



## INFORMATION GATHERING

JANUARY-FEBRUARY  
2020

### Strategic Planning Committee

President David Carlisle appointed the following to serve in the Strategic Planning Committee:

#### Co-Chairs

Dr. Steve O. Michael, Provost & EVPAA  
Dr. Lola Ogunyemi, Senate President  
Dr. Mohsen Bazargan, Trustee Faculty

#### Trustee Representatives:

Dr. Harding Young  
Dr. Mohsen Bazargan

#### Student Representatives:

Mr. Lewis Williams  
Ms. Nikesha Williams

#### Academic Administrators & Faculty

Dr. Hector Balcazar, Dean, COSH  
Dr. Deborah Prothrow-Stith, Dean, COM  
Dr. Diane Breckenridge, Dean, SON  
Dr. Syreeta Greene, Dean, SA

# STRATEGIC PLANNING PROGRESS NEWSLETTER

## INTRODUCTION

The co-chairs of the 2020-2025 Strategic Planning process wish to express gratitude to members of the Planning Committee who have been diligent fulfilling their strategic planning tasks. One benefit of the process is several opportunities to learn from others and by so doing, we continue to grow along side of the institution. We also express the Committee's gratitude to all members of the community who are contributing to the process. In the months of January and February, we accomplished several assignments as scheduled.

Group A led by the co-chairs (Drs. Michael, Ogunyemi, and Bazargan) reviewed the summary of the current strategic plan's accomplishments and objectives yet to be accomplished. This was followed by Group B (led by Drs Shay and Cobb) that presented on lessons learned from program and university accreditations during the years under review. Group F (led by Drs. Greene and Young) presented on environmental forces shaping higher education.

In his presentation to the Strategic Planning Committee, President Carlisle reminded members of CDU's mission to cultivate health professionals and noted that this mission cannot be accomplished fully without undertaking undergraduate programming. "In spite of the challenges in offering undergraduate programs, CDU has an obligation to address the most critical stage of the pipeline toward becoming health professional," he observed.

Group C is requesting community members' participation in the strategic planning survey, which will be found at <https://www.surveymonkey.com/r/CDUSP2020>). Group D organized campus-wide focus groups on February 27, 2020. Over 80 community members participated in two sessions of focus group across the campus.

## PROGRESS REPORTS

### **Task Group A: Prior Strategic Plan Review**

Group A presented its summary to the Strategic Planning Committee. The 2015-2020 Strategic Plan has 8 strategic themes, 8 strategic goals, and 45 strategic objectives.

**Lessons Learned:** a number of the strategic objectives contained in the 2015-2020 Strategic Plan has been accomplished; some of these objectives are yet to be accomplished; and implementation of some objectives is ongoing. Figure 1 shows growth in academic program, from 7 programs in 2014 to 15 programs in 2019. Figure 2 shows growth in student enrollment, from 637 students in 2014 to 900 in 2019.

Figure 3 illustrates changes in undergraduate enrollment. It should be noted that the profile of undergraduate students in 2014 is significantly

Dr. Ron Edelstein, Assoc. Dean, COM  
 Dr. Roberto Vargas, Assist. Dean, COM  
 Dr. Sheila Young, Director, PostBacc  
 Dr. Lucy Kibe, Director, PA, COSH  
 Dr. Sharon Cobb, Director, SON  
 Dr. Richard Lindstrom, Director, IRE  
 Dr. William Shay, Assoc. Provost  
 Dr. Keosha Partlow, Director, UHI  
 Mr. David Lee, Director, HIV Program  
 Dr. Victor Chaban, Faculty, COM, COSH & SON  
 Dr. Magda Shaheen, Faculty, COM & SON

## Executive Teams

Ms. Sylvia Drew-Ivie, Asst to the President  
 Ms. Angela Minniefield, SVP—USA  
 Mr. John Patton, Gen. Counsel  
 Mr. Carl McLaney, VP—Business  
 Ms. Elizabeth Bakersville, CFO

