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Letter from the Chancellor

To the Palmer Community;

I’m proud to report we continue to actively plan, shape, and position the College for future success as we distinguish Palmer College as “The Trusted Leader in Chiropractic Education.” Building upon previous planning processes and our mission, vision, and values, the following five Strategic Directions will form the foundation of the College’s planning for the next five years:

• Provide high quality, chiropractic-focused, academic and clinical research programs for diverse healthcare settings
• Model and provide chiropractic healthcare that is evidence-informed and integrates patient values and clinician experience
• Promote campus engagement, community service and professional participation
• Ensure and manage resources and processes in support of College programs and initiatives
• Improve human health by advancing knowledge

These strategic directions are further defined by corresponding goals, objectives and annual initiatives with key indicators to form a complete plan. To facilitate our necessary progress over the five-year strategic plan, we have adopted a cyclical annual-planning model that adds, edits or retires objectives and initiatives under each strategic direction.

This plan is a high-level action plan that addresses the comprehensive needs of our institution. The collective thoughts of the organization are principal to the development of our new strategic initiatives. Therefore, the plan incorporates information and ideas contributed by faculty, staff, and administrators within our community, as well as external stakeholders. The planning committee was challenged by the constraints on human resources and budget as they sifted through the broad scope of improvements suggested by the community and other sources. Our students and their learning are at the heart of the draft plan presented to the Board of Trustees.

I want to thank everyone in our community for their important engagement in the process that led to this plan. I believe our efforts over the past five years have advanced our organization into a new era. Congratulations! I’m very excited about the College’s future and am committed to providing hands-on leadership to ensure we achieve this vitally important work.

Sincerely,

Dennis M. Marchiori, D.C., Ph.D.
Chancellor and CEO
Theme and Overview

STRATEGIC PLANNING AT PALMER COLLEGE

Today’s strategic planning calls for a comprehensive approach. It requires careful consideration of not only our internal environment, but also the impact of the external environment. It documents our intended progress in such foundational areas as student learning, quality patient care, research, campus vibrancy, faculty and staff excellence, and appropriate resource management. In implementing our strategic plan, we must optimize our resource utilization—our revenue, people, facilities, programs and information technology. At the same time we must remain agile; we must respond rapidly to a fluid, competitive and progressively more demanding health-care education environment.

With that in mind, Palmer’s strategic plan is multilayered, and vertically and horizontally integrated. Its origin is our Mission and Vision statements. Its development stems from multiple sources throughout the College and the broader community that is Palmer College of Chiropractic. Although conceived as a five-year plan, components of the plan will be updated annually as our progress is charted, and external circumstances and internal priorities require adaptation in a fluid, yet deliberate, manner.

Strategic planning at Palmer College of Chiropractic is a comprehensive process that takes into account multiple-stakeholder feedback within the context of a defined institutional-effectiveness cycle. The planning process provides opportunities for input from all levels of the College into the institutional Strategic Plan, as well as the operational plans of the instructional and support units. The planning process is comprised of two important components: the planning process and the actual strategic plan.

Strategic planning helps the College determine what it will do and where it will be in the future, and establishes the general plan to get us there. The process and product of strategic planning:

- Clearly defines the College’s purpose and establishes realistic goals and objectives consistent with its mission and within the organization’s capacity for implementation
- Communicates those goals and objectives in a defined timeframe to the organization’s constituents
- Provides the basis for allocation of College resources
- Provides a base from which progress can be measured, and establishes a mechanism for informed change when needed
- Engages stakeholders at all levels
- Promotes leadership, collaboration and effective processes
- Prepares the institution for the future
- Provides a basis for determining institutional effectiveness
THE PLANNING PROCESS

Our refined strategic planning process is a rational, progressive sequence of planning activities and resulting compilation of priorities to form a strategic plan. The Strategic Plan is a living document with five defined strategic directions to meet the mission, vision and core values. Each strategic direction is populated by supporting goals, objectives, and annual initiatives with key indicators (figure 1). The mission, vision, and strategic directions are revisited periodically. Goals and objectives are revisited more frequently. As the smallest unit of documented strategy, initiatives are added, edited, and removed annually.

