.

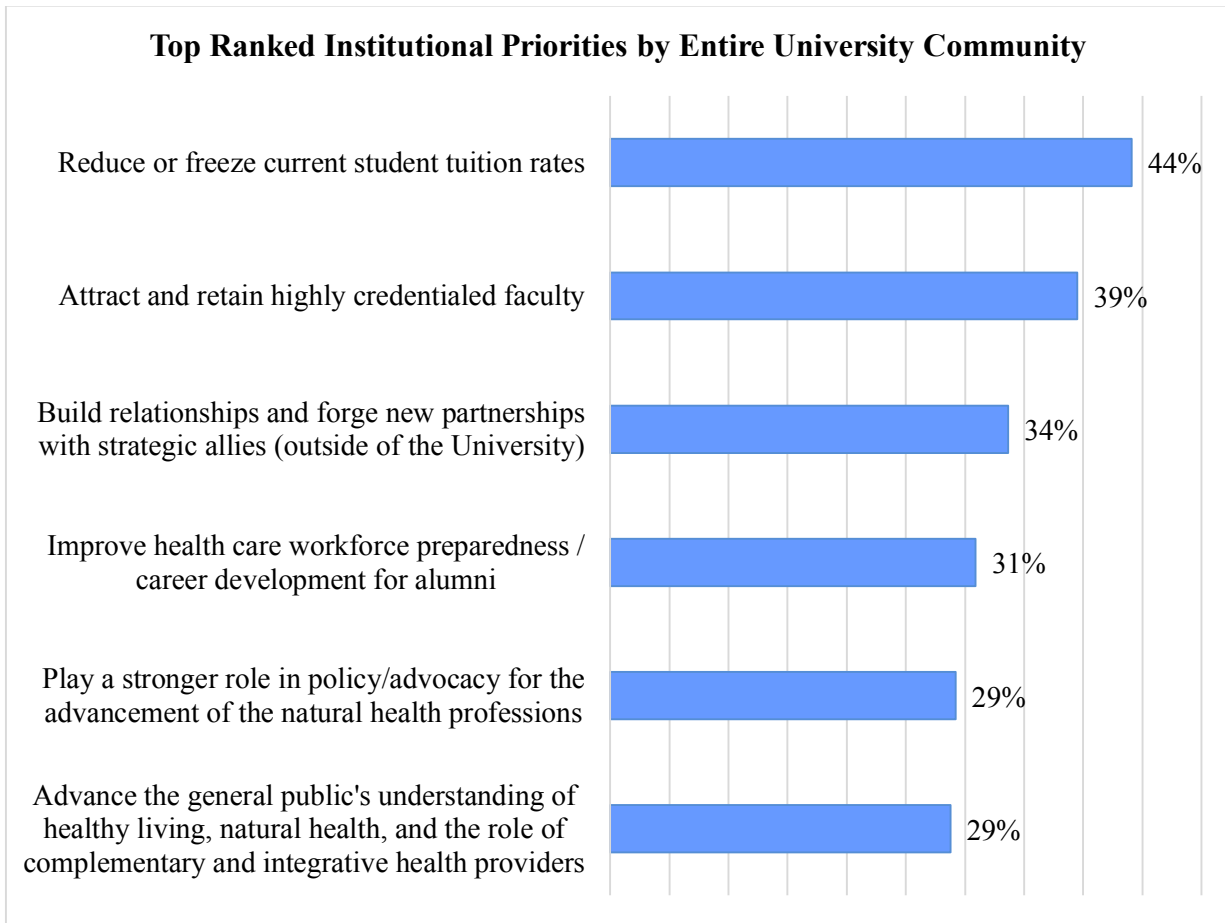
Bastyr 2021

Upon his appointment as President in July 2015, Dr. Charles "Mac" Powell was charged by the Board of Trustees to gather the feedback of the community in order to refine and clarify the Bastyr University 2014 Strategic Plan, and to highlight the goals and measurable objectives of the coming five years. To ensure that the University advances its mission, Dr. Powell solicited the feedback of faculty, staff, students, alumni, community leaders, and university partners through town hall meetings, online surveys, and one-on-one meetings to review and revise the strategic plan. This revised version, designated "Bastyr 2021", integrates feedback and viewpoints from these university stakeholders along with the input and guidance of the University's Board of Trustees, whose voluntary contributions to the University help to lead the institution to successfully navigate through trends in higher education and to exert their impact on the University and its community.

