

Arkansas Colleges of Health Education

Strategic Plan



— ARKANSAS COLLEGES OF —
HEALTH EDUCATION

2017-2022

Introduction

The development of a Strategic Plan for the Arkansas Colleges of Education has been an ongoing process since the inception of the vision to establish a graduate campus to support health education programs in Fort Smith, Arkansas. The evolution of this process included numerous discussions by the Board of Trustees of the Fort Smith Regional Healthcare Foundation and the Degen Foundation prior to the incorporation of the Arkansas Colleges of Health Education.

The Board of Trustees engaged in a planning retreat at Mount Magazine in March of 2017 to evaluate progress on the initial plan and to review directions for the future. The result of this planning retreat helped to clarify and focus future plans for The Arkansas Colleges of Health Education.

On December 1, 2017 members of the Board of Trustees and selected members of the faculty leadership engaged in another review of the Strategic Plan prior to its presentation for consideration by the Board of Trustees and its subsequent adoption.

A Draft Strategic Plan resulting from the December 1, 2017 session was provided to all members of the Board of Trustees and to faculty leadership in on December 15, 2017 requesting input prior to formal presentation for adoption. Comments from a small number of participants were incorporated into the final plan document.

The Strategic Plan was reviewed by the Arkansas Colleges of Health Education Board of Trustees and adopted on January 11, 2018.

CONTEXT

The history of compassionate health care had its formal Fort Smith beginning in 1887 when medical care that became Sparks Hospital began through the efforts of Rev. George Degen. This community hospital was a foundation of service to the entire region for more than a century. Changes in the health care environment in the region resulted in a decision by the community-based Board of Trustees to sell the facility to a qualified purchaser who would continue to serve the community.

Following the sale of Sparks Health System in 2009, the Fort Smith Regional Health Care Foundation, the recipient of the sale proceeds, immediately began discussions about new opportunities to address health care needs. Expanding the number of well-trained primary care physicians and other health professionals emerged as the most viable option to provide better access to prevention and treatment of prevalent health conditions in Arkansas and the region. Feasibility studies to evaluate several options ultimately resulted in the decision to incorporate the Arkansas Colleges of Health Education (ACHE) and to pursue the establishment of a first-rate institution of higher education operating multiple graduate-level colleges in several health fields. In this way, the Arkansas Colleges of Health Education is continuing the vision of improving health care in one of America's most underserved regions.

The Arkansas Colleges of Health Education was incorporated in 2014 as an independent not-for-profit educational institution. Plans for the Arkansas College of Osteopathic Medicine (ARCOM) as the first graduate education program began immediately. The process was enhanced when the Fort Chaffee Redevelopment Authority donated 200 acres of prime land in the Chaffee Crossing area of east Fort Smith for the educational campus and related development. An additional 28 acres were purchased to provide for future growth. Chaffee Crossing is the result of the release of more than 7,000 acres of military land which was part of Fort Chaffee, a 78,000 acre military training post initially constructed in 1941. The release of land for private development was the result of the Base Realignment and Closure (BRAC) process. In the two decades since this release, extensive development of residential, commercial and industrial sites has occurred in the area. The land donated to ACHE is choice property which positions the school for growth in the future.

The Fort Smith Regional Healthcare Foundation and the Degen Foundation have provided financial support to the Arkansas Colleges of Health Education to facilitate the initial start-up for programs, construction of facilities and for other needs. These Foundations continue as supporting organizations of ACHE while also providing grants to address other community health needs.

The initial building on the campus consists of 102,000 square feet on three levels at an appraised value of \$32.4 million. A grant was received for \$1.2 million which was used for parking lots and infrastructure of the facility. An initial anonymous gift of \$14 million was received to support the ACHE initiative. All ACHE facilities are designed to present a technologically advanced learning environment with the very best opportunities for aspiring medical professionals to acquire the required skills for the future.

Guided by an independent ACHE Board of Trustees, this private institution has charted a bold course to develop future educational programs to serve the needs of the state and region. Additional programs will be based upon identified needs and will be initiated as space and resources allow. Also included in these plans is the addition of a planned development including retail, housing, restaurants and other amenities in a walkable environment to support the educational community and adjacent neighborhoods in a healthful manner.

MISSION

The mission of the Arkansas Colleges of Health Education is to educate and train a diverse group of highly competent and compassionate health care professionals; to create health and research support facilities; and to provide healthy living environments to improve the lives of others.

