



# LIFE CHIROPRACTIC COLLEGE WEST

## STRATEGIC PLAN 2019 - 2025

CREATING A BRIGHTER FUTURE FOR HUMANITY



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## MESSAGE FROM THE PRESIDENT

**Building a strategic plan is vital business for a college.** It is a great opportunity for all of us at Life Chiropractic College West to learn, think, collaborate and grow. This strategic plan is not just a dream or a vision. It is a roadmap which will guide Life West as we embark on the next phase of development.

This, the fourth edition of the Life West Strategic Plan, is the work of many people. First and foremost, each person at the college contributes to this plan in their daily work and service. Then the values, vision and mission are brought into reality through the process of annual planning and reporting by the administration, faculty and staff of the college. Our Life West Board of Regents contributed to this plan and then approved it. This plan is made for and created by everyone at the college.

I am honored to follow in the footsteps of strong leaders and stewards who have built this college and established the strong legacy we have as a leader in chiropractic education. As I serve as the college's third President, it is my duty and honor to make sure that this reputation and recognition grows and thrives under my tenure.

We have used the strategic plan to identify clear initiatives that define and support the future for Life West. We have also set out clear objectives, resources and assessment measures to map the progress of these initiatives.

I want to thank the students, faculty, staff, alumni and Board of Regents who contributed to producing this strategic plan. We always do our best work when we collaborate together, guided always by our Lasting Purpose. I am grateful for the incredible support and dedication of this team.

**We are all Life West!**



Ronald Oberstein, D.C., F.I.C.A.

*President of Life Chiropractic College West*



## BACKGROUND

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In the past five years our Life West community has made incredible strides in reaching prior strategic plan goals. These accomplishments have changed the college in dramatic ways. We have more than doubled enrollment, achieved financial sustainability and maintained ongoing programmatic accreditation. We have improved work conditions for faculty and staff, launched a successful academic success center and enhanced the campus and surrounding space for learning excellence. We also received WSCUC institutional accreditation and received accreditation for our residential Master of Science in Digital Imaging.

Building on the strengths of the previous strategic plan, we are now embarking on the next phase of growth with energy and excitement. We are focusing on key initiatives and opportunities which will have the biggest impact on our students and stakeholders.

The strategic plan is designed with specific initiatives that expand and support the work of the previous plan and take our campus and student experience to the

next level. Our plan looks into the future while staying firmly grounded in the core values of the college's history and legacy.

## PROCESS

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Collaboration is the key to a useful and meaningful plan. We began our process by including a wide range of stakeholders so that all members of the community would have a voice as we identified and clarified our vision and goals. The community approach allowed students, staff, faculty, administration, alumni and the Board of Regents to all be included in the process.

### July 2018

The Office of Institutional Research administered a campus-wide survey to gain insight into key issues of importance. The survey identified seven areas that developed into the seven strategic initiatives of this plan.

### August 2018

The seven initiatives with objectives, tasks and assessments were collaboratively discussed and clarified in focus group meetings attended by students, faculty, staff, administration and alumni.

