

2022-2027

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## KCU Strategic Plan

# Redefining Health Science Education

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Kansas City  
University

*College of Osteopathic Medicine*  
*College of Biosciences*  
*College of Dental Medicine*

## Mission

*Kansas City University is a community of professionals committed to excellence in education, research, patient care and community service while:*

*Improving the well-being of the communities we serve.*

## Vision

*Changing health care for good.*

## Values

*Excellence | Striving for quality, integrity and innovation*

*Equity | Supporting an inclusive and collaborative environment*

*Empathy | Caring for our students, our colleagues and our community*

## Degree Programs

- *Doctor of Osteopathic Medicine (DO)*
- *Doctor of Clinical Psychology (PsyD)*
- *Master of Science in Biomedical Sciences (MS)*
- *Doctor of Dental Medicine (DMD) - Coming 2023*
- *Master of Business Administration in Healthcare Leadership; in partnership with Rockhurst University*
- *Master of Arts in Bioethics*
- *Master in Public Health; in partnership with the University of Nebraska Medical Center*

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“To find health should be the object of the doctor. Anyone can find disease.”

*-Andrew Taylor Still, DO*

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**Into our second hundred years of existence,** Kansas City University aspires to reimagine and redefine health sciences education for the 21st century. For students and future health professionals. For patients and communities.

The last decade and, more specifically, the recent past have been transformational on many fronts – geopolitical, economic, societal and scientific. The world has changed. Health care has changed. Education has changed. We have changed.

The five-year period 2017-2022 included some of the toughest years in living memory – a global pandemic, social unrest and worldwide market volatility. We confronted the uncertainty, and persevered. Our focus on building infrastructure – physical, technological and curricular – enabled us to make a smooth transition to meaningful remote learning exactly when we needed it, while sustaining the highest levels of training for our students.

This strategic plan addresses KCU's goals for the next five years, 2022-2027, and outlines a roadmap to get us there.

Our mission remains unchanged: *Improving the well-being of the communities we serve.*

Our vision, however, has been necessarily honed to reflect the health care transformation taking place to address increased expectations of patients and care providers: *Changing health care for good.*

Along with our mission and vision, our values will drive a shift in focus over the next five years from building infrastructure to building culture and experiences that support people – our students, our faculty, our staff, our patients and our communities. Our future graduates will deliver a more seamless health care experience for all, and for good.

## Our 2022-2027 strategic plan is built on these foundational strategic themes:

- Student success is job #1
- Consistent clinical education experiences
- Support of our people
- Health equity
- Population health
- Interprofessional Education (IPE)
- Leading-edge technology
- Investment in our programs and infrastructure
- Partnerships that advance our mission
- Strategic growth

# Goal 1 Redefining Health Education and Student Success

## 1. Strategy: Support high-quality, consistent and integrated clinical education for all programs.

- Task: Recruit Vice President for Health Affairs responsible for supporting successful clinical partnerships.
- Task: Formalize health system/hospital/health center-branded relationships with aligned goals.

## 2. Strategy: Expand partnerships focused on novel models of health science education.

- Task: Expand educational partnerships focused on population health and health equity.
- Task: Work with community partners to share resources (facilities/personnel) and to develop industry-needed programs that define skills for students' career success.
- Task: Strengthen pipeline programs that ensure a diverse and skilled health care workforce.

## 3. Strategy: Develop an Interprofessional Education (IPE) model grounded in population health and health equity.

- Task: Invest in the continuum (undergraduate, graduate and continuing education) of IPE for all programs.
- Task: Measure objective student outcomes to achieve scores in the top quartile for all colleges and all programs.
- Task: Establish endowed chairs and professorships that advance our mission.
- Task: Develop additional academic programs within the health sciences that support our mission.

## 4. Strategy: Strive to be the most student-focused health sciences university.

- Task: Develop a Center for Student Success and Well-Being.
- Task: Develop novel ways of delivering educational experiences and transitioning to competency-based assessments.



