



Strategic Plan 2016 - 2020

1

INTRODUCTION	3-5
A Message from the President	3
Executive Summary	4
Background	5

2

ABOUT CHARLES R. DREW UNIVERSITY OF MEDICINE AND SCIENCE (CDU)	6-8
Vision Statement	6
Mission Statement	7
Values “CLEDIC”	8

3

THE PLAN	9 - 16
Theme One: Rebuild and Rebrand as a Comprehensive, Midsize Health Professions and Sciences University of Excellence	9
Theme Two: Expand and Enhance Resources and Campus Infrastructure to Support a Midsize Health Professions and Sciences University	10
Theme Three: Expand and Enhance Institutional Resource Generating Capacity	11
Theme Four: Revamp and Restructure the Internal Operating, Management and Governance Systems	12
Theme Five: Expand, Enhance, and Integrate the Research Enterprise	13
Theme Six: Reposition the University as a Student-Centered Institution that Offers a Unique Education, Student Life and Residential Experience	14
Theme Seven: Regenerate and Refocus the Campus Climate and Culture as a Responsive, Caring, and Enterprising Community	15
Theme Eight: Adopt and Expand Strategic Networking, Partnership, and Engagement with the Community, Institutions, Organizations, and Governments	16

4

STRATEGIC PLANNING COMMITTEE	17
-------------------------------------	-----------

5

THE CDU ADVANTAGE	18
--------------------------	-----------

A Message from the President

As Charles R. Drew University of Medicine and Science (CDU) celebrates its 50th anniversary, I am very excited to share with you our 2016-2020 Strategic Plan. This Plan provides the University community, its stakeholders and its partners with a roadmap for the University's trajectory for the next five years. That trajectory is one of growth in both academic programs and enrollment while remaining true to CDU's formative commitment of service to underserved and underresourced communities.

The plan articulates a revised Vision, Mission, and Values that reaffirm and strengthen CDU's longstanding foundational principles and sets forth a bold statement for the future of our University. It utilizes eight Strategic Themes and accompanying Objectives that clearly articulate how the University will proceed toward achieving this future, ensuring that Charles R. Drew University of Medicine and Science will be an institution of excellence and accomplishment. The overall theme and thrust behind this iteration of strategic planning is to lay the foundations for repositioning CDU as a growing, research intensive, comprehensive medical and health professions University committed to building upon its historic legacy of:



- 1. Training health professionals to serve underserved, underresourced communities**
- 2. Enhancing the diversity of the health professions**
- 3. Expanding undergraduate and graduate enrollment**
- 4. Increasing access to outpatient health care in South Los Angeles and similar communities**

These University roles are particularly important in the context of training a health professions workforce that is relevant to the rapidly developing health and health care priorities of 21st Century.

The strategic planning process began in June 2015 and continued for seven months under the aegis of shared governance. The process was completed in January of 2016 and approved by the University's Board of Trustees in February of 2016. I thank the members of the Strategic Planning Committee for their ardent participation in the development phases of this Plan. A debt of gratitude is also extended to the CDU community: community partners, leaders, and residents, CDU Board of Councilors, President's Community Advisory Council (CDU), Executive Service Corps (ESC), business partners, CDU faculty, staff, students, and alumni all of whom comprise the Charles R. Drew University of Medicine and Science family. Thank you for willingly giving of your time to help advance and grow the University.

In the coming years, CDU will be focused on growth while ensuring quality education and services. The task before us now is to follow through with this Plan and implement its objectives. I am confident that with the dedication of University staff, faculty, alumni, students, and strategic partners, CDU will continue to fulfill its unique and compelling Mission of training future generations of health professionals dedicated to serving underserved and underresourced communities – with excellence and compassion – as we strive to achieve our Vision of a world without health disparities.

Thank you.

David M. Carlisle, MD, PhD
President and CEO

Executive Summary

This Strategic Plan is developed and adopted at a critical time as Charles R. Drew University of Medicine and Science celebrates its 50th year of service and stands at an inflexion point for significant future growth and expansion. The Plan represents a bold agenda for the future, a strategic departure from its struggling past, and an audacious recommitment to its mission.

President **David M. Carlisle** began the strategic planning process in June 2015 with the formation of the Strategic Planning Committee and the appointment of the co-chairs, **Dr. Steve O. Michael**, Executive Vice President for Academic Affairs and Provost, and **Dr. Mohsen Bazargan**, Academic Senate President. The planning process was designed to be inclusive, ensuring representation of all the major stakeholders and opportunities for community input at different stages of development.