Input and Feedback From Numerous University Stakeholders



What these survey results revealed to the Board, and what subsequent town hall and one-on-one meetings affirmed, is that the Bastyr community highly values the following institutional priorities: affordable tuition, credentialed faculty, strategic partnerships, alumni career development, public awareness of what makes Bastyr’s program graduates uniquely valuable in the suddenly and increasingly more crowded natural healthcare space, and advancing the provision of natural healthcare by our credentialed graduates, through policy and advocacy.



The outcomes expressed in the Strategic Plan that follows have been developed to intentionally support these top-ranked institutional priorities.

Like all strategic plans, Bastyr 2021 is a planning document intended to communicate the University’s values and goals, accompanied by a formal communication on the actions that will be undertaken and the measures by which outcomes will be evaluated. The University’s hope is that Bastyr 2021 will be a living document that shapes decision-making and the ongoing life of the University.

By 2021, Bastyr University will be a model institution of higher education providing graduate medical education in a variety of delivery formats (classroom and clinical, partial-cohort-based, partial-online and partial-distance delivery designs) in the natural health arts and sciences. Bastyr will be a center of excellence and the educator of choice in continuing competency for its graduates, and in health-based personal empowerment training for the public. The natural consequence of which, will result in connecting an informed and capable public to its credentialed program graduates. Bastyr will provide undergraduate education for its natural health program pre-professionals, and will also produce community health programming, redefining and empowering the health of the human community.

In order to accomplish this vision of the future, the Bastyr Community and Board of Trustees offers updated institutional strategic initiatives identified in previous planning cycles. The updated institutional strategic initiatives follow measurable outcomes and selected tactics that will drive decision making and inform and guide the daily lives of all Bastyrans and ensure that the University, remain sustainable for generations to come and helps to transform the health and well-being of the human community. Those updated institutional strategic initiatives are as follows:

Strategic Initiative #1: Convene internal and external conversations that facilitate interdisciplinary integration of our program's graduates into the broader provision of general healthcare, influence health policy for and advance the general public's awareness of our graduates unique value among the growing collection of naturally-inclined providers and support the University's mission to educate future leaders in the credentialed professions that arise from world class natural health arts and sciences education.

Strategic Initiative #2: Support academic programs that are essential to a high-quality education in the natural health arts and sciences.

Strategic Initiative #3: 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.

Strategic Initiative #4: Attract, support and retain exceptional students representing diverse cultures, races/ethnicities, life experiences and perspectives.

Strategic Initiative #5: Develop innovative and effective methods for teaching and research that validates whole-person health.

Strategic Initiative #6: Expand the career opportunities for graduates through expanded career preparedness training, residency opportunities, partnerships, and applicable clinical training.

Strategic Initiative #7: Ensure ongoing financial stability, sustainability and intentional stewardship of institutional resources.

To achieve these strategic initiatives, the Board of Trustees, Administration, Faculty, Staff, and Community Partners commit to a series of goals, intentions, and measurable outcomes, and to assess institutional progress on an annual basis. The following Strategic Initiatives help clarify these goals, intentions, and measurable outcomes.

Strategic Initiative #1: Convening Conversations

Influence Health Policy and Support the Career Advancement of Bastyr Graduates through Advocacy.