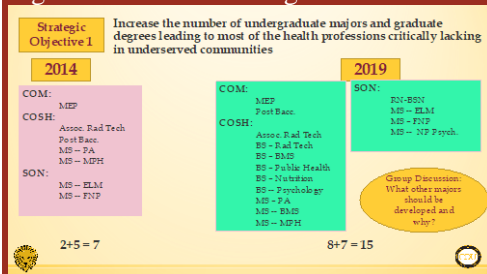
## Staff Representatives

Ms. Jackie Brown  
 Ms. Nicola Martin  
 Mr. Armando Estrada

## Community and Alumni Representatives

Dr. Adrienne Martinez-Hollingsworth, Alumna  
 Aziza Lucas-Wright, Community Faculty

Figure 1: Academic Program Growth



different from the profile of undergraduate students in 2019. Most of the students in 2014 were transferred students, enrolled in post-bacc courses. In 2019, we have begun to enroll full time students for four year studies. Figure 4 shows the restoration of GME residency programs. CDU lost its residency programs over 10 years ago.

Figure 5 provides an example of improved academic quality. NCLEX pass rate plummeted to 50% (acceptable pass rate is minimum of 75% pass rate for first time test takers) in 2014 and rose sharply to 93% in 2019. Figure 6 illustrates continuing balanced demographic diversity of students at CDU. As shown on Figure 7, almost half of the new student enrollment comes from out of state. Figure 8 shows the distribution of application sources across the nation. Figure 9 shows the proportion (70%) of student enrollment from Los Angeles County.

### Task Group B: Accreditation Self-Study Reviews

The Strategic Planning 2020-2025 meeting of Friday, February 7, 2020, featured presentations by Group B on accreditation report claims and outcomes, from 8am-12pm in the Community Engagement Room of the MLK Jr. Public Health Building. Bill Shay and Sharon Cobb are the co-leaders of Group B, and the other core group members include Victor Chaban, Lucy Kibe, and EunMi Park.

**Lessons Learned:** The institution and its externally regulated programs consistently receive the longest possible duration of continuing accreditation status, and when faced with adverse citations we were able to promptly remediate and resolve areas of non-compliance (especially regarding problematic licensing exam pass rate results). The most frequent and pressing areas of persistent concern that the audit of visiting team outcomes revealed, included: (i) the challenges of managing multiple concurrent program planning and implementation initiatives; (ii) the prompt resolution of any new adverse citations or complaints; and (iii) emphasizing the pivotal role of student learning outcomes assessment and academic program review for quality improvement purposes.

At the institutional level, resulting recommendations on where to focus quality assurance efforts, included the need to strengthen student services and information technology infrastructure, the need to secure sufficient instructional faculty and academic support staff, and the need to implement faculty and other professional development initiatives for continuous program improvement. In addition to confirming progress and outstanding areas for improvement, the collateral benefits of the audits included a wider understanding of accreditation history at CDU, and a deeper appreciation for how well the institution is positioned to meet its ambitious goals for academic program and student enrollment growth.

### Task Group C: Quantitative Data- Survey

The team met several times to review the questions and format of the prior strategic planning survey, and develop new

Figure 2: Enrollment Trends



Figure 3: Undergraduate Trends

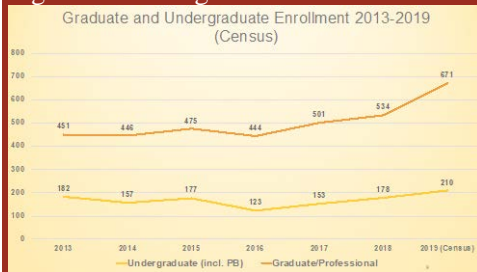
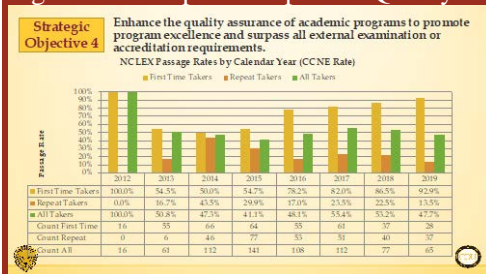