The Strategic Planning Committee reviewed and revised the mission and vision statements while retaining the central message of health and wellness for all. A new set of values was developed and using both primary and secondary sources of data, the Committee generated eight Strategic Themes:

- **STRATEGIC THEME 1:** Rebuild and Rebrand as a Comprehensive, Midsize Health Professions and Sciences University of Excellence
- **STRATEGIC THEME 2:** Expand and Enhance Resources and Campus Infrastructure to Support a Midsize Health Professions and Sciences University
- **STRATEGIC THEME 3:** Expand and Enhance Institutional Resource Generating Capacity
- **STRATEGIC THEME 4:** Revamp and Restructure the Internal Operating, Management and Governance Systems
- **STRATEGIC THEME 5:** Expand, Enhance, and Integrate the Research Enterprise
- **STRATEGIC THEME 6:** Reposition the University as a Student-Centered Institution that Offers a Unique Education, Student Life and Residential Experience
- **STRATEGIC THEME 7:** Regenerate and Refocus the Campus Climate and Culture as a Responsive, Caring, and Enterprising Community
- **STRATEGIC THEME 8:** Adopt and Expand Strategic Networking, Partnership, and Engagement with the Community, Institutions, Organizations, and Governments

Each of the themes were further defined by the following comprehensive set of goals:

- Be known as a comprehensive University that is producing high quality health professionals and research for the underserved communities.
- Ensure the provision of the human, physical, and financial resources and infrastructure needed for a midsize campus population.
- Explore and maximize all sources of funding available to a private university of health professions and sciences.
- Adopt programs that will ensure greater efficiency and effectiveness of campus operations and systems.
- Be a leader in health disparities research by translating scientific discoveries into education, training, clinical care, treatment and community service.
- Provide excellent and unique educational programs and services that support student academic, professional, and personal development.
- Be recognized as a University that exemplifies a climate of collegiality; promoting an atmosphere of trust, respect, and dignity.
- Be known as a community-serving University through CDU collaborations, partnerships, and integration with key stakeholders.

The implementation of these strategic goals is the responsibility of each member and unit of the University for the next five years. To ensure continuing progress, the annual budget exercise will be integrated with the annual planning exercise that will be prefaced with an annual progress report.



Background

Charles R. Drew University of Medicine and Science (CDU) is a private, non-profit, non-sectarian, minority-serving medical and health sciences institution located in South Los Angeles, California. The University was founded in 1966 after a report by the McCone Commission (“Violence in the City: An End or a Beginning” – Governor Edmund G. Brown) cited poor health status and diminished access to quality education, healthcare, employment, and safety as key factors sparking the 1965 civil revolt in the local community. CDU is the only designated minority-serving health sciences University in a county with a population of more than 10 million residents, 70% of whom are from minority communities. The University earned designation as a minority-serving institution by the U.S. Office for Civil Rights, and is recognized by the Department of Education under Title III, Part B as a Historically Black Graduate Institution. CDU is also a charter member of the Hispanic-Serving Health Professions Schools, a national not-for-profit organization dedicated to improving the health of Hispanic people through research initiatives, training opportunities, and academic development. The University serves as the only academic health sciences center for the 1.5 million residents of South Los Angeles.

The University has contributed significantly to the diversity of the nation’s healthcare workforce for nearly 50 years by graduating more than 550 physicians, 1,200 physician assistants (PAs), and hundreds of other health professionals. Additionally, CDU has trained over 2,700 physician specialists through its sponsored residency programs. The University’s most recent degree program, the Mervyn M. Dymally School of Nursing (MMDSON), has graduated over 560 nursing professionals, including over 400 family nurse practitioners, since its opening in 2010. More than 70% of the University graduates since 2000 are ethnic minorities, and more than 80% of alumni report serving underserved communities following graduation. In addition to direct patient care, CDU graduates work in research centers, universities, and government settings to redress health disparities and promote health equity. Alumni, faculty, and research and clinical fellows



have become national leaders in higher education, government service, research institutions, and clinical enterprises.

Academic quality is further validated by prestigious regional and national programmatic accreditations. CDU was first accredited in 1995 by the WASC Senior College and University Commission. The MD degree for the Drew/UCLA Medical Education Program is granted by the University of California, through UCLA, and is accredited by the Liaison Committee on Medical Education. The associate degree of the Radiologic Technology Program is accredited by the Joint Review Committee on Education in Radiologic Technology, and also must be certified by the California Department of Public Health. The Master of Public Health (MPH) Program in Urban Health Disparities is accredited by the Council on Education for Public Health, and the MPH program also offers a Graduate Certificate in Public Health Concepts. The Master of Science in Nursing (MSN) Program is accredited by the Commission on Collegiate Nursing Education and approved by the California Board of Registered Nursing. The MMDSON also offers post-master certificates in Family Nurse Practitioner and Advanced Nursing Education. All of the degree programs at the University have earned the maximum duration of national programmatic accreditation.

The University has contributed significantly to the diversity of the nation’s healthcare workforce for nearly 50 years by graduating more than 550 physicians, 1,200 physician assistants (PAs), and hundreds of other health professionals.



Vision Statement

Excellent health and wellness for all
in a world without health disparities.



Mission Statement

Charles R. Drew University of Medicine and Science is a private non-profit student-centered University that is committed to cultivating diverse health professional leaders who are dedicated to social justice and health equity for underserved populations through outstanding education, research, clinical service, and community engagement.