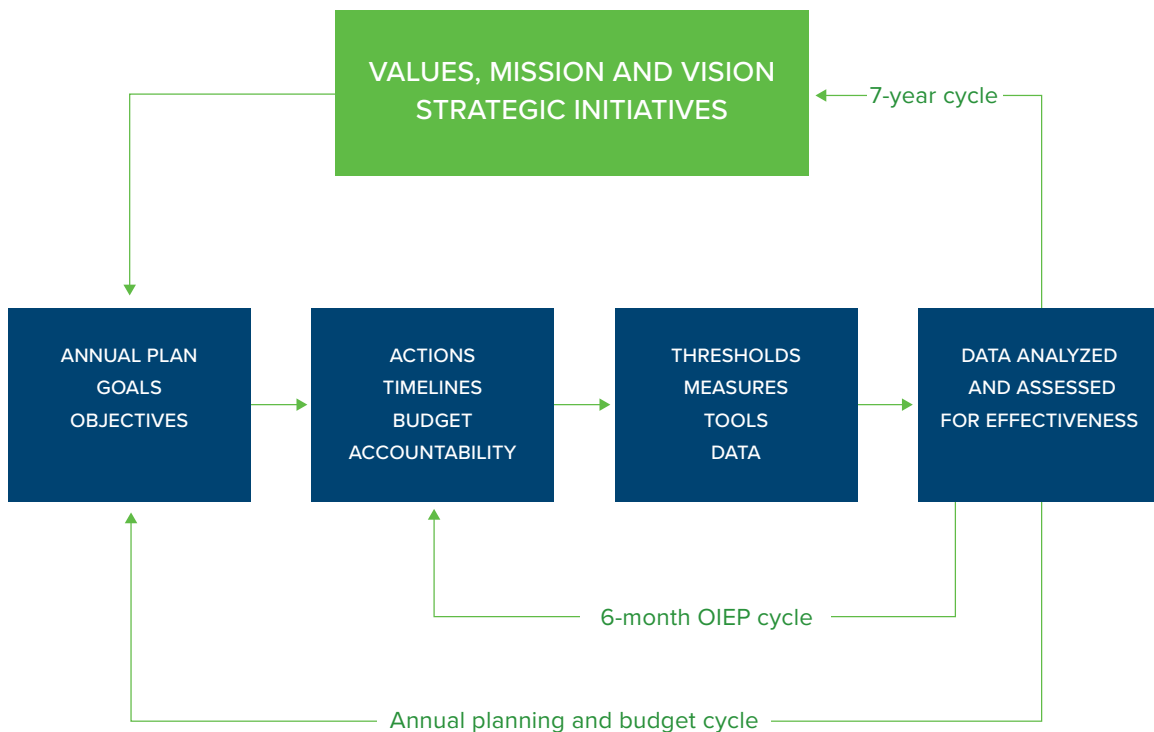
### November 2018

A draft was submitted to the Board of Regents for approval.

This process allowed us to identify the initiatives and clarify the Strategic Plan that follows. The plan is designed to be open to necessary adaptation as well as being measurable and assessable.

# PLANNING CYCLE

Annual goals, objectives, initiatives and actions (near-term strategies) to accomplish the college's strategic initiatives are reviewed and re-drafted every six months as part of the annual planning and budgeting process. Thresholds for all department objectives are set with all department managers, and data measuring progress toward these thresholds are assessed by the Office of Institutional Effectiveness and Planning (OIEP). Annual planning goals and objectives are supported by the college budget to enable specific and intentional efforts for effectiveness and success.



## VALUES

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*Our values are our LASTING PURPOSE which is TO GIVE, TO DO, TO LOVE, TO SERVE, FROM ONE'S OWN ABUNDANCE*

Life West has remained true to these values from the time of our inception under the leadership of the founder of the college, Dr. Sid Williams, into today and beyond.

These values are the **Lasting Purpose** that the college community adheres to in all of our work. Life West is committed to the traditional principles of chiropractic, to the detection and removal of the vertebral subluxation, and to ensuring all students graduate prepared for success in practice and as valued leaders in the communities they serve.

OUR VISION IS TO CREATE A  
BRIGHTER FUTURE FOR HUMANITY.

## MISSION

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To advance chiropractic through personalized learning, technique and pedagogic excellence, philosophical inquiry, entrepreneurial spirit and compassionate service

To lead chiropractic education with cultural authority in the profession, delivering the Doctor of Chiropractic program along with complementary master's and doctorate programs

To transform humanity by our service while remaining grounded in the traditional philosophy and principles of chiropractic

To cultivate a college environment of innovation, collaboration, scholarship and research, and a commitment to give, do, love and serve from a place of abundance



# INITIATIVES

## 01

### *DELIVER A DOCTOR OF CHIROPRACTIC PROGRAM THAT IS CLINICALLY AND PHILOSOPHICALLY INSPIRED*

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Life West students will experience clinical learning from the beginning of the program and throughout the entire curriculum. Early and consistent clinical exposure will give our students an opportunity to connect didactic learning to clinical application in real time. A clinically focused curriculum will support students in mastering the learning outcomes of the Doctor of Chiropractic program, creating better understanding, improved mastery of skills, and synergy between the pre-clinical and clinical phases of the curriculum.

