

NEW YORK COLLEGE
OF HEALTH PROFESSIONS

**Long Range Strategic Plan
2020-2025**



November 2019

Mission, Vision and Educational Objectives

Vision

New York College is committed to the maintenance and enhancement of health – physical, psychological, spiritual and institutional. In the service of that commitment, the College seeks affiliations with other institutions and explores a wide variety of approaches to enhancing and maintaining wellness and quality of life.

Mission Statement

New York College is committed to offering quality programs in health, science and the arts. The mission has three main components.

Education: *To provide students with the knowledge and skills to enable them to become expert practitioners in their fields. To provide the knowledge and skills to enhance the health, wellness and quality of life in the larger community, and to develop educational materials to achieve that same purpose.*

Service: *To provide clinical and pharmacological services to the community as a complement to the programs of professional education. To provide services and products to the community that complement the programs offered by the College.*

Research: *To develop and implement with outside parties new product development in health care, wellness and quality of life products.*

Educational Objectives

The following are the principal educational objectives in support of the College's mission:

To provide students with the knowledge, skills and professionalism to become highly qualified practitioners in select health care fields.

To enable students to be fully capable of obtaining employment in their health care field.

To prepare students to be capable of passing the licensure and/or certification exams required to become a licensed or certified practitioner in New York State.

To develop in students a sense of ethical responsibility in the therapist-client dynamic and with fellow practitioners.

To provide students with an appreciation for continued learning throughout their professional careers.

President's Message

Dear Colleagues:

I am honored to present New York College of Health Professions Long Range Strategic Plan: 2020-2025 ("Strategic Plan"). The Strategic Plan provides a comprehensive road map that will lead the college forward for the next five years—serving as a blueprint for our future, supporting the college mission, vision and educational objectives and ensuring the success of our students.

During the fall 2019 trimester, New York College of Health Professions (hereinafter "the college" or "New York College") became engaged in the process of preparing 2019 Accreditation Self-Study Report. The New York State Board of Regents and the Commissioner of Education serve as the nationally recognized accrediting agency for 12 institutions of higher education in New York State, whereas the college is one of these 12 institutions.

Comprehensive reviews of the external environment, including the community's demographic and population trends, as well as an internal data analysis including persistence rate, graduation rate, licensure exam passing rate and job placement rate, were conducted in this process. Based on these data, and concurrent with the process of Self-Study Report, reviews and interviews with stakeholders including faculty, staff, students, alumni, parents, patients and trustees were incorporated in the strategic plan. It was from these and other collective efforts that the comprehensive strategic plan for 2020-2025 was developed. Therefore, this new plan reflects the dedicated efforts of many members of our community. It is the outcome of an inclusive and consultative process involving students, faculty, staff, alumni, parents, patients and trustees. The Board of Trustees unanimously endorsed in November 2019.



In 2019, New York College of Health Professions celebrated its 38th anniversary. As we commemorate our past and look forward to our future, we can be proud that the college has earned many honors, enjoyed the goodwill of our communities and the acclaim of our peers. Most importantly, New York College of Health Professions has been a catalyst

for achievement for thousands of alumni and students, who are playing increasingly important roles as licensed healthcare professionals in New York State and many other states.

New York College of Health Professions Long Range Strategic Plan: 2020-2025 will guide us in shaping the future of the college and will be an important component of our continued success.

Sincerely,

A handwritten signature in black ink, appearing to read 'A Li Song'.

A Li Song, MD (China) L.Ac. (NY)
President

New York College of Health Professions Board of Trustees

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Focus Areas

Focus Area One: Academic Excellence

Institutional Goal 1.1: New York College will provide high quality educational services in existing programs that lead to successful attainment of degrees, certificates, professional licensure, employment and transfer.

Institutional Goal 1.2: New York College will support teaching and learning with high quality professional development of faculty.

Institutional Goal 1.3: New York College will improve the quality of student clinical training by migrating from current “generalist” approach to a “specialist” approach, which is expected to greatly increase students’ success rate in post-graduation practice. New York College plans to realize this change by forming academic-hospital alliance, establishing holistic clinics in major hospitals in New York City, and encouraging students continue to work in these clinics after obtaining their professional license, similar to residency or postgraduate training as a stage of Western medical education.

Institutional Goal 1.4: New York College will promote the convergence of Western and Oriental holistic healthcare training by adding Doctor of Acupuncture and Oriental Medicine (DAOM) Program and Doctor of Physical Therapy Program to the college’s existing programs.

Focus Area Two: Student Support and Success

Institutional Goal 2.1: New York College will ensure the long-term stability of the college by maintaining student enrollment.

Institutional Goal 2.2: New York College will ensure the long-term stability of the college by increasing persistence/graduation rate.

Focus Area Three: College Resources

Institutional Goal 3.1: New York College will maximize the use of existing fiscal, physical, personnel and technical resources via effective planning and resources management.

Institutional Goal 3.2: New York College will expand the college resources base by cultivating new avenues of funding and pursuing opportunities to enhance existing resources.

Focus Area Four: Learning Environment

Institutional Goal 4.1: New York College will enhance student learning by providing a safe, accessible and attractive campus with classrooms, labs, equipment/technology and parking adequate to meet student needs.