Values

CLEDIC = A set of CDU values that guides daily operations

COMMUNITY

At CDU, community encompasses historically underserved, underresourced, and underrepresented groups such as those in South Los Angeles and around the world that are impacted by health disparities. As a value, “community” is the binding spirit that inspires and drives our unique approach in preparing health professionals dedicated to social justice and health equity.



LEADERSHIP

At CDU, we hold ourselves accountable and define our collective and individual responsibility as a catalyst for change necessary to reduce and eliminate health disparities. As a value, “leadership” means we embrace our role as a pioneer in health education and research.



EXCELLENCE

At CDU, excellence is the highest quality performance in our operations, interactions, activities, and service to our community. Excellence invokes the desire to challenge and transcend the status quo. As a value, “excellence” represents the transformation we seek in ourselves and in our students, faculty, and staff.



DIVERSITY

At CDU, diversity is defined by the multiple perspectives and ideas, plurality of cultures, variety of ethnicities, and differences in individuals within our communities. As a value, “diversity” represents a quintessential element of humanity and social justice for all.



INTEGRITY

At CDU, integrity is the strength of character necessary to remain true to our values even in the face of adversity. As a value, “integrity” is conducting trustworthy, ethical, and respectful education, research, clinical, and other services in our committed engagement with underserved communities.



COMPASSION

At CDU, compassion is empathy for the plights and predicaments of disadvantaged populations. As a value, “compassion” propels us to hear the voiceless, compels us to advocate for the oppressed, and obliges us to seek relief for the deprived.



STRATEGIC THEME 1

Rebuild and Rebrand as a Comprehensive, Midsize Health Professions and Sciences University of Excellence



Rationale

Universities, like all living organisms, take their own developmental paths, go through their own evolutionary paths. The mission that creates an institution is almost always narrower than the current mission. Most universities started small – smaller in size, narrower in focus, and smaller in scope than what they eventually evolve to become. Many universities started as a small normal school with the mission to produce teachers. Some sectarian institutions started small with the mission to produce priests and clergies. But today, these institutions have become larger with a more comprehensive mission in response to the growing needs within their environments. Also, institutions expand their operations over time to take advantage of the economies of scale. Few institutions can afford the huge overhead necessary to run a successful modern university. Most institutions that remain small intentionally do so primarily because of their huge endowments that provide the necessary financial cushion and their relative tuition inelasticity that enables them to become price leaders. In addition, while there are many successful specialized institutions in the nation, many of these institutions evolve to become comprehensive even within their specialized offerings. Lastly, many institutions with a difficult past evolve out of their difficulties by learning from their past, rebranding themselves to embrace a future that is robust with opportunities and possibilities.

Established 50 years ago, Charles R. Drew University of Medicine and Science (CDU) has been on its own evolutionary path. While some might say the evolution has not fully capitalized growth opportunities, the evolution is nonetheless a step in the right direction. At its creation, CDU was conceived as a postgraduate medical school and later a medical education partnership program with UCLA was established – an arrangement that remains today. Only recently has the University taken the initiative to establish the School of Nursing and invest in the College of Science and Health, which remains a very small collection of loosely coupled academic majors. Consequently, CDU has been unable to take advantage of the economies of scale because of the very small student enrollment and only very recently has the University turned a corner from its very difficult past.

Given the recent success with WASC Senior College and University Commission (WSCUC) reaccreditation, financial stability, and stable executive leadership; it is now imperative for CDU to embrace a larger mission, adopt a more optimistic vision, embark on image rebranding, and take a leap in assuming its rightful place among the nation's leading medical, science, and health institutions. The urgent and growing healthcare needs of the underserved populations compel this change and the increasingly complex historical, socio-economic political environment of CDU demands a strategic growth. Consequently, rebuilding and rebranding CDU as a comprehensive, midsize health professions science, and health University of excellence is a strategic vision and direction.

STRATEGIC GOAL: Be known as a comprehensive university that is producing high quality health professionals and research for the underserved communities.

Strategic Objective 1: Increase the number of undergraduate majors and graduate degrees leading to most of the health professions critically lacking in underserved communities.

Strategic Objective 2: Increase undergraduate and graduate student enrollments to at least 2000 students in the next 5 years.

Strategic Objective 3: Restore and expand Graduate Medical Education (GME) programs.

Strategic Objective 4: Enhance the quality assurance of academic programs to promote program excellence and surpass all external examination or accreditation requirements.

Strategic Objective 5: Create a media presence as a comprehensive health professions and sciences university with a focus on health disparities.

Strategic Objective 6: Introduce doctoral programs that will result in meeting criteria for a Carnegie classification as a Doctoral II research intensive, health professional institution.

Strategic Objective 7: Rebrand the reputation of CDU as a research-intensive comprehensive health professions and sciences university with excellence in Med-STEM and with a focus on underserved populations.