Measure	Year	Responsible Parties
Increase state and federal legislative outreach and policy advocacy through lobbying and hosting at least 3 annual policy related events.	2016	Center for Health Policy Leadership; Bastyr University – California;
Expand the career opportunities of graduates through advocacy and institutional support of the Washington Health Profession Loan Repayment Program, placing 100 NDs and Midwives throughout 100 approved sites in the state.	2017	Center for Health Policy Leadership; Alumni/Career Services
Expand health advocacy to 100 student leaders annually participating in activities such as lobbying, publishing, and policy-work that advance integrative health and medicine.	2016	Center for Health Policy; Leadership
Conduct 6 solution-focused leadership training workshops to convene visionaries and leaders to cultivate critical, creative and compassionate thinking for effective leadership.	2016	Center for Health Policy; Leadership
Generate scholarly research on health policy and leadership topics in the form of at least 3 conference presentations and at least 2 paper publications annually. Research priorities include: equity in health, global health policy, and integrative health workforce expansion.	2016	Center for Health Policy Leadership

Advance the General Public’s Understanding of Healthy Living and Establish Bastyr University as the Most Trusted Institutional Resource Worldwide for Understandable, Useful and Evidence-Based Information on Complementary and Integrative Health.

Measure	Year	Responsible Parties
Expand social media following on the University’s various channels to reach a worldwide audience, as measured by annual growth rates of impressions of 15% per year on all official platforms.	2017-2018	Media & Marketing
Expand traffic volume on the University and clinic websites as measured by a 10% annual increase, based on initial traffic volume of 724,000 (Bastyr.edu), and 275,000 (clinic websites) users per year.	2017-2018	Media & Marketing
Increase student applicant volume as measured by the website request information 10% per year.	2017-2018	Media & Marketing
Initiate at least 50 proactive pitches for media mentions and other forms of public dissemination every year, resulting in at least 250 media mentions in consumer oriented publications and venues.	2016-2021	Media & Marketing
Each Bastyr website will consistently rank in the top 5 positions for its relevant, targeted keyword phrases.	2016-2021	Media & Marketing

Identify and Cultivate Strategic Partnerships, Alliances and Collaborations That Support the University's Mission to Educate Future Leaders in the Natural Health Arts and Sciences.

Measure	Year	Responsible Parties
Invite and bring together at least 90% of the Board members, core faculty, staff, and students to participate in a messaging and engagement exercise, and support cultivation of partnerships by community-wide reinforcement messaging.	2017	President's Office
Support the participation of at least fifty-percent of all core faculty and staff to participate in speaking engagements, open houses, media and/or other outreach events for Bastyr University, its clinics, or the Research Institute each year.	2017-2021	Media & Marketing
Bastyr students, staff, core faculty, and Board members will collectively participate in at least 100 external connections/ organizations each year to help expand awareness of integrative practices, research, and/or education opportunities.	2017-2021	Center for Health Policy Leadership
Proactively identify and develop 5 new external University partners each year, with whom to explore and develop mutually beneficial and fruitful collaborations or partnerships that will advance Bastyr's reach and ability to fulfill its mission.	2016-2021	President's Office; Provost; Development; Center for Health Policy Leadership; Research
Bastyr University Research Institute (BURI) will identify and establish one or more collaborative relationships or partnerships with other research institutions each year to collaborate on grant funding and/or research activities.	2016-2021	Research; Development
Increase corporate sponsorship relationships by 5 corporations annually, reaching a total of at least 50 corporate sponsorships in 2021.	2016-2021	Development
Develop and implement a Grateful Patient program and partner with at least 20 donors per year in annual or planned giving.	2017-2021	Development; Bastyr Center for Natural Health
Bastyr University California's Clinic will conduct patient outreach to 10 senior/independent living homes each year, and build partnership with at least one additional health care agency each year.	2017-2021	Bastyr University – California; Media & Marketing