Focus Area Five: Institutional Effectiveness

Institutional Goal 5.1: New York College will strengthen the campus culture of planning and informed decision making by maximizing the use of research, program review and student outcomes assessment.

Focus Area Six: Community/College Relations

Institutional Goal 6.1: New York College will enhance the sense of collegiality among members of the college through effective communication and community-building activities.

Focus Area One: Academic Excellence

Institutional Goal 1.1: New York College will provide high quality educational services in existing programs that lead to successful attainment of degrees, certificates, professional licensure, employment and transfer.

Strategic Objectives

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
1. Increase student access to courses by offering a wider range of scheduling options.	P	I	I	I	I
2. Assess the need to develop and implement English as a Second Language Programs to international students.	P	I	I	I	I
3. Provide additional opportunities for internships, job shadowing and work experience to help students apply learning to careers.	P	I	I	I	I
4. Enhance student mentoring program involving faculty and successful former students.	I	I	I	I	I
5. Strengthen licensure exam review courses to increase passing rates of national and state licensure exams	I	I	I	I	I
6. Provide increased opportunities for student feedback in institutional and instructional practices.	P	I	I	I	I

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Focus Area One: Academic Excellence

Institutional Goal 1.2: New York College will support teaching and learning with high quality professional development of faculty.

Strategic Objectives

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
1. Create more opportunities for faculty professional development, including participation in workshops, seminars and retreats, as well as a leadership training program to facilitate career advancement.	P	I	I	I	I
2. Utilize research to identify successful instructional strategies and promote interdisciplinary dialogue on assessment and excellence in teaching.		P	I	I	I
3. Provide opportunities for collaborative teaching.	P	I	I	I	I
4. Develop a formal mentoring program for faculty.			P	I	I

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Focus Area One: Academic Excellence

Institutional Goal 1.3: New York College will improve the quality of student clinical training by migrating from current “generalist” approach to a “specialist” approach, which is expected to greatly increase students’ success rate in post-graduation practice. New York College plans to realize this change by forming academic-hospital alliance, establishing holistic clinics in major hospitals in New York City, and encouraging students continue to work in these clinics after obtaining their professional license, similar to residency or postgraduate training as a stage of Western medical education.

Strategic Objectives

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Form an academic-hospital alliance by establishing the first holistic clinics in Bellevue Hospital of New York City Hospital & Health 1. Corporation	I				
Expand the academic-hospital cooperation to other major hospital systems, such as NewYork–Presbyterian Hospital, Mount Sinai Health System, and MediSys Health Network, and create a comprehensive holistic clinical practice using a specialist approach with focus on pain management, chronic condition rehabilitation and serving as an 2. independent alternative health care provider.	P	I	I	I	I
Offer post-graduate training to the College’s students which is similar to residency program of Western medical education. This training program will combine both occupational and in-class components and is more like apprenticeship than internship. Students will be trained by 3. specialists who are distinguished in one or more fields of practice.		P	I	I	I
Develop professional exchange program by offering clerkships to the College’s students abroad, to provide students with the possibility to experience healthcare in another culture with different health and education systems, to facilitate the connection between the students and health professionals in other countries and to provide a platform for future cooperation amongst students with each other and with health 4. professionals across the globe.				P	I

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Focus Area One: Academic Excellence

Institutional Goal 1.4: New York College will promote the convergence of Western and Oriental holistic healthcare training by adding Doctor of Acupuncture and Oriental Medicine (DAOM) Program and Doctor of Physical Therapy Program to the college's existing programs.

Strategic Objectives

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Pre-petition research and feasibility study on Doctor of Acupuncture and Oriental Medicine (DAOM) Program and Doctor of Physical Therapy 1. (DPT) Program	P	I			
Pre-petition communications and preparations with program accreditors, i.e. the Accreditation Commission for Acupuncture and Oriental Medicine (ACAOM) and the Commission on Accreditation in 2. Physical Therapy Education (CAPTE)		P	I		
Petition for a Charter Amendment through Regent's action and/or begin the approval process to offer the above as new joint-degree programs with another institution and to the extent necessary, make changes in tracks within registered programs, provided that the College's institutional accreditation has been formally approved by NYSED for 3. next accreditation circle when submitting the petition or application.			P	I	
4. Commence on offering DAOM and DPT programs				P	I

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Focus Area Two: Student Support and Success

Institutional Goal 2.1: New York College will ensure the long-term stability of the college by maintaining student enrollment.

Strategic Objectives

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
1. Develop and implement an institutional student recruitment campaign to reach potential students. This plan, which will utilize various recruitment/marketing modalities, will aim to brand the college and its uniqueness.	P	I	I	I	I
2. Develop a comprehensive outreach program to connect both high school and Post-12 students to the college at multiple points through the year with a variety of strategies; examine the possibility of developing online and offline programs that focus on a more structured method for high school students and Post-12 students to enroll at the college	P	I	I	I	I

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Focus Area Two: Student Support and Success

Institutional Goal 2.2: New York College will ensure the long-term stability of the college by increasing persistence/graduation rate.