STRATEGIC THEME 2

Expand and Enhance Resources and Campus Infrastructure to Support a Midsize Health Professions and Sciences University



Rationale

There are inevitable tensions between the academic and business imperatives of higher education institutions that become magnified during periods of rapid growth. The benefits of purposeful well-managed growth include advantages of economies of scale and reduction of growth associated tensions. To accomplish the academic mission effectively, growth must be staged and resources must be made available in commensurate with every stage of the growth. A midsize university requires certain levels of infrastructure to support its operations. Maintaining alignment with institutional vision and mission, living within financial means, and ensuring appropriate quality assurance controls are integral to successful transitions of rapidly growing higher education organizations.

Although Charles R. Drew University of Medicine and Science (CDU) was on the brink of financial insolvency a few years ago, a financial lifeline was furnished in part by a growing research infrastructure endowment funded by National Institute of Health, and by substantial academic affairs infrastructure funding from Title III programs of Department of Education. By 2011, CDU had re-structured with new leadership and re-balanced its financial books to work within its tuition/fees, research overhead, and endowment return means. The turnaround of the University was validated externally by progressively improving financial audits and re-affirmation of regional accreditation for an eight-year cycle (through 2018). While at the moment, campus resources and infrastructure adequately support the current enrollment of about 700 students and can reasonably be expected to support up to 1000 full-time students, growth beyond this number will undoubtedly require infusion of additional resources.

Therefore, in order to grow dramatically and thrive as an institution without compromising the quality of its mission-driven service to students and underserved communities, CDU must focus first on infrastructure capacity preparedness. For the next five years, CDU will focus on resource expansion: recruiting and hiring well-qualified faculty and staff to meet enrollment increase, expanding an IT system that can support a much larger campus, expanding the campus footprint as necessary, and providing infrastructure befitting a comprehensive, midsize university.

STRATEGIC GOAL: Ensure the provision of the human, physical, and financial resources and infrastructure needed for a midsize campus population.

Strategic Objective 1: Recruit and retain talented and committed personnel to meet demands for growth in the scope and quality of academic programs and administrative services.

Strategic Objective 2: Build operational bridges within and across different academic and business units for crosscutting initiatives under a one-university model for CDU administration.

Strategic Objective 3: Introduce and promote programs that expand human resource capacity and create succession-planning programs that identify and foster the next generation of leaders, managers, and support personnel from within the institution.

Strategic Objective 4: Stage deployment of infrastructure capacity and resources to coincide with the pace and timing of growth in academic programs and student enrollments.

Strategic Objective 5: Expand campus physical capacity with new real estate, buildings, and satellite or affiliate facilities and redesign the campus landscape that provides an attractive campus personality to learners and serves as a beacon of hope and pride to the surrounding community.

Strategic Objective 6: Increase unrestricted funding for student scholarships, instructional programs, and academic and student support services.

Strategic Objective 7: Create financial reserves and cash flow contingency plans for mitigation of risk from unexpected liquidity constraints or disruptions.

STRATEGIC THEME 3

Expand and Enhance Institutional Resource Generating Capacity



Rationale

Maintaining a diversified portfolio of revenue streams provides a level of stability similar to that of a diversified investment portfolio. A negative impact on one stream may be counterbalanced by a positive impact on another stream; thus, reducing the overall effect on the total yield. Similarly, contingency funds (either in the shape of unrestricted endowments or cash investments) play an important role in allowing universities to pursue new opportunities, or to weather disruptions in one or more revenue stream. Both diversification and contingency planning are crucial to long-term institutional strength. Therefore, institutions strive to optimize funding from sources such as tuition, research grants/contracts, clinical service revenue, gifts/fundraising, public/government funding, and auxiliary enterprises.

CDU was founded with a broad and important mission, but with a narrow range of sources of funding. As a Post-Graduate Medical School, CDU focused on supporting graduate medical education at the King/Drew Medical Center (KDMC), and virtually all its revenue at that time was derived from a reliable stream of public funding from county and state sources. With the closure of KDMC, the University was forced to reconsider its revenue sources and expenses. Currently, major sources of funding include state funds (~20%) tuition (~20%), and research grants (~45%). Indeed, the current revenue structure does not mirror the revenue structure of a typical private university.

The current financial structure provides opportunity for further diversification and growth and the future of CDU lies in the ability to maximize these sources of funding. CDU has to consider programs not only in terms of the value to the mission, but also in terms of their fiscal sustainability. To continue to grow and thrive as an institution, CDU must focus on expanding its capacity to generate revenue in support of the institutional mission—a major priority for the Administration in the coming five years.

STRATEGIC GOAL: Explore and maximize all sources of funding available to a private university of health professions and sciences.

Strategic Objective 1: Diversify funding sources to improve institutional financial sustainability.

Strategic Objective 2: Maximize revenue generation from tuition, major gifts, grants, auxiliary enterprise, government support and investments.

Strategic Objective 3: Continue to enhance financial reserves and credit worthiness.

Strategic Objective 4: Develop and implement marketing strategies to increase university visibility and attract students and resources.

Strategic Objective 5: Develop faculty practice plan and explore opportunities to operate health clinics.



