



PALMER

College of Chiropractic

2022–2027 Strategic Plan



The Trusted Leader in Chiropractic Education®

CONTENTS

Letter from the Chancellor and CEO	1
Theme and Overview	2
Strategic Planning atPalmer College	2
The Planning Process.....	3
Mission, Vision and Values.....	6
Direction 1: Student Learning.....	7
Direction 2: Health-care Delivery.....	8
Direction 3: Service.....	9
Direction 4: Resources& Support	10
Direction5:AdvancingKnowledgeThroughResearch.....	12
Institutional Key Indicators	13
Strategic Planning Committee.....	14

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 health care settings
- Model and provide chiropractic health care 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

Theme and Overview, continued

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.

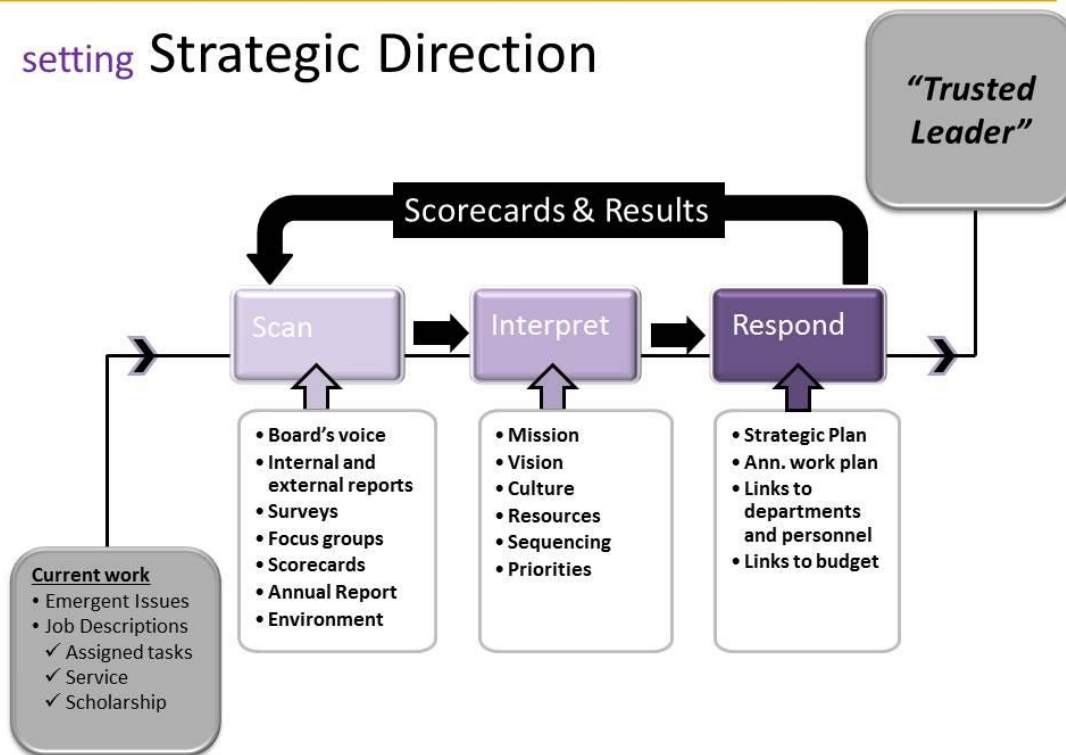
FIGURE 1



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.

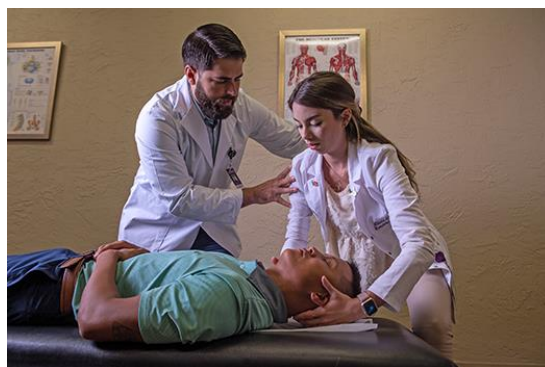
Footnotes:

Bryson, John M. (1995). *Strategic planning for public and nonprofit organizations: A guide to strengthening and sustaining organizational achievement*. San Francisco, CA: Jossey-Bass Publishers.