Figure 4: Restoration of GMEs



Figure 5: Example of Improved Quality



questions that have arisen since that time, or been the topic of conversations in other venues on campus. The survey was drafted in SurveyMonkey and reviewed by the committee and revised, then piloted among the staff in the Provost's office and again revised based on feedback. At the 1/31 Strategic Planning Committee meeting, the survey was presented, and more feedback received and integrated into the final version. The invitation to the survey was on February 4<sup>th</sup> to the campus community, alumni, the board of trustees and school partners. Over 110 responses have been received. Reminders will continue to go out.

If you have not taken the survey, please do! And forward the link to anyone in the CDU community that you think we should hear from. (online at <https://www.surveymonkey.com/r/CDUSP2020>).

**Task Group D: Qualitative Data- Interviews and Focus Groups**

Dozens of members of the CDU community participated in two focus group sessions held on February 27th. Facilitators and notetakers received training prior to the event, and dozens of volunteers helped make the event run smoothly. Focus groups of students, faculty, staff, and external stakeholders generated a huge amount of valuable information on people's vision for CDU, and how to achieve it. The Task Group is currently analyzing data, and will be presenting outcomes in a few weeks.

**Task Group E: Financial and Technical Data**

1. Weekly meetings commenced in December
2. Key Themes that have emerged
  - a. The need for prospective planning
  - b. Realistic prioritizing that is aligned with the University's strategy
  - c. The need for benchmarking and best practices studies
    - i. How does CDU spend its unrestricted monies as compared to other universities?
  - d. Limited Resources need to be deployed thoughtfully
  - e. The need to commit resources and a process around that commitment
  - f. Better, clearer communication
3. Analyses to be performed
  - a. Trends both internal and external to the University
  - b. Benchmarking/Best Practice Studies
  - c. Synthesizing the above into a model that informs decisions and priority setting
4. Next Steps
  - a. A lot of work and analysis needs to be done to provide a thoughtful and thorough work product (report, model, etc)
  - b. Need to identify resources (time and people) to do the work
  - c. Need to prioritize and define actual analyses, benchmarking, methodologies, etc. to be completed

Figure 6: Demographics—  
Maintaining Diversity

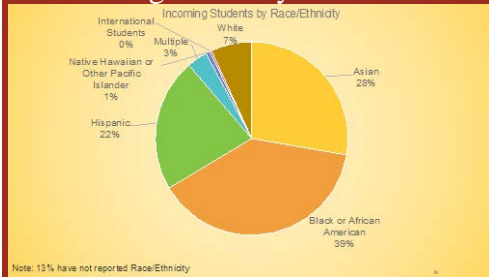


Figure 7: Becoming a National University

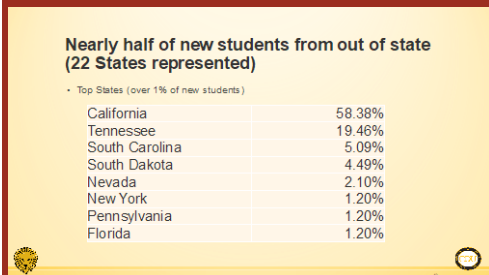


Figure 8: Sources of Applications

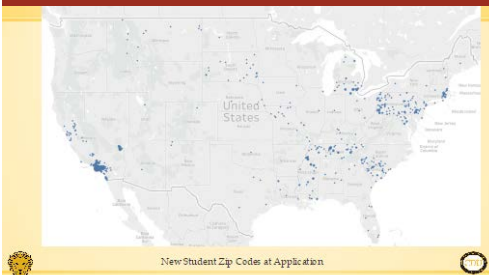
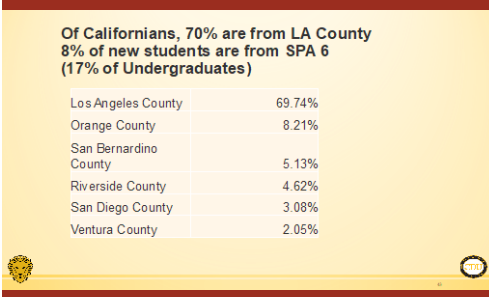