STRATEGIC THEME 4

Revamp and Restructure the Internal Operating, Management, and Governance Systems



Rationale

The modern university is a complex organization and the larger the scale of operations, the larger the complexity. This is so because of the typically broad institutional mission, multiple and conflicting institutional agenda, large number of diverse institutional stakeholders, diverse expertise of the internal constituents, and the increasing regulatory environment within which universities operate. The changing demography of students as well as the ever changing technology demand require a never-ending attention to operational and system efficiency and effectiveness. Thus, progressive institutions are adept at instituting a culture of continuous improvement in compliance with the changing regulatory environment and in pursuit of better, more efficient and effective internal operations.

Charles R. Drew University of Medicine and Science (CDU) has a unique mission with a history that reflects engagement with a diverse community. While external funding provides opportunities for growth, the different agendas of these funding agencies have had a less than unified and integrated approach to internal planning and operations. As a small school, CDU relies on limited staffing with all the problems associated with system personalization, lack of continuity, and loss of institutional memory in critical areas. As the University stands at the threshold of major growth, the community is acutely aware that the status quo with respect to policies, processes, and procedures of operations is inadequate to respond efficiently and effectively to its mission.

Therefore, CDU leadership will focus attention on system review, upgrade, and renewal in the next five years. The drive toward a one-university concept necessitates a more integrated approach and the need to make academic affairs the heart of CDU's operations and activities. The University will be committed to recruiting the best talents and ensuring that all faculty and staff receive appropriate professional development necessary for effective performance of their roles and responsibilities.

STRATEGIC GOAL: Adopt programs that will ensure greater efficiency and effectiveness of campus operations and systems.

Strategic Objective 1: Implement a University enterprise resource planning (ERP) platform and develop an IT steering committee with the role of monitoring implementation of technology projects.

Strategic Objective 2: Continue to expand on the process of shared governance between the multiple stakeholders.

Strategic Objective 3: Develop a culture of continuous improvement and quality assurance using University dashboard data to monitor progress.

Strategic Objective 4: Develop a process for review of all the institutional units and committees; and evaluate and update the policy and procedures based on the changing landscape of compliance.

Strategic Objective 5: Develop a comprehensive business continuity and disaster recovery plan.



STRATEGIC THEME 5

Expand, Enhance, and Integrate the Research Mission



Rationale

The Charles R. Drew University of Medicine and Science (CDU) Research Enterprise has emerged as a leading player in the national effort to eliminate health disparities, specifically through three areas of focus which disproportionally affect the surrounding Los Angeles Service Planning Area 6: Cancer, Cardiometabolic disease, and HIV/AIDS.

Over many years of significant effort from talented faculty, dedicated staff, aspiring students, and incredible community champions, CDU's Research Enterprise has grown to address these areas of health disparities through a multi-pronged translational research approach. The efforts of our research have garnered numerous national and international recognition, awards, and competitive grant funding from the National Institutes of Health, the Department of Defense, and other national sources. The excellence in research at CDU has resulted in CDU consistently being ranked in the top 10% of all US institutions receiving federal funding, and top 3% of Historically Black Colleges and Universities receiving federal funding. In addition to the excellent record of extramural funding, CDU's research has built an \$80M endowment, which continues to complement the resources from extramural funding and sustain research efforts at CDU.

The excellent research at CDU is a critical component for sustaining the visibility and credibility of CDU as an academic institution. However, there is more opportunity and need for growth. In the coming years, CDU will embark on efforts to reorganize research administration in furtherance of the research mission. Extending the research pillars to health areas that chronically affect the underserved communities is particularly advisable. Given that the research strengths at CDU currently lie in areas such as Cancer, Cardiometabolic disease, and HIV/AIDS — which have an established record of success in training, and community outreach activities — it is logical to further develop academic programs integrated and built upon these research areas as well as mental health and health services and policy. To further strengthen the research foundation, CDU's curricula at all levels of education will include attaining research outcomes.

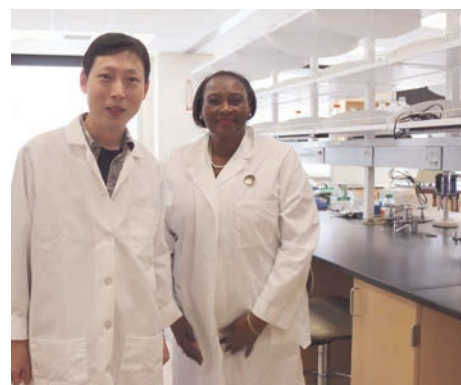
STRATEGIC GOAL: Be a leader in health disparities research by translating scientific discoveries into education, training, clinical care, treatment and community service.

Strategic Objective 1: Be a national and international leader in research in Cancer, Cardiometabolic diseases, and strengthen our HIV/AIDS, Mental Health, and Health Services and Policy.

Strategic Objective 2: Enhance recruitment and retention of research faculty and staff.

Strategic Objective 3: Strengthen undergraduate and graduate student research, education and training experience in health disparities across all departments, colleges and schools.

Strategic Objective 4: Strengthen core infrastructure by providing excellent services for the administration and support of all sources of research grants, including federal, foundation, and biotech/industry.