Strategic Initiative #2: Academics and Research

Deliver Rigorous, Relevant and High-Quality Academic and Certificate Programs in Natural Health Arts and Sciences.		
Measure	Year	Responsible Parties
Faculty and administration will assure that programs remain relevant and offer high-quality instruction as measured by annually reviewing and updating course and program curricula and maintaining programmatic accreditation for all programs.	2016-2021	Academic Leadership Council; Institutional Effectiveness
Maintain a student satisfaction with chosen degree program of at least 3.0 out of 4.0, and achieve a rate of 90% of students in good academic standing on an annual basis.	2016-2021	Academic Leadership Council; Institutional Effectiveness; Registrar; Admissions; Student Affairs
Alumni satisfaction with chosen degree program will achieve a benchmark of: 85% of alumni would recommend Bastyr to their family and friends 90% of alumni find work in their disciplines ¹ 95% of undergraduate alumni are accepted into the graduate-level program for which they applied ² Annual pass rates for professional exams remain above the national average (e.g. NPLEX) 95% of alumni who require licensure or certification are licensed or certified	2018-2021	Academic Leadership Council; Institutional Effectiveness
Effectiveness of intramural clinical/professional education will be measured by: Entry exams with 80% first-time pass rates Exit exams with 80% first-time pass rates	2017-2021	Academic Leadership Council; Chief Medical Officer; Institutional Effectiveness
Patient satisfaction at Bastyr's clinics will remain high with an overall satisfaction indicator of 70% and Bastyr Center for Natural Health will continue to achieve high ratings in the Washington Health Alliance Patient Experience Survey, with rankings in the top 10 in at least three of the survey's main categories, and scoring at or above the state's 90 th percentile.	2017-2021	Academic Leadership Council; Chief Medical Officer; Institutional Effectiveness

¹ For those who choose to seek work in their field

² For those who choose to pursue graduate studies

Develop Appropriate Structures to Encourage Scholarly Activities in the Natural Health Arts and Sciences and Disseminate These Results Through Peer-Reviewed and Other Respected Publications.

Measure	Year	Responsible Parties
Designate annual funds to support and reward research accomplishments of the faculty in the natural health arts and sciences.	2016-2021	President; Board of Trustees
Bastyr University Research Institute will formalize a Comprehensive Strategic Plan that articulates its growth plan over the next decade.	2016	Bastyr University Research Institute Administrative Director
At least 40% of student researchers will submit their research to peer-reviewed journals.	2019-2021	Bastyr University Research Institute Administrative Director
Increase the number of collaborative grants with outside institutions by 50% over the next five years, reaching an annual total of no less than 30 by 2021.	2017-2021	Bastyr University Research Institute Administrative Director
Increase the number of faculty members presenting research findings or other scholarly work by 50% over the next five years, reaching an annual total of no less than 50 by 2021.	2017-2021	Bastyr University Research Institute Administrative Director
Bastyr University Research Institute staff will seek out and apply for at least three capacity building grants over the next five years.	2017-2021	Bastyr University Research Institute Administrative Director
Increase the number of total research grants will by 33% over the next five years, reaching an annual total of no less than 30 by 2021.	2017-2021	Bastyr University Research Institute Administrative Director
Revenue from grant funding will increase by 33% over the next five years, reaching an annual total of no less than \$1M annually by 2021.	2017-2021	Bastyr University Research Institute Administrative Director

Develop and Support Internal and External Collaborative Relationships to Promote the Advancement of the University's Integrative Culture.

Measure	Year	Responsible Parties
100% of students will take at least one interdisciplinary course and the University will achieve a 5% annual increase in the number of students who report satisfaction with their education in interdisciplinary integration.	2018-2021	Academic Leadership Council; Institutional Effectiveness
Bastyr Center for Natural Health and the BUC Clinic will have 3 well-developed specialty shifts to serve as models of interdisciplinary, multi-disciplinary team care.	2018	Bastyr Center for Natural Health

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

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.

