

2023 -
2027

CABARRUS
COLLEGE
of
HEALTH SCIENCES

EMBRACING THE
OPPORTUNITIES

GUIDING PRINCIPLES

MISSION

VISION

**CORE
VALUES**





OUR COMMITMENT TO OUR STUDENTS

Cabarrus College is a leader in healthcare education, providing immersive and innovative programs to prepare caring, collaborative, and courageous healthcare professionals ready for a life of service to others.

OUR COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION

Cabarrus College of Health Sciences is dedicated to excellence in healthcare education and community engagement by preparing professionals equipped to respond with caring and integrity to a diverse and global society. The college is committed to ensuring that all students, faculty, and staff have access to equitable work and education in an inclusive and supporting environment where they feel welcomed, respected, valued, and have an opportunity to pursue their goals.

Cabarrus College provides progressive, exemplary healthcare education.

To be the premier, private, residential health sciences college, preparing healthcare professionals and leaders who impact their communities through inclusive, innovative and compassionate care.

CARING | COMMITMENT
TEAMWORK | INTEGRITY



Academic Excellence



Performance Excellence



Institutional Effectiveness



Employee Engagement



OUR GOALS

Student Success



Community Benefit



MESSAGE FROM PRESIDENT CRUICKSHANK

IT IS DIFFICULT TO UNDERSTATE HOW MUCH THE COVID-19 PANDEMIC HAS IMPACTED OUR PERSONAL AND PROFESSIONAL LIVES.

For more than two years, the pandemic has greatly accelerated the pace of change with how we teach, learn, serve, socialize, worship, and consume goods and services. These changes in our way of being have presented both new and significant challenges, and amazing opportunities.

Perhaps the most significant challenge the pandemic has caused for society, healthcare, and for Cabarrus College of Health Sciences is the great need for healthcare professionals. While there has always been a need for doctors, nurses, medical assistants, occupational therapists, and surgical technologists, our country has probably not experienced such great demand since the college was founded during World War II. What is exciting for Cabarrus College is that embedded in this pronounced and significant challenge lies great opportunity. We look forward to confronting the challenges and embracing the opportunities while doing our part to educate the next generation of well-prepared healthcare professionals to serve their communities with compassionate care.

Embracing the Opportunities: the 2023-2027 Strategic Plan for Cabarrus College of Health Sciences identifies how we intend to embrace and overcome these great challenges. The plan identifies how we will add new degree programs and prepare more graduates; provide enhanced services to the various types of learners we serve; have a positive social impact on our community; innovate and become integrated into the new Health Sciences System; and ensure we have the human, financial, and technical resources to provide the quality experiences and education our teammates and students deserve.

When we began the strategic planning process, we had two primary objectives: engagement and transparency. We accomplished both. We involved approximately 500 faculty, staff, students, alumni, governing board members, and community members in the process. We utilized focus groups, open-campus meetings, online surveys, and several committees to obtain input into the plan. We also shared meeting invitations, minutes, survey results, and planning documents with the entire college community. This inclusive process allowed us to get the best thinking from everyone and produced excellent results.

Thank you to all of those who participated in the planning process. Your input was extremely important. Your leadership was instrumental in developing such a strong plan. Special thanks go to our Steering Committee for their leadership and the extra commitment they put into this project.

I look forward to embracing the opportunities and overcoming these challenging times with you over the next five years. Let's work together to accomplish the goals, strategies, and success measures outlined herein. Let's embrace the opportunity to execute on our mission to provide exemplary healthcare education to as many future healthcare professionals as possible.

Cam Cruickshank, PhD
President





OUR INSTITUTIONAL CHARACTERISTICS

- ❖ A leader in healthcare education providing immersive and innovative programs.
- ❖ Dedicated students working alongside faculty mentors invested in their success.
- ❖ Healthcare professionals ready to serve with confidence, courage, and compassion.