FIGURE 1

Institutional Planning Triangle

A planning committee is responsible for drafting strategies to navigate the issues and events affecting the organization. Their work manifests as short-term actions or initiatives that the organization is committed to accomplishing. The planning committee conducts three interlocking activities to formulate strategic initiatives for the coming fiscal year. Each activity is designed to create a formal, yet flexible, process to recognize and assess environmental change, as described by Milliken (1990) and illustrated in figure 2.
**FIGURE 2**

**Setting Strategic Direction**

**SCAN**
Scanning is the systematic review of trends, events, background information and external environment that affects the organization’s future. It includes a review of the evidence, from both qualitative and quantitative sources, internal and external to the organization. Scanning involves a strategic assessment of the organization’s incremental progress toward its goals and objectives with the intent of uncovering ways to modify these steps in consideration of changing demographics, political and financial trends.

**INTERPRET**
Members of the planning committee make judgments about the meaning and importance of information gained during the scan phase and the feasibility and utility of response. Stakeholders in the organization identify more issues that can be managed or addressed in the short term. Therefore, interpretation is the activity of establishing a series of organizational priorities given available resources, issues related to sequencing, and capacity of work issues, allowing the organization to focus on the most important and urgent strategic issues.

**RESPOND**
Members of the planning committee formulate responses in the form of draft initiatives and key indicators based on the evidence and their judgments. The responses represent a community commitment to action based on the interpretation of information learned in the environment scanning process. The codified response has corresponding key indicators.
Theme and Overview, continued

It’s important to note that the strategic planning activities aren’t isolated to the planning committee. The planning effort is open to all employees by: holding open meetings on the planning process; conducting focus groups where employees could communicate what they thought should be included in the strategic plan; and posting drafts and a final version of the plan for employee open access, review and comment.

Instead of consolidating everyone’s ideas, the planning committee reviews the employee comments and takes responsibility for prioritizing, sequencing and finalizing the draft strategic plan to be approved by the Board of Trustees.

Also, the strategic plan is not meant to comprehensively capture all the individual contributions and services of the employees of our organization. However, very importantly, it transparently documents the deliberate strategic directions and actions individuals are engaged in to improve the organization.

In summary, advancing the organization is dependent on a plan, improved processes, and the commitment of all of Palmer’s employees.

Footnotes:


Mission, Vision and Values

**MISSION**
The mission of Palmer College of Chiropractic is to promote learning, deliver health care, engage our communities and advance knowledge through research.

**VISION**
Palmer College of Chiropractic strives to be *The Trusted Leader in Chiropractic Education®.*

**VALUES**
The Values of the Palmer College Community include:

- The philosophy, science and art of chiropractic
- Academic excellence
- Business acumen
- Collaboration
- Community health
- Critical thinking
- Diversity
- Evidence-based chiropractic practice
- Heritage and tradition
- Justice, ethics and integrity
- Life-long learning
- Open and direct communication
Direction 1: Student Learning

PROVIDE HIGH-QUALITY, CHIROPRACTIC-FOCUSED, ACADEMIC AND CLINICAL RESEARCH PROGRAMS FOR DIVERSE HEALTH-CARE SETTINGS

Palmer College, rich in tradition with a commitment to student learning, patient care and research, produces graduates who are clearly distinguished within chiropractic and other health-care professions. Palmer’s unique blend of academic programs and learning opportunities establishes the College as The Trusted Leader in Chiropractic Education®.

GOALS

1. Attract and retain highly qualified applicants to all academic programs.
   1.1. Ensure that transitional and academic support programs are in place.

2. Provide high-quality educational programs using evidence-informed academic programs that reflect contemporary practices, meeting student expectations.
   2.1. Improve student adjusting opportunities to advance clinical skills.
   2.2. Investigate opportunities for new educational opportunities for students and alumni.
   2.3. Discover applications of new technologies for teaching and learning.
   2.4. Meet staffing needs across the campuses based on enrollment and institutional objectives, attracting, supporting and retaining highly qualified and productive faculty.