Measure	Year	Responsible Parties
Provide competitive core faculty compensation packages that remain in the top quartile of comparative institutions.	2016-2021	Academic Leadership Council; Human Resources; VP of Finance and Administration
Support staff compensation packages that remain competitive with the market by paying at or above the 50 th percentile of the market, utilizing general market salary surveys.	2016-2021	Academic Leadership Council; Human Resources; VP of Finance and Administration
Reduce staff turnover rate to 15% or less through ongoing staff development programs and merit based performance pay.	2019	Human Resources
Deliver managerial training to all employees through regular community meetings and tailored programs based upon individual manager needs.	2017	Human Resources
Create an ongoing process of assessment for each University department to measure excellence and track progress toward the achievement of strategic goals.	2017	All Departments

Foster a Culture of Community, Stewardship and Accountability Among all Faculty and Staff Members.

Measure	Year	Responsible Parties
Improve faculty and staff satisfaction as demonstrated through employee satisfaction survey results, reaching a satisfaction level of at least 3.0 by 2021.	2016-2021	Human Resources; Institutional Research
Increase faculty participation in Faculty Senate activities to 60% per year (from the current 40%).	2017-2018	Academic Leadership Council; Faculty Senate; Faculty
Increase employee giving to the University by 5% annually (from the current 42% of deans/faculty and 30% of staff who donate to the University).	2017-2018	Development; Faculty Senate; Faculty; Staff Council; Staff
Establish recognition activities that maintain and promote BU/ BUC core values and integrate aspirational values into operations and annual Staff Performance Evaluations.	2017-2018	Human Resources; Academic Leadership Council
Create a stronger culture of service and accountability by implementing customer service training.	2017-2018	Human Resources; Clinic Director; Faculty Senate
Create a culture of diversity in which University staff, faculty and Board reflect the composition of the broader community.	2017-2018	Board of Trustees; University Community

Strategic Initiative #4: Attract and Retain Exceptional Students

Promote an Environment in Which Students are Satisfied with Their Educational Experiences, Feel Adequately Challenged to Meet High Standard and are Provided Support Services That Promote Success in Their Chosen Areas of Study.

Measure	Year	Responsible Parties
Expand retention efforts to ensure that 80% of students who matriculate will complete their chosen program within 150% of their intended timeframe.	2017-2021	Academic Leadership Council; Registrar; Admissions; Institutional Effectiveness
Refine academic advising to ensure that over 90% of students will remain in good academic standing on an annual basis.	2017-2021	Academic Leadership Council; Registrar; Admissions; Institutional Effectiveness
Expand student services to remain focused on student needs and achieve a student satisfaction measure of at least 85% of students being satisfied or very satisfied with university services.	2017-2021	Student Affairs; Dean of Students; Institutional Effectiveness
Develop and implement a new student orientation program and achieve a student satisfaction measure of at least 85% of students being satisfied or very satisfied by their decision to attend Bastyr.	2018-2021	Academic Leadership Council; Registrar; Admissions; Institutional Effectiveness; Student Affairs
Increase the diversity of the University's applicants and enrolled students in terms of ethnicity, geography (including international students), and gender.	2018-2021	Media & Marketing; Admissions
Increase the average entering Grade Point Average (prerequisite and cumulative) of incoming students to 3.45 for graduate and undergraduate completion students.	2018-2021	Admissions; Registrar
Sponsor at least 10 student support committee events each academic year.	2016-2021	Student Support Committee

Develop and Support a Coordinated Recruitment, Marketing and Public Relations Campaign to Attract Future Leaders in the Natural Health Arts and Sciences.