STEERING COMMITTEE

EXECUTIVE SPONSOR:

Cam Cruickshank, President

Susan Coon, Director of Digital and Instructional Innovation

Christine Corsello, Dean, Student Affairs and Enrollment Management

Tripti Devkota, Director of Institutional Research and Effectiveness

Mary Elmore, Director of Student Records and Information Management

Cris Eudy, Dean of Nursing

Sandra Harvey, Dean for Administrative and Financial Services

Jacqueline Mayo, Program Chair, Master of Occupational Therapy

Meg Patchett, Provost

PLANNING PROCESS

Cabarrus College of Health Sciences kicked off its 2023-2027 Strategic Planning Process in September 2021. Throughout the 16-month process, individual units and academic departments evaluated their areas and identified new strategic issues; the college reviewed its mission, vision and values; and committees were formed based on four strategic pillars to discuss and develop institutional priority issues, goals and tactics for the next five years. Strategic and financial plans for each unit were developed before being submitted to the Cabarrus College Governing Board for consideration. The approved strategic plan will be implemented starting in January 2023.



STRENGTHS

- Small college environment
- Fast, personalized admissions process
- Connection with Atrium Health and local community
- History of success in healthcare education
- Multiple course delivery options and clinical experiences
- Generous financial aid packages

OPPORTUNITIES

- Population growth among high school graduates in the immediate area
- Relationships with high school counselors, alumni, and Atrium Health strategic combination partners
- Health Academy partnership with local schools offers recruitment opportunities

CHALLENGES

- Limited resources (financial, physical, personnel, technology)
- Cost vs. state and community college competitors
- Selective admissions process
- Limited diversity (among faculty/staff and students)
- Lack of mentorships for underserved populations
- Limited scholarship (institutional) opportunities

THREATS

- Local and regional competition is increasing, including lower cost competitors
- Promotion of other programs/colleges within the Atrium Health System
- For-profit institutions tend to lure away students of color
- Job saturation in some fields (e.g., OTA)





PILLAR 1

STUDENT SUCCESS

COMMITTEE

EXECUTIVE SPONSOR:

Meg Patchett, Provost

CO-CHAIRPERSONS:

Cris Eudy, Dean of Nursing

Sherry Hamilton, Coordinator,
Retention and Student Success

MEMBERS:

Debora Alder, Assistant
Professor, Associate of Science
in Nursing Program

Kristin M. Davis, Student,
Master of Science in Nursing
Program

Tripti Devkota, Director of
Institutional Research and
Effectiveness

Michelle Gay, Program Chair,
Surgical Technology Program

Jacqueline Ferreira, Career
Technical Education Coordinator,
Cabarrus County Schools

Joseph Leviner, Assistant
Professor, Associate of Science
in Nursing Program

Emilee Magill, Student,
Associate of Science in Nursing
Program

Kelly Propst, Chief Innovation
and Engagement Officer,
Cabarrus County Schools

Kathryn Springer, Academic
Fieldwork Coordinator/
Instructor, Master of
Occupational Therapy Program

Brandon Woods, Instructional
Technologist and Developer

PILLAR SUMMARY:

We have a diverse set of learners with different needs and expectations. To positively impact the success of our students and help them persist, strategies that will strengthen relationships, enhance preparedness, and promote engagement will be implemented.

STUDENT SUCCESS

Strengthen the human, physical, and technological resources needed to improve student services, promote engagement, and best support the success of our learners.

GOAL 1 Improve advising services available to students	1.1 Consider the development of a comprehensive advising center 1.2 Implement appreciative advising 1.3 Develop new hire appreciative advising training modules for new instructors and provide annual training for all faculty
GOAL 2 Improve the orientation experience for students in programs of all delivery types	2.1 Consider required onsite orientation sessions for students to complete fingerprinting, drug and health screens, and other requirements 2.2 Develop program-specific advising for deposited students not yet enrolled 2.3 Provide drop-in and virtual sessions for students who require practice and assistance with technology platforms 2.4 Survey first-year students annually to determine opportunities for improvement with new student orientation
GOAL 3 Expand student engagement opportunities inside and outside the classroom	3.1 Ensure students understand the alignment between engagement activities and college mission, vision, and values 3.2 Encourage and incentivize students to develop peer support groups 3.3 Involve students in Atrium Health system resource groups 3.4 Consider acquiring a virtual platform to promote timely responses to enrolled and prospective student questions and needs 3.5 Investigate the development of internships, research opportunities, and extracurricular activities for students
GOAL 4 Increase overall college retention rate	4.1 Develop a transition to college course for first-time, full-time students 4.2 Implement a faculty-to-student mentoring program 4.3 Initiate a success coach program 4.4 Explore resources to support students such as those with differing abilities or whose second language is English 4.5 Identify ways to support the mental well-being of students

SUCCESS MEASURES:

- GOAL 1:**
Annual improvement in the survey item measuring the impact of advising on the educational experience.
- GOAL 2:**
Positive trend in survey ratings on the impact of the student orientation on academic success.
- GOAL 3:**
Increase in number of students participating in engagement activities over five years.
- GOAL 4:**
Increase in the overall college retention rate of full-time and part-time students from first year to second year, throughout the five years.