Adopted August 18, 2016 by the Arkansas Colleges of Health Education Board of Trustees

VISION

The Arkansas Colleges of Health Education will be a catalyst of health education through learning, research and service which contributes to a healthy living environment.

CORE VALUES

A strong sense of values forms the foundation of the Arkansas Colleges of Health Education and guides its growth and service to students and community. These values embrace diversity and reflect a sense of stewardship representing the vision of the founders including entrepreneurship, shared leadership, scholarship, collaboration, mentorship, integrity and responsibility.

STRATEGIC GOALS AND OUTCOMES 2017-2022

Goal 1: The Arkansas Colleges of Health Education will expand academic program opportunities based on documented needs which reflect student demands and employment opportunities.

- New programs will be based on sound research and planning.
- Accreditation by appropriate agencies for each program will be a priority.
- Building a strong faculty of committed professionals will be achieved contemporaneously with program growth.

Goal 2: The Arkansas Colleges of Health Education will establish clinical training opportunities for students and graduates throughout Arkansas and the region.

- Agreements with training institutions will reflect the demands of each program.
- Relationships with practicing health professionals will give students opportunities to gain practical experience as part of their clinical training.

Goal 3: The Arkansas Colleges of Health Education will engage in outreach activities to develop an identity throughout the region as a priority provider of graduate health education.

- Student recruiting will emphasize those who will exemplify the values of ACHE consistent with the mission.
- Potential future students at ACHE or other health education institutions will have opportunities to develop an awareness of careers in health education.

Goal 4: The Arkansas Colleges of Health Education will plan and develop campus properties to support the educational health and wellness programs through fiscally responsible actions.

- Facilities to support academic programs will expand commensurate with resources and program growth.
- Student housing facilities and neighborhood development will complement the academic buildings and create a healthy living environment.
- Fiscal planning and management will ensure sustainability for the short and long-term.

Action Items and Strategies

Action Items and Strategies represent a framework for the pursuit of identified goals under the guidance and oversight of the President/CEO of the Arkansas Colleges of Health Education and his staff.

Goal 1: The Arkansas Colleges of Health Education will expand academic program opportunities based on documented needs which reflect student demands and employment opportunities.

- Review needs assessment in detail to guide identification and development of additional academic programs.
- Identify necessary resources to support new program development in terms of facilities, staffing and clinical opportunities.
- Develop curriculum and assign staff to initiate a Master of Science in Biomedicine program.
- Recruit and employ program directors for Physician Assistant, Physical Therapy and Occupational Therapy Programs.
- Pursue the accreditation process for all programs at both the institutional and programmatic levels with all deliberate speed.
- Recruit faculty consistent with program needs as programs expand.

Goal 2: The Arkansas Colleges of Health Education will establish clinical training opportunities for students and graduates throughout Arkansas and the region.

- Confirm and expand clinical training agreements with providers in support of the Arkansas College of Osteopathic Medicine and its students.
- Identify, confirm and expand additional clinical training opportunities for new academic programs during the development process.
- Advocate for the expansion of residency opportunities in Graduate Medical Education with hospitals and federal officials to facilitate a seamless training process.

Goal 3: The Arkansas Colleges of Health Education will engage in outreach activities to develop an identity throughout the region as a priority provider of graduate health education.

- Pursue marketing activities to acquaint potential students and the public with the opportunities available at the Arkansas Colleges of Health Education.
- Enhance recruiting activities to reach well-qualified students whose goals are congruent with the mission of the Arkansas Colleges of Health Education.
- Monitor student performance to document the rigor of instruction and academic success of students in each program.
- Involve faculty and students in teaching, research and service activities to establish recognition of the Arkansas Colleges of Health Education as a leader in health education.

Goal 4: The Arkansas Colleges of Health Education will plan and develop campus properties to support the educational health and wellness programs through fiscally responsible actions.

- Complete the design and construction of the College of Health Sciences Building on schedule and within budget.
- Complete construction of Phase II student housing for occupancy in 2018.
- Complete the design and construction of Phase III mixed use neighborhood development.
- Assess demand for additional student support facilities and develop these assets as determined by needs.
- Regularly monitor financial data to ensure that program development is consistent with fiscal stability.
- Complete plan, secure funding and begin development of Celebration Park.
- Begin planning for Classroom Building 3.
- Review opportunities to enhance the impact of the Arkansas Colleges of Health Education as they emerge.