Measure	Year	Responsible Parties
Grow incoming student cohorts and maintain retention rates to increase the student body to 1,588, an increase of 319 students over 5 years. ³	2020	Media & Marketing; Admissions
Increase the reach of Bastyr's student recruitment marketing efforts by increasing messaging channels and partnerships for domestic and international student populations.	2017-2021	Media & Marketing; Admissions
Increase prospect and applicant volume, and the admitted-to-enrolled conversion rate by implementing a cohesive enrollment communication sequence to ensure marketing and admissions communications are relevant, consistent and timely.	2017-2021	Admissions; Media & Marketing
Increase student scholarship funding across all programs from \$1.2 million to \$1.7 million.	2021	Development; Student Services

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Graduated Enrollment Growth Projection						
Year	Fall '15 (current)	Fall '16	Fall '17	Fall '18	Fall '19	Fall '20
Growth rate, year over year		3%	3.5%	4.5%	5.5%	6.5%
Total Student Body	1269	1307	1353	1414	1491	1588
Student growth		38	46	61	78	97
<i>Total additional student growth by 2020:</i>						<i>319</i>

Strategic Initiative #5: Innovative Methods and Access to Instruction

Identify and Employ Multiple Instructional Pathways to Enable Students to Complete Coursework and/or Degree Programs in the Natural Health Arts and Sciences.

Measure	Year	Responsible Parties
Utilize hybrid and other instructional technology designed to increase access in all programs, and develop at least one new online degree program to advance the world's access to Natural Health Arts and Sciences education.	2021	Academic Leadership Council
Evaluate existing and potential program pathways every three years and implement five additional new program pathways.	2020	Academic Leadership Council

Encourage Innovation and Informed Experimentation to Identify the Most Effective Methods of Teaching and Learning.

Measure	Year	Responsible Parties
Increase percentage of faculty who are trained in best practices in teaching (including evidence-based teaching, active learning, and new uses of technology) to 100%.	2018-2021	Academic Leadership Council; Faculty Development Committee
Support the work of faculty to ensure that 80% of curricula will implement evidence-based teaching practices in didactic, laboratory, and clinical training.	2020	Academic Leadership Council; Bastyr University Research Institute
Increase by 20% the number of faculty presentations and publications that document the effectiveness of teaching and learning methods, and thereby contribute to the evidence for effective teaching and learning.	2020	Academic Leadership Council; Bastyr University Research Institute

Strategic Initiative #6: Career Preparedness

Identify, Create or Enhance Curricular and Co-Curricular Offerings that Ensure Thorough and Accurate Career Preparedness for Graduates Across All Programs and Careers.

Measure	Year	Responsible Parties
Determine relevant knowledge, skills, and attitudes needed to launch a successful career.	2016	Academic Leadership; Career Services
Evaluate existing curricular and co-curricular offerings for career relevance and identify gaps.	2017	Academic Leadership; Career Services
Conduct biannual meetings between academic departments, and career services to ensure alignment and integration of curricular and co-curricular career preparedness offerings.	2016	Academic Leadership; Career Services
Annually, assess and revise curriculum based on data relevant to career preparation.	2017	Academic Leadership;
Create required benchmarks to be completed annually, by program and career tracks, to facilitate confidence and competence in career preparedness.	2017	Academic Leadership; Career Services
Plan and implement required rotations for students in clinical programs in Bastyr Center for Natural Health business departments.	2017	Bastyr Center for Natural Health Business Operations Staff; Academic Leadership
Implement feasible specialty or career-focused curriculum tracks to enhance graduates' marketability.	2018	Academic Leadership

Identify and Cultivate Ongoing Relationships with Relevant Industry, and Other Entities to Offer Career Opportunities to Graduates in Their Chosen Fields.

Measure	Year	Responsible Parties
Annually review future career opportunity data for graduates across all programs, e.g. convene an annual summit with presenters from all employment sectors for updates on trends, etc.	2016	Center for Health Policy Leadership
Plan and execute an annual on-campus job fair at the Kenmore and San Diego Campuses.	2017	Career Services
Execute an outreach campaign that proactively seeks relevant job opportunities, and make 50 new contacts with potential employers each year.	2017	Career Services
Develop talking points and value proposition to communicate with future employers, the value of hiring a Bastyr University graduate.	2017	Media & Marketing; Academic Departments

Expand Post-Graduate Clinical Training Opportunities for Appropriate Programs.