3. Assess all academic programs to identify outcomes needing improvement.
   3.1. Assess the learning identified in the Palmer Abilities over a five-year assessment cycle.
**Direction 2: Health-care Delivery**

MODEL AND PROVIDE CHIROPRACTIC HEALTH CARE THAT IS EVIDENCE-INFORMED AND INTEGRATES PATIENT VALUES AND CLINICIAN EXPERIENCE

Patient-care excellence is advanced by processes and supported with data that demonstrates satisfaction, efficiency and efficacy, and recognition by graduates that they are prepared to participate in the health-care environment.

**GOALS**

1. The Palmer College of Chiropractic clinics provide authentic capstone experiences for interns.
   1.1. College clinics reflect a contemporary practice environment.

2. The Palmer Chiropractic Clinics employ and contribute to clinical and educational best practices.
Direction 3: Service
PROMOTE CAMPUS ENGAGEMENT, COMMUNITY SERVICE AND PROFESSIONAL PARTICIPATION

Palmer College strives to maintain quality relationships with our local communities and the profession through service and to foster a campus of inclusiveness and engagement.

GOALS
1. Enhance relationships and partnerships in support of the College’s mission.
   1.1. Continue efforts to engage and unify alumni.
Direction 4: Resources & Support

ENSURE AND MANAGE RESOURCES AND PROCESSES IN SUPPORT OF COLLEGE PROGRAMS AND INITIATIVES

Palmer College is committed to ensuring the coordination of the strategic plan with budget and other resources in order for the College to achieve its programmatic goals and objectives.

GOALS

1. Institutional effectiveness is assessed in relation to defined desired outcomes.
   1.1. Evolve Strategic Planning process.
   1.2. Appropriate links are clear between the College’s direction, operations and resource allocation.
   1.3. Enrich opportunities for professional development activities for faculty and staff.

2. College facilities are created and maintained to support the College’s direction and constituent needs.
   2.1. Appropriate buildings and interior spaces are created or maintained to support the College’s directions.
   2.2. Meet technology needs for operations and high-quality academic programs.
   2.3. Meet the safety and security needs for operations.

3. Enhance College position through efforts to build positive College and chiropractic image.
   3.1. Identify public perceptions of chiropractic.

4. Enhance inclusiveness and diversity through implementation of a diversity plan.
   4.1. Implement targeted changes to campus culture.
   4.2. Increase employment and retention of diverse employees.

5. Employ enrollment strategies for student success.
   5.1. Deploy enrollment strategies to attract the highest-level performing students.
Direction 5: Advancing Knowledge Through Research

IMPROVE HUMAN HEALTH BY ADVANCING KNOWLEDGE

Palmer College is dedicated to the advancement of public health by developing knowledge and translating that knowledge to the practice of chiropractic health care.

GOALS

1. Create an Inter-Institutional Chiropractic Research Network.
   1.1. Initiate a Network Advisory Committee that assists in development of research agenda and scientific review and oversight that includes institutional partners and other chiropractic institutions.
   1.2. Launch multi-site clinical trials and large observational studies.
   1.3. Initiate training for chiropractic clinical/transitional scientists.
Institutional Key Indicators

Palmer College will monitor the effectiveness of the strategic plan through qualitative and quantitative institutional key indicators. More detailed key indicators for strategic goals and objectives are attached to individual division or department initiatives. The College’s progress toward achievement of the plan will be shared with the Palmer community.

Examples of institutional key indicators include:

- Academic Scorecard
- Allocation of Funding for Strategic Plan Initiatives
- Clinical Integrity Plan Outcomes
- Compliance Report
- Diversity Plan Outcomes
- Enrollment Scorecard
- Evidence-Based Teaching Tracking Report
- Facilities Report
- Marketing Program Outcomes
- Palmer Center for Business Development Scorecard
- Report on Organizational Communication
- Research grants and publications
- Student, Patient and Employee Satisfaction Survey results
Strategic Planning Committee

CHAIR
Dennis Marchiori, D.C., Ph.D.
Chancellor and CEO

PLANNING COORDINATOR
Mindy Leahy, M.B.A.
Senior Director for Registrar and Student Billing

MEMBERS
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