PILLAR 2 SOCIAL IMPACT

COMMITTEE

EXECUTIVE SPONSOR:

Christine Corsello, Dean,
Student Affairs and Enrollment
Management

CO-CHAIRPERSONS:

Jacqueline Mayo, Program
Chair, Master of Occupational
Therapy Program

Michelle Gay, Program Chair,
Surgical Technology Program

MEMBERS:

La'Jay Adams, Coordinator,
Admissions and Recruitment

Jazmin Caldwell, Partner,
Elder Law & Estate Planning
Solutions of the Piedmont

Arlene Cash, HR Program Man-
ager, Atrium Health

Jamie Cochran, Instructor,
Associate of Science in Nursing
Program

Heather "Timbs" Fulghum,
Community Relations Manager,
Atrium Health

Reah Moore,
Manager, Marketing and Events

Valerie Richard,
Director, Financial Aid

Gloris "Gigi" Springs,
Associate Registrar

Holly Whisman, Student,
Associate of Science in Nursing
Program

PILLAR SUMMARY:

Cabarrus College is dedicated to increasing access for marginalized populations, having a positive impact on the communities we serve, and providing a sense of belonging for all. To meet this strategic goal and have a positive social impact, we will focus on improving the campus climate, increasing the diversity of teammates and students, and providing greater access for students to attend our institution.

SOCIAL IMPACT

Have a positive impact on the communities we serve by partnering with community organizations, improving access to a Cabarrus College education, and creating an inclusive, welcoming, and supportive environment which provides a sense of belonging for all.

GOAL 1

Improve cultural humility, inclusion, and sense of belonging

- 1.1 Select and administer a campus climate survey
- 1.2 Benchmark Cabarrus College campus climate survey to similar institutions and track trends in survey results
- 1.3 Utilize data obtained from campus climate survey to determine cultural competency education for administration, faculty, staff, and students
- 1.4 Provide training for and promote inclusive hiring practices

GOAL 2

Expand access to Cabarrus College

- 2.1 Implement recruitment strategies to increase the diversity of the study body
- 2.2 Engage with the Cabarrus Healthcare Foundation to raise additional financial resources for need-based scholarships
- 2.3 Increase giving from foundations and corporations to support students from marginalized populations
- 2.4 Investigate expansion of Atrium Health Loan Forgiveness program
- 2.5 Expand institutional aid offerings for new and transfer students, with an emphasis on marginalized populations

GOAL 3

Improve Community Impact

- 3.1 Collaborate with Atrium Health and community partners to identify new academic program offerings that support the workforce needs of occupations that serve marginalized populations
- 3.2 Develop formal partnerships with community agencies and organizations to strengthen community impact and the support of marginalized populations
- 3.3 Consider developing and funding an Alumni and Community Relations Office
- 3.4 Engage alumni to participate in community engagement activities that align with the college mission, vision, and values

SUCCESS MEASURES:

GOAL 1:

Positive trend in survey ratings on a sense of belonging on the campus climate survey.

GOAL 2:

Increase in the total amount of institutional aid provided to students each year.

GOAL 3:

Align the student body demographic profile to better match the demographics of the communities we serve over the five years.

GOAL 4:

Increase the number of formal community partnerships to support student, faculty, and alumni service to marginalized populations.