STRATEGIC THEME 6

Reposition the University as a Student-Centered Institution that Offers a Unique Educational, Student Life and Residential Experience



Rationale

A student-centered institution places the needs and goals of its students at the heart of its operations and activities. To be effective in doing so, a student-centered institution invites students as partners in co-creating their environment and co-designing their academic and extra-curricular activities. As pre-professionals, students are provided with opportunities to learn and develop skills necessary to function effectively upon graduation. Also, student-centered institutions adopt a holistic approach in anticipating and responding to the needs for total growth of all of their students.

The expansion of undergraduate and graduate students in the College of Science and Health, School of Nursing, and pipeline programs has significantly increased the number of students who spend considerable amount of time on campus, who desire residential accommodation, and who desire a richer student life experience.

Given the recent changes in student needs and anticipated changes as international students are recruited to the campus, CDU is committed to redesigning the campus landscape, developing curricular and extra-curricular activities, and re-orienting campus culture for the sole purpose of ensuring student success. In the coming years, CDU is determined to adopt a comprehensive plan to attract more students and improve their retention and graduation.



STRATEGIC GOAL: Provide excellent and unique educational programs and services that support student academic, professional, and personal development.

Strategic Objective 1: Establish student support services and programs to meet the demands of a growing midsize health professions and sciences university.

Strategic Objective 2: Improve student engagement, satisfaction, and success across the University.

Strategic Objective 3: Enrich the student experience by enhancing co-curricular activities, bridge programs, career advising and faculty mentoring as well as by increasing funding to support scholarships, graduate stipends, teaching/research assistantships, and internships.

Strategic Objective 4: Increase experiential educational opportunities for students to actively engage in local and global community health through research, health policy, and social justice initiatives.

STRATEGIC THEME 7

Regenerate and Refocus the Campus Climate and Culture as a Responsive, Caring, and Enterprising Community



Rationale

A healthy university requires a campus climate and culture where all are respected and valued for their talents, diversity of ideas and backgrounds. As an institution committed to excellence, a university must embrace the highest ideals for human cooperation, cohabitation, and community. Universities are not merely the marketplace of ideas and scholarly pursuit, but a place where students, faculty, and staff ought to feel safe to unleash their creativity in furtherance of the university mission.

Charles R. Drew University of Medicine and Science (CDU) has emerged from the turmoil precipitated by the closure of the county hospital and the attendant loss of Graduate Medical Education programs and associated funding. During this period, the survival of the University was at stake. The resulting challenges significantly impacted relationships among critical stakeholders. The recent expansion of the University (especially the addition of the Mervyn M. Dymally School of Nursing), under the current administration, has prompted the University to review and implement new policies, processes, and procedures and develop new relationships.

Therefore, CDU will be intentional in rebuilding its campus climate and in promoting a campus culture that welcomes and celebrates diversity. The University is committed to promoting an environment that appeals to the best in all of us. Our mission to serve the underserved requires a special understanding and appreciation of our humanness even as we hold each other to the highest performance possible. Consequently, in the next five years, the University will focus attention on programs and activities that will make institutional values (CLEDIC) palpable in daily operations and interactions.

STRATEGIC GOAL: Be recognized as a University that exemplifies a climate of collegiality; promoting an atmosphere of trust, respect, and dignity.

Strategic Objective 1: Conduct and review periodic audits of CDU campus climate and act upon the findings.

Strategic Objective 2: Recognize and celebrate achievements that further the University's mission.

Strategic Objective 3: Create programs that enhance campus spirit and pride.

Strategic Objective 4: Provide professional development opportunities to improve faculty and staff performance.

Strategic Objective 5: Promote programs that integrate CDU values into daily operations.



STRATEGIC THEME 8

Adopt and Expand Strategic Networking, Partnership, and Engagement with the Community, Institutions, Organizations, and Governments



Rationale

Modern universities have entered a new era — an era of community engagement, a complete reversal of their former ivory tower character. The twenty-first century environment is that of an engaged and integrated university. An engaged university interacts with the community purposefully, striving to be relevant and responsive to the real needs of society. An engaged university also fulfills its mission by forming strategic partnerships with external entities such as other higher education institutions, business and government organizations. Strong and sustainable community-academic partnerships (inclusive of community-based organizations, schools, government agencies, and health clinics) cultivate integrity and trust that enable new, innovative, and insightful opportunities for student learning, faculty development, and community engagement. As a place of learning and knowledge production, the university benefits from these partnerships in order to effectively address real-time conditions faced by the community.

As an institution that rose from the ashes of the 1965 Watts Revolt, Charles R. Drew University of Medicine and Science (CDU) mission is to work closely with the community to address health disparities. In addition, CDU engages in translational research, thereby ensuring that the benefits of research are felt in the daily life of the community. The relationship between CDU and the community is not a mere expert-client one, but that of a co-creator of their mutual future. Hence, CDU graduates health professionals who learn from the community directly and with an orientation toward meeting the needs of underserved populations. As a community-founded institution, CDU is embarking on an intentional community-integrated plan to ensure that the communities it serves are directly connected to the campus.