Figure 9: A True South LA Institution



### Task Group F: Environmental Scan

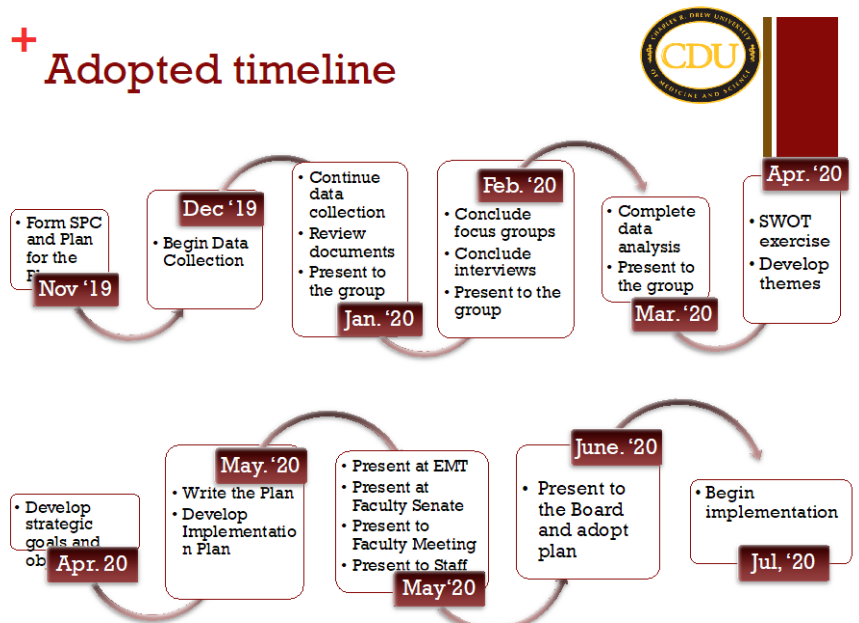
Team F has been tasked to answer the following questions:

- How is CDU positioned in the larger higher education environment? National Environment, state environment, and local environment?
- What are the dominant demographic, social, political and economic trends and projections that will impact higher education in the next 5-10 years?
- How is CDU positioned to respond to or prepare for coming environmental changes?
- What opportunities are emerging in medical/health education and how should CDU respond to these opportunities?

To answer these questions, Team F is utilizing resources such as the Chronicle of Higher Education Almanac, the Chronicle of Higher Education 2019 Trends Report, comparison of peer institutions, including HBCUs, as well as data from Association of American Medical Colleges. The information we gather will allow us to glean valuable insights on the opportunities and threats CDU faces in the greater higher education landscape. The team began its report-out to the strategic planning committee at the February 21<sup>st</sup> meeting.

## PLANNING TIMELINE

### + Adopted timeline



## TASK GROUPS

Everyone in the CDU community is invited to join a task group to help shape the new Strategic Plan. If you would like to join, please contact a task group Co-Leader, and inform Richard Lindstrom ([richardlindstrom@cdrewu.edu](mailto:richardlindstrom@cdrewu.edu)).