Academic programs that address community needs while ensuring student success.



## Goal 2 Mission-Relevant Research

### 1.Strategy: Establish a Center of Excellence for Population Health and Health Equity (with academic, research and service elements).

- Task: Recruit leadership, staff and faculty to impact the health and well-being of the urban and rural communities we serve.
- Task: Partner with community-based organizations to improve measurable health outcomes.
- Task: Develop an annual Heartland Report on Primary Care Access.

### 2.Strategy: Develop a central research strategy that enhances our academic programs.

- Task: Hire Vice Provost for Research.
- Task: Increase extramural funding that enhances research and scholarship within focused areas aligned with our academic mission and supporting student participation.
- Task: Expand external research partnerships.



Research efforts that advance our academic programs and the health of our communities.



## Goal 3 Community-Focused Service

**1. Strategy: Coordinate enhanced service-learning opportunities for students within all academic programs.**

- Task: Develop a Community Outreach Committee with an IPE focus to identify high-impact service-learning opportunities.
- Task: Enhance the Score 1 for Health program to integrate interprofessional training and service across all programs.

**2. Strategy: Develop affiliation agreements with community clinical partners that advance our academic, research and clinical service efforts as a model for interprofessional care.**

- Task: Expand interprofessional education strategies with community partners to enhance interprofessional care.
- Task: Incorporate population health and health equity strategies into clinical service partnerships.



Community partnerships  
that support advocacy and  
clinical service.



## Goal 4 Institutional Spirit

### 1. Strategy: Recognize and celebrate faculty, staff, student and alumni success.

- Task: Highlight program-specific and university-wide recognition of student, faculty and staff contributions.
- Task: Highlight the recognition of alumni achievements from all programs and the contributions to their professions and university.

### 2. Strategy: Prioritize wellness activities that engage our faculty, staff and students.

- Task: Create inventory of resources and develop a university-wide inclusive wellness and outreach plan.
- Task: Develop and measure wellness metrics, including an updated campus community climate survey.

### 3. Strategy: Enhance University awareness.

- Task: Develop a yearly comprehensive marketing, media and communications plan.
- Task: Enhance internal messaging between campuses and all academic programs.
- Task: Identify subject matter experts within the faculty and staff to promote the University's mission, maintain a positive reputation and *improve the well-being of the communities we serve.*
- Task: Develop co-branding opportunities with clinical partners and affiliates.
- Task: Track and report metrics for brand awareness within all markets.



Actions that advance our reputation, wellness, pride and values.



## Goal 5 Responsible Stewardship

### 1. Strategy: Retain, recruit and develop world class faculty and staff.

- Task: Invest in the development of faculty and staff to ensure successful student outcomes.
- Task: Maintain competitive salaries, benefits and work environments that reward exceptional performance.

### 2. Strategy: Develop partnering relationships that advance our mission, vision and values.

- Task: Identify opportunities to invest in the communities we serve.
- Task: Explore partnerships in academic programming, research initiatives and clinical service.

### 3. Strategy: Continue our commitment to fiscal responsibility.

- Task: Monitor metrics and financial goals to ensure the sustainability of existing programs and allow for the development of novel programs.
- Task: Generate institutional operating surpluses to enable the ongoing investment in academic programs and facilities to maintain university competitiveness.
- Task: Maintain competitive tuition for all programs.

### 4. Strategy: Develop an annual giving program that provides a consistent philanthropic revenue stream to support institutional priorities.

- Task: Cultivate philanthropic revenue, outside of capital campaigns, that contributes to the sustainability and growth of academic programming.
- Task: Ensure that alumni annual giving participation, donor retention, planned gift expectancy and data integrity are maintained above industry standards.



Strategies that benefit our students, support our communities and advance our standing as a comprehensive health sciences university.