Mintzberg, Henry. (1994). *The rise and fall of strategic planning*. New York, NY: The Free Press.

Milliken, Frances J. (1990). *Perceiving and interpreting environmental change: an examination of college administrators' interpretation of changing demographics*. The Academy of Management Journal, 33(1), 42-63.

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 reflect the science, art and philosophy of chiropractic
- Academic excellence
- Business acumen
- Clinical excellence
- Collaboration
- Communication
- Community health
- Critical thinking
- Diversity
- Evidence-based chiropractic practice
- Heritage and tradition
- Justice, ethics and integrity
- Life-long learning
- Student success

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 that embrace evidence-informed content and contemporary practices to meet student expectations.
 - 2.1. Investigate new educational opportunities for students and alumni.
 - 2.2. Discover applications of new technologies for teaching and learning.
 - 2.3. Meet staffing needs across the campuses based on enrollment and institutional objectives while attracting, supporting and retaining highly qualified and productive faculty and support staff.
3. Assess all academic programs to determine successes and needs for improvement.
 - 3.1. Assess the Council on Chiropractic Education Meta-Competency Outcomes.



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. Provide authentic capstone experiences for clinical education.
 - 1.1. College clinics reflect a contemporary practice environment.
2. Follow best practices in the delivery of healthcare and clinical education.
 - 2.1. The College Clinic monitors the quality of patient care through a Quality Patient Care Program.
 - 2.2. Meet technology needs for operations and high-quality clinical experiences.



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 campus inclusiveness and engagement.

GOALS

Enhance relationships and partnerships in support of the College's mission.
Continue efforts to engage and unify alumni.



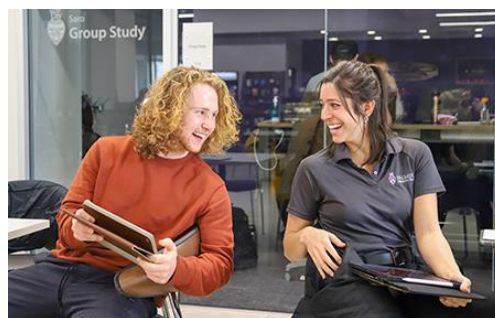
Direction 4: Resources & Support

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. Assess academic, clinical, and operational outcomes to identify areas for improvement.
 - 1.1. Appropriate links are clear between the College's direction, operations, outcomes, and resource allocation.
 - 1.2. Enrich opportunities for professional development activities and performance evaluation for faculty and staff.
2. Support the College's direction and constituent needs with contemporary, engaging, and technologically enhanced facilities.
 - 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.
 - 2.4. Meet the financial needs to maintain the College facilities that support the College's direction and constituent needs.
3. Enhance College position through efforts to build positive College and chiropractic image.
 - 3.1. Identify public perceptions of chiropractic.
4. Promote diversity, equity, and inclusion initiatives to provide equal opportunities to stakeholders.
 - 4.1. Recruitment, Retention and Develop
 - 4.2. Specialty Program Content.
 - 4.3. Foster a Supportive Culture and Infrastructure.
5. Adjust enrollment strategies for student success.
 - 5.1. Deploy enrollment strategies to attract the highest-level performing students.