Strategic Objectives

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Success in the classroom: improve classroom practices by developing realistic expectations and beginning to plan time according to competing 1. demands in the college	P	I	I	I	I
Academic advising: provide social support for students through advising or mentoring, especially to at-risk student populations like first-generation and low-income students who may lack other resources for dealing with the 2. challenges of completing a post-secondary degree program	P	I	I	I	I
Social connectedness and student involvement: provide a variety of opportunities for students to engage with peers and alumni through 3. campus activities and organizations	P	I	I	I	I
4. Faculty and staff approachability: provide adequate contact information, offices hours, and other opportunities for interaction	P	I	I	I	I
5. Reduce institutional bureaucracy: If students have unhelpful or unpleasant experiences with units like financial aid or departments that define major requirements, they may become disillusioned toward the institution and less likely to finish their program	P	I	I	I	I
Assessment and feedback: Frequent assessment and feedback can keep students informed of their progress and allow all parties to adjust 6. their actions accordingly.	P	I	I	I	I
Interdepartmental Communication: Increase communication between 7. the counseling department and instructional departments	P	I	I	I	I

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Focus Area Three: College Resources

Institutional Goal 3.1: New York College will maximize the use of existing fiscal, physical, personnel and technical resources via effective planning and resources management.

Strategic Objectives

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
1. Forecast student population trends to predict future enrollment	I				
2. Increase technical support for academic affairs and student services, incorporating into technology planning a procedure for evaluating and testing new instructional technology.	P	I	I	I	I
3. Develop an orientation program for new hires at both college-wide and division/department levels.	P	I	I	I	I
4. Develop a clearer communication process to promote program review and equipment procurement funding priorities, resulting in improved allocation of physical resources.	P	I	I	I	I
5. Seek input from various constituencies on how to use current resources more efficiently.	P	I	I	I	I
6. Review job descriptions and work schedules across campus to maximize and share personnel resources and periodically evaluate the college's organizational structure against the major planning documents (such as the Master Plan) to assign personnel as needed.		P	I	I	I

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Focus Area Three: College Resources

Institutional Goal 3.2: New York College will expand the college resources base by cultivating new avenues of funding and pursuing opportunities to enhance existing resources.

Strategic Objectives

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Cooperate with third party in the research and development of products on the terms that third party will contribute most of R&D cost whereas the college will contribute its expertise in holistic healthcare and seeking grant. Encourage faculty, alumni and students participate in the R&D process.	P	I	I	I	I
2. Train faculty/staff and provide incentive for them to seek grant sources.			P	I	
Maintain active connections with alumni, professional practitioners, and professional organizations in seeking donations and sponsorship of continuing education and academic activities.	P	I	I	I	I
4. Develop corporate sponsorships for both academic programs and clinical services.	P	I	I	I	I

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Focus Area Four: Learning Environment

Institutional Goal 4.1: New York College will enhance student learning by providing a safe, accessible and attractive campus with classrooms, labs, equipment/technology and parking adequate to meet student needs.

Strategic Objectives

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
1. Continue to maintain and improve buildings and classrooms on campus with a focus on cleanliness and repairs. Keep classrooms and technical equipment up-to-date with new instructional technologies when appropriate.	I	I	I	I	I
2. Improve student access to information by various means such as cooperation with on-line textbook providers/ online library	P	I	I	I	I
3. Search for new campus sites with convenient public transportation because the College lease for main campus will expire on July 31, 2021 and new landlord intends to rebuild and repurpose the current location.	P	I			
4. Improve safety standards in classrooms and offices on campus			P	I	I
5. Consolidating all teaching sites in New York City	I	I			

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Focus Area Five: Institutional Effectiveness

Institutional Goal 5.1: New York College will strengthen the campus culture of planning and informed decision making by maximizing the use of research, program review and student outcomes assessment.

Strategic Objectives

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
1. Make data needed for decision making readily available and easily accessible for broader understanding, including enhancing data used in program review and promoting communications and data sharing options within and across departments.	P	I	I		
2. Continue to expand communications regarding shared governance and decision making to staff at all levels of divisions and departments.	P	I	I	I	I
3. Automate data collection for routine and repetitive tasks to enhance productivity whenever possible.				P	I
4. Expand options to track student completion data, including tracking students after they leave New York College.	P	I	I	I	I
5. Expand Institutional Research resources to provide more opportunity for interactions and collaborations with divisions and departments.	P	I	I	I	I

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Focus Area Six: Community/College Relations

Institutional Goal 6.1: New York College will enhance the sense of collegiality among members of the college through effective communication and community-building activities.

Strategic Objectives

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
1. Enhance pride in the institution's image by continuing to promote faculty, staff and student success stories in the community.	I	I	I	I	I
2. Conduct research through environmental scans, focus groups and other marketing research to develop a new brand identity in conjunction with the New York College.	P	I			
3. Continue to serve the Community with affordable yet high quality holistic health care services.	I	I	I	I	I
4. Sponsor an annual networking opportunity with faculty and members of the external community, such as hosting a mixer on campus for members of the college's faculty and staff, Board of Trustees, and the college's constituency groups	P	I	I	I	I

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