PILLAR 3

INNOVATION AND SYSTEM INTEGRATION



COMMITTEE

EXECUTIVE SPONSOR:

Cam Cruickshank, President

CO-CHAIRPERSONS:

Susan Coon, Director of
Digital and Instructional
Innovation

Sophia Miranda, Associate
Professor, Master of Science in
Nursing Program

MEMBERS:

Bryan Delaney, Chairman, EO
Accelerator

Rachel Houston, Associate
Professor and Program Chair,
Medical Assistant Program

Andrew Nance, MD, Physician
Lead, Cabarrus Family Medicine

Kim Plemmons, Program
Chair, Associate of Science in
Nursing Program

Evan Rivers, Student,
Occupational Therapy Assistant
Program

Trevor St. Clair, Assistant
Professor, Master of
Occupational Therapy Program

Dawn Swiderski, Assistant
Vice President of Simulation
Services, Atrium Health

Lyric Whitener, Coordinator,
Admissions and Recruitment

PILLAR SUMMARY:

In developing new programs, creating innovations in program delivery, and strengthening the institutional brand, we will increase the capacity to serve more learners in remote and distant locations and make simulated learning experiences a competitive advantage. Additionally, by leveraging the resources available at institutions throughout the evolving health sciences system, we will be able to provide better and more cost-effective services for our learners.

INNOVATION AND SYSTEM INTEGRATION

Serve more learners through new program development, innovations in program delivery, strengthening the institutional brand, and optimizing resources across the emerging health sciences education system.

GOAL 1

Prepare more health science professionals through innovations in program delivery

- 1.1 Implement hybrid online and clinical instruction delivery model of instruction (Hub and Spoke Model)
- 1.2 Leverage existing system resources, increase emphasis on simulated interdisciplinary and interprofessional learning experiences, and make additional investments in simulated experiential learning
- 1.3 Consider a set of graduate core courses which could be deployed across curricula to support the addition of graduate programs and serve more learners

GOAL 2

Increase brand awareness and position Cabarrus College as a leader in innovative health sciences education

- 2.1 Conduct a research study on a potential name change for the institution
- 2.2 Developing and implement a rigorous set of healthcare core competencies across the undergraduate curriculum
- 2.3 Develop undergraduate academic minors using existing courses and resources
- 2.4 Consider implementing continuing education programs for working professionals, alumni, and community members
- 2.5 Work collaboratively with community college partners to implement academic articulation agreements and transfer student scholarships

GOAL 3

Develop new academic programs which meet current and future workforce needs

- 3.1 Develop and execute an implementation plan for academic programs currently under development
- 3.2 Utilize market research, health system workforce data, and community needs to identify additional academic programs to be considered

GOAL 4

Optimize resources and collaboration in the emerging health sciences education system

- 4.1 Implement shared services which will benefit students across the health sciences education system
- 4.2 Reduce administrative expense through cost-sharing on technology and workforce solutions
- 4.3 Consider the utility of sharing courses, faculty, and other academic resources between institutions within the health sciences education system

SUCCESS MEASURES:

GOAL 1:

Increase the number of health science graduates for the next five years.

GOAL 2:

Conduct a market research study to determine the likely reputational impact and level of community support associated with a potential name change for the institution.

GOAL 3:

Launch five new academic programs over the next five years.

GOAL 4:

Implement two shared services and two shared technology solutions within the emerging health sciences education system over the next five years.



PILLAR 4

OPERATIONAL EFFICIENCY AND FINANCIAL HEALTH

COMMITTEE

EXECUTIVE SPONSOR:

Cam Cruickshank, President

CO-CHAIRPERSONS:

Malia Barrett, Manager of
Business Operations

Mary Elmore, Director of
Student Records and
Information Management

MEMBERS:

Conitsha Barnes, Energy Policy
Management Director, Duke
Energy Corporation

Jessica L. Davis, Student,
Master of Science in Nursing
Program

Tammy Fulton, Staff Assistant,
Academic Support

Nancy Green, Program Chair,
Occupational Therapy Assistant
Program

Emma Gonzalez, Student,
Occupational Therapy Assistant
Program

Lamonte Johnson, Director
of FMG Operations Services,
Atrium Health

Kimberly LaPointe, Assistant
Vice President of Finance,
Atrium Health

Jennifer Russell, Loan Officer

PILLAR SUMMARY:

To grow Cabarrus College with long-term sustainability as a focus, we will assess, evaluate, and monitor several indicators of success. These strategies will help us to improve employee satisfaction, fuel our growth and enhance the student experience through the use of technology solutions.