The future of CDU, however, entails greater engagement and partnership with the community. Expanding opportunities for students, faculty, and staff to be significantly immersed in community engaged methods, promotes CDU's mission. Classroom activities must be developed with the view of impacting the community and empirical research must continue to be designed with the goal of transforming the lives of underserved populations. CDU will extend partnerships to the neighboring health facilities and develop collaborations with neighboring community colleges for the sole purpose of advancing opportunities for students, faculty, and staff, responding to the missions of the partnering organizations and responding to the needs of the community. The intentional enhancement of community engagement strategies and programs for the mutual benefit of CDU and the communities it serves, will ensure a commitment to and actualization of the University's mission. This will set the standard to grow and broaden our scope as we become a stronger and more visible "private university with a public mission."

STRATEGIC GOAL: Be known as a community-serving university through CDU collaborations, partnerships, and integration with key stakeholders.

Strategic Objective 1: Identify an Office of Community and Civic Engagement to align and develop community partnerships and collaborations, while also facilitating community programs and research interventions that support the surrounding communities.

Strategic Objective 2: Increase and leverage partnerships with local community-based organizations, government agencies, health clinics and their respective constituents for improved community health and wellness.

Strategic Objective 3: Develop programs and partnerships with local high schools, community colleges, and universities to expand and strengthen CDU's academic pipeline for the increase in student outreach and admission.

Strategic Objective 4: Promote opportunities for CDU students and alumni to train in, connect to, and remain engaged with underserved and under-resourced communities.



Strategic Planning Committee

EX-OFFICIO

David M. Carlisle, MD, PhD (President and CEO)

CO-CHAIRS

Steve O. Michael, PhD (Executive Vice President for Academic Affairs and Provost)

Mohsen Bazargan, PhD (Academic Senate President)



MEMBERS

Shanika Boyce, MD
Faculty, College of Medicine

Jackie Brown
Chief of Staff to the President

Daphne P. Calmes, MD
Interim Dean, College of Medicine

Victor V. Chaban, PhD, MSCR
Vice President, Academic Senate

Nathaniel Clark, CIA
University Auditor

Sylvia Drew Ivie, JD
Special Assistant to the President

Ronald Edelstein, EdD
Interim Dean, College of Science and Health;
Senior Associate Dean, College of Medicine

Marie Espinal
Student, College of Science and Health;
President, Charles Drew Student Government

Sheldon D. Fields, PhD, RN
Dean, Mervyn M. Dymally School of Nursing

John Geraghty, CPA
Chief Financial Officer

Cynthia Gonzalez, PhD, MPH
Faculty, College of Science and Health;
Assistant Director, Division of
Community Engagement

Sondos Islam, PhD
Faculty, College of Science and Health;
Director, Urban Public Health

Cheryl Kemp, MS
Director of Student Affairs,
Mervyn M. Dymally School of Nursing

Richard W. Lindstrom, MA
Faculty, College of Medicine;
Director of Institutional Research
and Effectiveness

Angel J. Martinez
Alumni, College of Science and Health;
Administrative Coordinator,
Life Sciences Institute

Carl McLaney, MPA
Vice President of Finance and
Chief Business Officer

Angela L. Minniefield, MPA
Vice President of Advancement, Strategic
Development, and External Affairs

Elias Munoz, JD
Interim Chief Human Resources Officer

Darlene Parker-Kelly, MSLS
Director, Library/Learning Resource Center

Keosha Partlow, PhD, MPH
Faculty, College of Science and Health;
Director, Life Sciences Institute

Espie B. Pasigan
Academic Affairs Manager

John W. Patton, Jr., Esq.
General Counsel

Christopher Reid, MD, PhD
Faculty, College of Science and Health;
Executive Director, Pipeline Programs