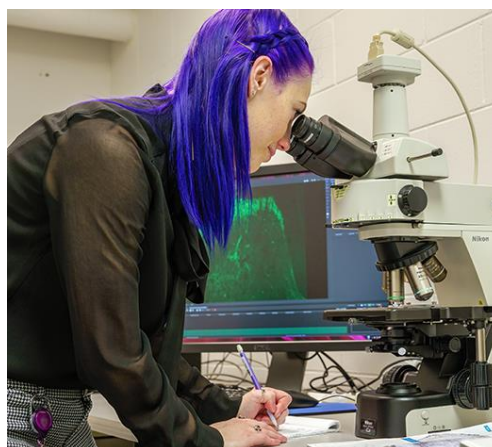
Direction 5: Advancing Knowledge Through Research

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. Advance and Sustain Research Capacity.
 - 1.1. Recruit faculty and support professional and scientific development.
 - 1.2. Recruit, train, and support professional staff.
 - 1.3. Provide services and facilities to support faculty and collaborative research programs.
 - 1.4. Develop and/or maintain collaborations with scientific partners to enhance expertise on study teams.
2. Conduct Scientific Research
 - 2.1. Develop and pursue research questions relevant to the field of chiropractic.
 - 2.2. Achieve research project objectives within designated timeframes and budgets.
 - 2.3. Disseminate scientific evidence to inform future research and health policy.
 - 2.4. Submit applications for external funding of research projects.
3. Cultivate Research Experiences
 - 3.1. Recruit and develop post-doctoral trainees
 - 3.2. Foster research experiences for Doctor of Chiropractic Students.
 - 3.3. Encourage research activities among College faculty.
4. Communicate to Chiropractic Communities
 - 4.1. Convey research knowledge to the College and clinical communities.
 - 4.2. Translate research information to support evidence-based clinical practice.



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

Beth Barclay, M.A.
Senior Director for Accreditation & Licensure

Kevin Cunningham, D.C., Ph.D.
Vice Chancellor for Student Success

Dustin Derby, Ed.D.
Senior Director for Institutional Research and Effectiveness

Mike Ernster, B.S.
Senior Director for Facilities

Kathleen Graves, B.A.
Senior Director of Financial Affairs

Earlye Adams Julien, M.S.C., M.S.Ed.
Senior Director for Compliance and Organizational Development

Cynthia Long, Ph.D.
Dean of Research

Peter Martin, D.C.
President, Palmer Florida

Barbara Melbourne, J.D.
Vice Chancellor for Advancement

Michael Norris, Ph.D.
Vice Chancellor for Enrollment

James O'Connor, B.A., APR
Vice Chancellor for Marketing & Communication

D. Ranier Pavlicek, D.C.
Faculty Senate President, Davenport Campus

Barry Pence, M.B.A.
Senior Director of Human Resources

Robert Percuoco, D.C.
Vice Chancellor for Institutional Effectiveness

Jennifer Randazzo, M.A.S., C.P.A.
Vice Chancellor of Finance

William Sherrier, D.C., M.A.
Dean of Academic Affairs, Florida Campus

Greg Snow, D.C.
Senior Campus Administrator, West Campus

Michael Tunning, D.C., M.S.
Dean of Academic Affairs, Iowa Campus

Amber Wells, J.D.
Executive Director of Legal Affairs

Dan Weinert, D.C., Ph.D.
College Provost

Mark Wiseley, B.A.
Senior Director for Information Technology



PALMER

College of Chiropractic

The Trusted Leader in Chiropractic Education®

MAIN CAMPUS

1000 Brady Street
Davenport, IA 52803
(800) 722-2586

PALMER WEST

90 East Tasman Drive
San Jose, CA 95134
(408) 944-6000

PALMER FLORIDA

4777 City Center Parkway
Port Orange, FL 32129-4153
(866) 890-5498

WWW.PALMER.EDU

Palmer College of Chiropractic is an Equal Opportunity Employer and Educator.

Palmer College of Chiropractic is accredited by the Higher Learning Commission (hlcommission.org), and institutional accreditation agency recognized by the U.S. Department of Education.

The Doctor of Chiropractic degree program at Palmer College of Chiropractic is awarded programmatic accreditation by The Council on Chiropractic Education, 10105 E. Via Linda, Suite 103 - 3642, Scottsdale, AZ, 85258-4321, Phone: (480)443-8877, Website: www.cce-usa.org.