Measure	Year	Responsible Parties
Plan and execute initiatives in all appropriate programs to expand post-graduate clinical training opportunities.	2016	Academic Departments
Plan and implement initiative to expand external ND residency sites.	2016	President; Academic Departments

Offer Educational Support and Resources to Alumni to Ensure Their Success.

Measure	Year	Responsible Parties
Develop and deliver a practical, comprehensive, clinic business startup and practice management toolkit.	2017-2021	Career Services; Continuing Education
Plan and implement a mentorship program designed to connect experienced graduates of a program with new graduates.	2017	Career Services
Expand continuing education offerings that meet the professional and career building needs of our graduates.	2017	Continuing Education; Career Services

Strategic Initiative #7: Institutional Stewardship

Institute Programs for Financial Investment to Achieve Established Strategic Goals.		
Measure	Year	Responsible Parties
Expand clinic revenues to reach revenue-neutral financials.	2020	Clinic Administration; Faculty; Students and Staff; Media & Marketing; Finance
Decrease university dependency on tuition and fees (as calculated by IPEDS) to 73% (currently 75%) by increasing revenues in auxiliary enterprises, clinic operations, research, investment income, grants and gifts. 4	2021	Administration; Clinic Administration; Development; Research; Finance
Evaluate institutional strength to develop and implement a capital campaign to achieve one or more of the following capital requirements: a permanent San Diego Campus, additional student housing in Kenmore, and/or an additional academic/research building at the Kenmore campus.	2021	Board of Trustees; Development; Finance; Administration; Board of Trustees
Exceed annual development goals established by the Board of Trustees to support institutional growth.	2016- 2021	Development; Administration; Board of Trustees
Evaluate auxiliary services and develop departmental plans for reducing losses to minimize student tuition burden (conference services, continuing education, dining services, bookstore, etc.).	2016	Finance; Administration; All Departments
Build cash reserves to \$18M, through financial stewardship and increased enrollment to support the purchase of CA campus, the building of additional student housing on the Kenmore campus, and/or an additional academic/research building on the Kenmore campus.	2020	VP of Finance and Administration
Create transparency by creating and reporting a common dataset with metrics and dashboards.	2018	Institutional Effectiveness; IT; CAMS Stakeholders
Assess current technology and software used across the institution and develop a funding plan for the implementation of system-wide, comprehensive solutions; and (re)negotiate contracts with vendors, where appropriate.	2018	IT; Institutional Effectiveness; VP of Finance and Administration; Registrar; Development; Faculty services; Clinic Administration

Create and Implement a Long-term Capital Plan That Integrates Facility Needs, Equipment Procurement, Preventive Maintenance and Repair Timetables That are Consistent with the Strategic Plan.

Measure	Year	Responsible Parties
Conduct feasibility studies, fundraise, and purchase a permanent California campus with ample classroom, laboratory, clinic, and community space to support student learning.	2021	Facilities; Finance; Administration; Academic Leadership Council; Development
Expand student housing on the Kenmore campus, resulting in at least 75 additional housing units.	2025	Facilities; Finance; Administration
Build a parking facility on the Kenmore campus with landscaped roof garden that increases parking capacity to 910 parking spaces.	2025	Facilities; Finance; Administration
Build a mixed-use academic/research building on Kenmore campus.	2025	Facilities; Finance; Administration; Academic Leadership Council; Bastyr University Research Institute; Development
Build a circular road that encompasses the entire Kenmore campus, including the new student housing buildings.	2025	Facilities; Finance; Administration
Upgrade/rebuild existing main building on Kenmore campus.	2025	Facilities; Finance; Administration; Development