Task Force A:

### **Summary of Current Strategic Plan**

Co-Leaders: Provost Michael; Senate President Ogunyemi; Faculty Trustee Bazargan

Task Force B:

### **Summary of Accreditation Reports**

Co-Leaders: Bill Shay; Sharon Cobb

Members:

Lucy Kibe; Victor Chaban

Task Force C:

### **Primary Data—Survey (Design & Execution)**

Co-Leaders: Richard Lindstrom; David Lee

Members:

Tom Magee; Sondos Islam; Magda Shaheen

Task Force D:

### **Qualitative Data—Focus Groups & Interviews**

Co-Leaders: Keosha Partlow; Sheba George

Members:

Lejeune Lockett; Roberto Vargas; Darlene Parker-Kelly; Aziza Lucas Wright; Sylvia Drew-Ivie; Adrienne Martinez-Hollingsworth; Maria Gaytan

Task Force E:

### **Financial Reports, Capital Plan, & Technical Information**

Co-Leaders: Liz Baskerville

Members:

Deborah Prothrow-Stith; Armando Estrada; Diane Breckenridge; Carl McLaney; Angela Minniefield; Nicola Martin

Task Force F:

### **Environmental Data—National, State, Local, HBCU's, ASI's, HSI's trends, rankings, student markets, etc.**

Co-Leaders: Syreeta Greene; Sheila Young

Members: Nikesha Williams; Ron Edelstein; John Patton; Hector Balcazar

## HOW TO GET INVOLVED

A comprehensive strategic plan requires the involvement of all members of the community. Some participate by serving on the Strategic Planning Committee. Others participate by serving on the many task groups listed above. If you are interested in serving in any of the groups, please contact the leaders of the group.

Provide your feedback on the strategic priorities of CDU by taking the Strategic Planning Survey at

<https://www.surveymonkey.com/r/CDUSP2020>

The community will also have several opportunities to respond to the draft of the Plan before it is formally presented to the Board. Should you be interested in serving any capacity, please feel free to contact the Provost Office: Debbie A. Lopez, Executive Assistant to the Provost [Debbielopez@cdrewu.edu](mailto:Debbielopez@cdrewu.edu), Tel: 323.563.4927

### **Community Input**

Community readers of the Newsletter are also encouraged to send in feedback or comments relevant to the planning process to be featured in the Newsletter. All comments will be appreciated. Please send your comments to: **Provost Office: Debbie A. Lopez, Executive Assistant to the Provost** [Debbielopez@cdrewu.edu](mailto:Debbielopez@cdrewu.edu),

## **STRATEGIC PLANNING COMMITTEE MEETING SCHEDULE**

The Strategic Planning Committee meets selected Fridays from 8-noon, with particular agendas that lead to the completion of the new strategic plan by mid-May, 2020. Individual task groups each have their own schedule of working meetings in order to present to the full committee on dates scheduled.

NOTE: The SPC will meet on Thursday March 19 from 9-11 in place of the normal Provost's Management Team meeting. This is to accommodate Match Day activities on March 20<sup>th</sup>.

Below are listed the dates for meetings of the entire Strategic Planning Committee. Individual task groups each have their own schedule of working meetings in order to present to the full committee on the dates noted below.

If you have a question about whether the SPC is meeting on a given day, please contact Debbie A. Lopez, Executive Assistant to the Provost, [Debbielopez@cdrewu.edu](mailto:Debbielopez@cdrewu.edu), 323-563-4927

<b>Date</b>	<b>Subject</b>	<b>Location</b>
March 6	Group E, Financial/Technical	MLK Terrace Hall
Thursday, March 19	Group C, Survey Data	Cobb 281
April 3	Group D, Qualitative Data	TBD
April 10	Theme Analysis Draft & Strategic Objectives Draft	10am-12; TBD
April 17	Complete Draft	10am-12; TBD
April 20-May 8	Vetting Presentations: Academic Senate; Staff Management Council; Student Government; Community Stakeholders; EMT	Scheduled to align with meetings of the stakeholder groups
April 24	Revise based on comments	10am-12; TBD
May 1	Revise based on comments	10am-12; TBD
May 8	Revise based on comments	10am-12; TBD
May 15	Final Draft	10am-12; TBD