## Strategic Planning Committee

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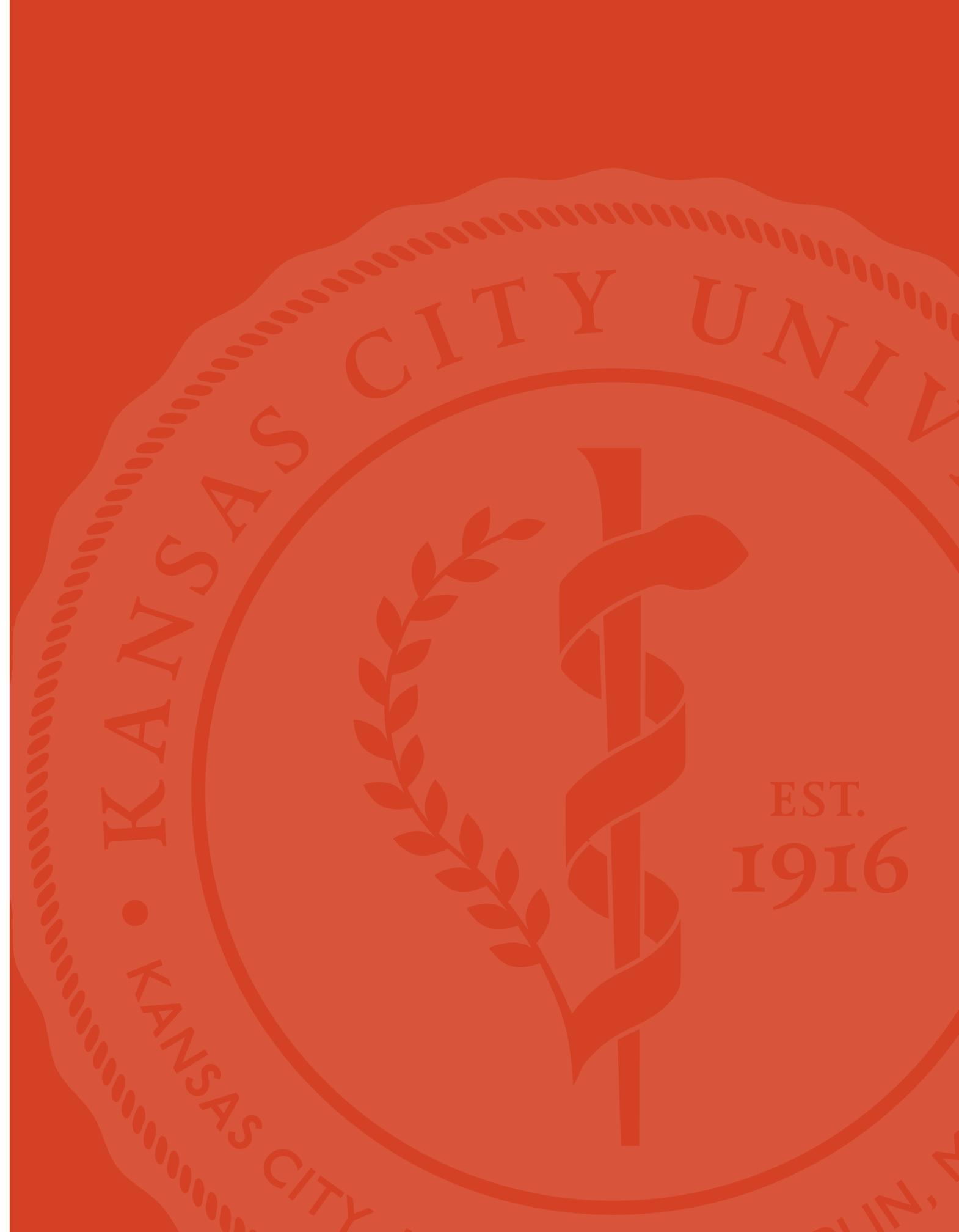
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