Rita Gloria Sawyer, PhD
Assistant Provost for Student Services

William L. Shay, PhD
Assistant Provost and
Accreditation Liaison Officer

Stella Turkson
Student, Mervyn M. Dymally School of Nursing

Ebere Ume, PhD, RN
Faculty, Mervyn M. Dymally School of Nursing

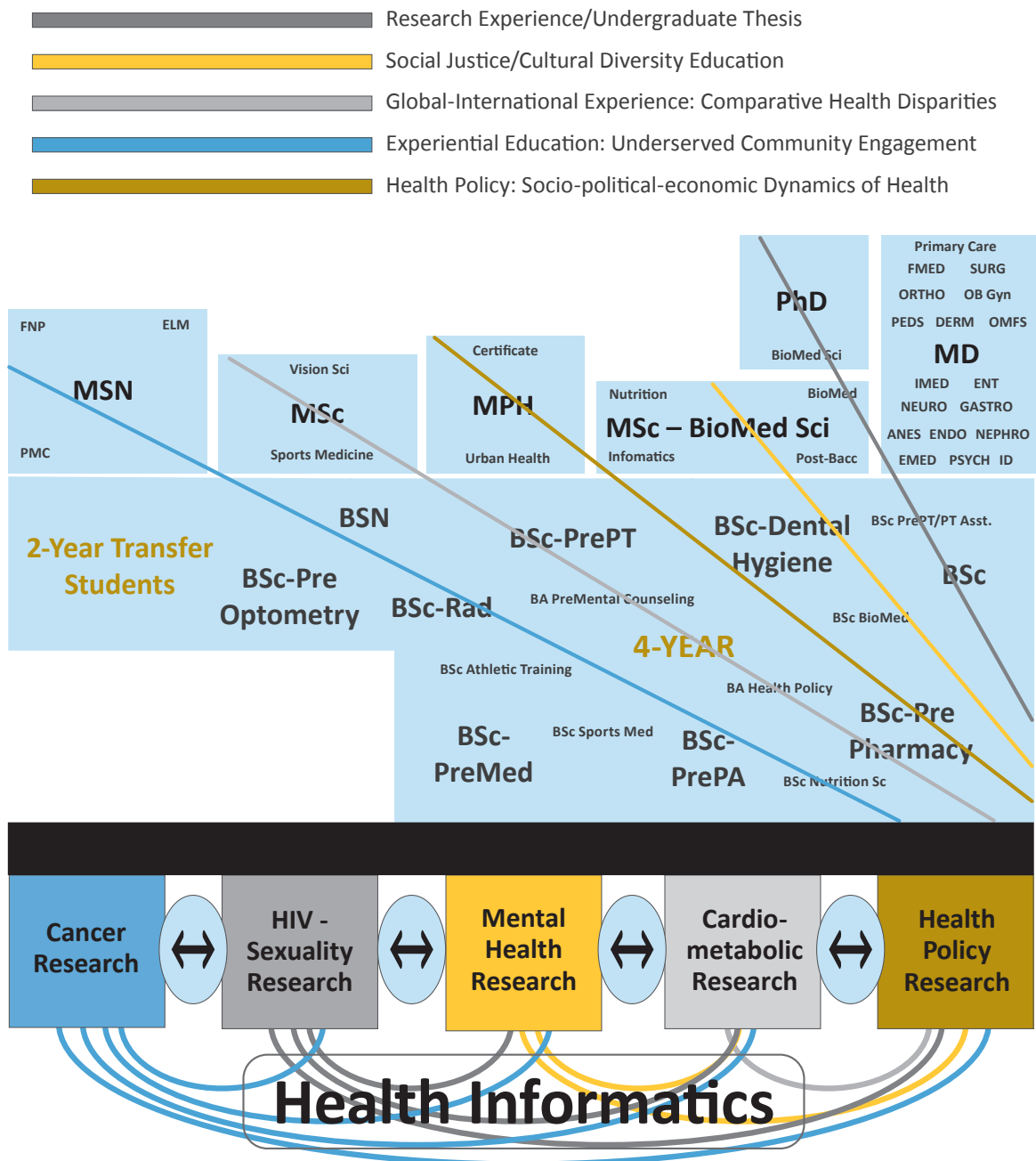
Jaydutt Vadgama, PhD
Vice President for Research and Health Affairs

Gary I. Verón, JD, MPA
Compliance and Diversity Officer

Anthony C. Williams, MBA
Chief Technology Officer

The CDU Advantage: Core Curricular Experience

Building on a proud legacy, the Strategic Plan 2016-2020 unfolds a new vision of expanding and integrating research. The academic enterprise of the University is established firmly upon the five pillars of our research centers. The CDU Unique Advantage is a defining set of characteristics of our education, which is a promise of specialized education that cultivates medical and health leaders able to conduct and translate empirical works in their never-ending quests for health equity.



ANES: Anesthesiology
BioMed: Biomedicine
BSc: Bachelor of Science
BSN: Bachelor of Science in Nursing
DERM: Dermatology
ELM: Entry Level Master's Track
EMED: Emergency Medicine
ENDO: Endocrinology
ENT: Ear, Nose, and Throat

FMED: Family Medicine
FNP: Family Nurse Practitioner
GASTRO: Gastroenterology
ID: Infectious Disease
IMED: International Medicine
MD: Medical Doctor
MPH: Master's of Public Health
MSc: Master's of Science
MSN: Master's of Science in Nursing

NEPHRO: Nephrology
NEURO: Neurology
Nutrition Sc: Nutrition Science
OB-Gyn: Obstetrics and Gynecology
OMFS: Oral Maxillofacial Surgery
ORTH: Orthopedic Surgery
PEDS: Pediatrics
PMC: Post Master's Certificate
PreMed: Pre-Medical

PrePA: Pre-Physician Assistant
PrePT: Pre-Physical Therapy
PSYCH ID: Psychiatry
PT Asst.: Physical Therapy Assistant
Rad: Radiologic Science
Sports Med: Sports Medicine
SURG: Surgery
Vision Sci: Vision Science

**“Excellence of performance
will transcend artificial barriers
created by man”**

- Charles R. Drew



Charles R. Drew University of Medicine and Science
1731 East 120th Street, Los Angeles, CA 90059
tel 323-563-4800 web www.cdrewu.edu