Chiropractic philosophy and principles will inform the entire curriculum. The integration of chiropractic philosophy with basic and clinical science, technique and patient management will be a signature feature of the Life West Doctor of Chiropractic degree. These principles and philosophy will thread through the entire curriculum, providing students with an understanding of its value across all departments and courses.

## 02

### *BUILD A CAMPUS CULTURE THAT EMBRACES DIVERSITY AND INCLUSION*

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Through a strategic diversity and inclusion plan, the college will foster a campus climate and college community that respects diversity and embraces inclusion. A culture of diversity and inclusion will prepare

the graduate to practice and serve with individual sensitivity, compassion, cultural awareness and a love for all humanity. This will be demonstrated in the campus culture for our students and all Life West employees to experience and follow.

## 03

### *DEVELOP A CULTURE OF SERVICE WITHIN AND OUTSIDE OF THE COLLEGE*

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There are many powerful ways to serve and make a difference. The college will create a variety of opportunities for students, faculty and staff to make a difference by serving others in local and international communities in need. A culture of compassionate service will be a hallmark of Life West. The college will work to expand opportunities to provide chiropractic services in local and worldwide underserved populations in order to enhance clinical skills, experience diverse cultures and ingrain the culture of service into our students and graduates.

## 04

### *ENGAGE ALUMNI AND STAKEHOLDERS AS ACTIVE MEMBERS OF THE COLLEGE COMMUNITY*

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The college will continue to develop active support and engagement from alumni, stakeholders, institutions and companies both in the US and internationally. We will collaborate with those who share the vision, mission and philosophy of Life West while building new understanding

and friendships. Engaged alumni and stakeholders will have an impact on the college, the graduates and the chiropractic profession in creating a brighter future for humanity. We will engage our external community through quality communication, effective continuing education, and meaningful alumni and community events. Using meaningful engagement, we will attract valuable student referrals and philanthropic support.

## 05

### *IMPROVE INSTITUTIONAL EFFECTIVENESS THROUGH CONSTANT INNOVATION AND ASSESSMENT*

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The college experience will be supported by high quality institutional effectiveness and planning, which will provide the technology, support and resources to ensure student and institutional success. Excellence in pedagogy and an ethos of student-centric care will be grounded in constant improvement and innovation in teaching and learning, research and scholarship, faculty and student support. As a data-driven institution that produces effective measurements and planning, we will work continuously toward sustainability, innovation and best practices in education and management.

## 06

### *OFFER NEW GRADUATE PROGRAMS THAT STRENGTHEN THE COLLEGE IDENTITY AND FLOW FROM OUR VALUES, VISION AND MISSION*

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The college will deliver the Doctor of Chiropractic program alongside select master's and doctorate programs, all informed by and grounded in the values of the college and/or the traditional philosophy and principles of chiropractic, and in an ethos of care and service for all humanity. This will enable us to gain recognition as a cultural authority in chiropractic and as an institution for graduate studies and research. As we continue to grow, we will complete planning for expanded programming, partnerships and facilities. The college will invest in online programming to support the existing Doctor of Chiropractic degree as well as new programs, and delivery of Continuing and Professional Education.

## 07

### *ENSURE FINANCIAL SECURITY THROUGH REVENUE DIVERSITY AND GROWTH*

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To ensure a longstanding future, the college will continue to grow enrollments in the Doctor of Chiropractic program by delivering a curriculum that is clinically driven and philosophically informed. New academic and online programs that enhance the longstanding college brand, alongside a robust and active Institutional Advancement Office, will provide diversified sources of revenue, support the college's efforts to sustain growth and expansion, and support the implementation of this Strategic Plan 2019-2025.





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