OPERATIONAL EFFICIENCY AND FINANCIAL HEALTH

Ensure long-term sustainability through diversifying revenue streams, improving teammate satisfaction, maximizing human and financial resources, and by leveraging technology to improve business processes.

GOAL 1

Ensure long-term financial sustainability for the college through enrollment growth and diversification of revenue streams

- 1.1 Develop realistic enrollment and revenue projections that will generate sufficient financial resources to support the college
- 1.2 Increase the number of grant applications submitted annually
- 1.3 Grow donor participation by investing in a new fundraising professional strictly dedicated to Cabarrus College
- 1.4 Consider various new forms of auxiliary revenue including residence halls, food service, conferences, and other opportunities
- 1.5 Research potential new tuition models and pricing strategies
- 1.6 Closely monitor and update the five-year financial model

GOAL 2

Improve employee satisfaction through appropriate levels of workload, compensation, and benefits

- 2.1 Identify higher education industry standards for workload indicators
- 2.2 Assess current workload using standard workload indicators
- 2.3 Benchmark workload, compensation, and benefits relative to peer and aspiration institutions
- 2.4 Utilize internal assessment and external comparisons to determine appropriate workload compensation levels

GOAL 3

Create a physical environment that allows for growth

- 3.1 Maximize the utility of existing space by revising the course schedule, implementing office sharing, and offering more evening and weekend classes
- 3.2 Conduct due diligence to determine future space needs, capital requirements, and financial impact on the annual operating budget
- 3.3 Consult with stakeholders to identify additional space at Hospital Campus, new campus locations, or both

GOAL 4

Improve service to students through investments in technology solutions

- 4.1 Conduct a technology needs assessment for every academic and administrative department
- 4.2 Identify the greatest needs, prioritize projects, and secure investments in technological tools to improve operational efficiency and student service

SUCCESS MEASURES:

GOAL 1:

Increase the positive annual operating revenue contribution over previous year.

GOAL 2:

Improve positive response on describing faculty and staff workload item on annual surveys.

GOAL 3:

Increase the number of course sections offered per week in our current space.

GOAL 4:

Gather data to seek students' feedback on systems utilized and efficiency with the various processes and improve the rating over a five-year period.

NEW HEALTH CAREER DEGREES MEET COMMUNITY NEEDS, FUEL GROWTH

Cabarrus College currently offers 13 degrees in nine health-care disciplines. To meet critical healthcare needs in the community and to create more health career opportunities for local students, Cabarrus College is continuing to expand its academic programming with six new programs scheduled to launch between 2023 and 2024, increasing the college's offerings to 19 degrees in 12 disciplines.

THE COLLEGE'S CURRENT OFFERINGS:

Biomedical Sciences: *Bachelor of Science*

Community Health and Wellness: *Bachelor of Science*

Health Sciences Leadership and Development:
Bachelor of Science

Nursing: *Associate of Science in Nursing, RN-to-BSN,
Master of Science in Nursing*

Medical Assistant: *Diploma, Associate of Science*

Medical Imaging: *Bachelor of Science*

Occupational Therapy: *Associate of Science,
Master of Occupational Therapy*

Surgical Technology: *Associate of Science*

Life Sciences: *Associate of Science*

Programs launching in 2023:

Nursing: *Traditional four-year Bachelor of Science in Nursing*,
Accelerated Bachelor of Science in Nursing**

Respiratory Therapy: *Bachelor of Science**

*Pending SACSCOC approval

1942

CABARRUS COLLEGE
IS ESTABLISHED

711

TOTAL STUDENTS
ENROLLED

(Unduplicated headcount)



16

AVERAGE CLASS SIZE

8

HEALTHCARE
CAREER PROGRAMS

#2

BEST ONLINE RN-TO-BSN
PROGRAM IN U.S.

7:1

STUDENT-TO-FACULTY
RATIO

90+%

WORKING IN HEALTHCARE
WITHIN SIX MONTHS
OF GRADUATION

96+%

COLLEGE-WIDE PASS
RATES ON LICENSURE
AND CERTIFICATION

**CABARRUS COLLEGE
OF HEALTH SCIENCES**

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Concord, NC 28025

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CabarrusCollege.edu

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ATRIUM HEALTH CABARRUS**



Atrium Health

