



NEW YORK COLLEGE OF HEALTH PROFESSIONS

STRATEGIC PLAN
2026 - 2029

NEW YORK COLLEGE OF HEALTH PROFESSIONS
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NEW YORK COLLEGE OF HEALTH PROFESSIONS

I. President's Welcome

Dear New York College Community,

It is my honor to present the New York College of Health Professions Strategic Plan: 2026–2029. This plan provides a focused roadmap for the next stage of the College's growth while reaffirming our mission to provide quality education in health, science, and the arts.

The 2026–2029 Strategic Plan reflects a careful review of our academic programs, student outcomes, enrollment trends, clinical education, operations, facilities, technology, and financial resources. It also builds upon the 2020–2025 planning cycle and incorporates the expectations of our accrediting and regulatory bodies. Most importantly, it reflects the dedication and input of our faculty, staff, students, alumni, administrators, trustees, clinical supervisors, and community partners.

As we look ahead, NYCHP remains committed to preparing compassionate, skilled, ethical, and highly qualified practitioners who can improve the health and wellness of the communities they serve. At the same time, the College recognizes the changing needs of students, healthcare professions, and higher education. Our students need strong academic support, clear pathways to licensure and employment, modern clinical training, and a learning environment that supports professional success.

This plan is organized around six strategic priorities: Academic Excellence and Program Quality, Student Success, Retention, and Enrollment Stability, Institutional Resources and Financial Sustainability, Learning Environment, Technology, and Campus Infrastructure, Institutional Effectiveness, Planning, and Assessment, and Community Engagement and Institutional Identity. These priorities will guide our work in curriculum review, licensure preparation, faculty development, clinical education, enrollment management, student support, financial planning, facilities improvement, assessment, and community engagement.

A key feature of this plan is accountability. The College will monitor progress through annual review, measurable key performance indicators, program review, accreditation reporting, and data-informed decision-making. This approach will help us evaluate progress, make timely improvements, and align our resources with the mission and needs of the College. The work before us is ambitious, but it is practical, measurable, and rooted in our mission.

I sincerely thank all members of the NYCHP community for your commitment, professionalism, and service. With shared purpose and thoughtful planning, I am confident that the 2026–2029 Strategic Plan will help New York College of Health Professions move forward with renewed focus, stability, and pride.

Sincerely,

A Li Song, MD (China), LAc (NY)

President, New York College of Health Professions

II. Mission, Vision, Educational Objectives, and Institutional Commitment

Mission

New York College is committed to offering quality programs in health, science and the arts. The mission has three main components.

Education: To provide students with the knowledge and skills to enable them to become expert practitioners in their fields. To provide the knowledge and skills to enhance the health, wellness and quality of life in the larger community, and to develop educational materials to achieve that same purpose.

Service: To provide clinical and pharmacological services to the community as a complement to the programs of professional education. To provide services and products to the community that complement the programs offered by the College.

Research: To develop and implement with outside parties new product development in health care, wellness and quality of life products.

Vision

New York College is committed to the maintenance and enhancement of health- physical, psychological, spiritual and institutional. In the service of that commitment, the College seeks affiliations with other institutions and explores a wide variety of approaches to enhancing and maintaining wellness and quality of life.

NYCHP Institutional Educational Objectives

- To provide students with the knowledge, skills, and professionalism to become highly qualified practitioners
- To prepare students to be capable of passing the licensure and/or certification exams required to become a licensed or certified practitioner in New York and other states
- To develop in students a sense of ethical responsibility in the therapist-client dynamic and with fellow practitioners
- To provide students with an appreciation for continued learning throughout their professional careers
- To enable students to be fully capable and independent practitioners and obtain employment in various health care fields

NYCHP Institutional Commitments

- Student success and career readiness
- Academic quality and program relevance
- Enrollment growth and institutional sustainability
- Evidence-based planning and assessment
- Community engagement and global partnerships

III. Introduction

The New York College of Health Professions (NYCHP) developed its 2026–2029 Strategic Plan through a comprehensive and evidence-based planning process designed to strengthen institutional effectiveness, advance student success, and ensure the long-term sustainability of the College. The strategic planning process was informed by an extensive review of institutional performance indicators, student achievement outcomes, enrollment trends, financial and operational data, assessment results, accreditation findings, and environmental factors affecting higher education and the health professions workforce.

As part of this process, the College evaluated progress made under the 2020–2025 Strategic Plan and identified areas requiring additional attention and improvement. Institutional data, program reviews, student learning outcomes assessments, licensure outcomes, retention and graduation data, employee feedback, and stakeholder input were analyzed to determine institutional strengths, challenges, opportunities, and emerging priorities. The planning process also incorporated recommendations and expectations from the New England Commission of Higher Education (NECHE) and the Accreditation Commission for Acupuncture and Herbal Medicine (ACAHM), both of which emphasize the importance of systematic planning, continuous assessment, institutional effectiveness, and evidence-based decision making.

The resulting 2026–2029 Strategic Plan represents the College’s commitment to continuous improvement and responsible stewardship of its academic, financial, and human resources. The plan strengthens the alignment between the College’s mission, strategic goals, institutional assessment processes, resource allocation, and operational decision making. In doing so, it addresses areas identified for improvement during previous planning cycles and accreditation reviews while establishing a clear framework for measuring progress and achieving institutional objectives.

Recognizing the rapidly changing landscape of higher education, healthcare education, technology, workforce demands, and regulatory requirements, the College has developed a strategic plan that is both forward-looking and adaptable. The plan is intended to guide institutional decision making over the next three years while providing a structured process for annual assessment, monitoring, and refinement. Through measurable objectives, key performance indicators, and regular evaluation of outcomes, the College will continuously assess progress toward achieving its strategic goals and make adjustments as necessary to respond to changing conditions and emerging opportunities.

The 2026–2029 Strategic Plan is organized around six Strategic Priorities that collectively support the College’s mission and vision while promoting academic quality, student achievement, institutional sustainability, and community engagement:

1. **Focus Area 1: Academic Excellence and Program Quality**
2. **Focus Area 2: Student Success, Retention, and Enrollment Stability**
3. **Focus Area 3: Institutional Resources and Financial Sustainability**
4. **Focus Area 4: Learning Environment, Technology, and Campus Infrastructure**
5. **Focus Area 5: Institutional Effectiveness, Planning, and Assessment**
6. **Focus Area 6: Community Engagement and Institutional Identity**

Together, these six strategic priorities establish a comprehensive roadmap for advancing the College’s mission of preparing competent healthcare professionals while strengthening institutional resilience, enhancing educational quality, and ensuring the New York College of Health Professions remains responsive to the needs of its students, communities, employers, and accrediting agencies. The successful implementation of this Strategic Plan will require the ongoing commitment and collaboration of the Board of Trustees, administration, faculty, staff, students, alumni, and external stakeholders, all working together to support the College’s continued growth and future success.

IV. Strategic Priorities (2026–2029)

Focus Area 1: Academic Excellence and Program Quality

Goal 1.1

Strengthen curriculum quality, licensure preparation, and student learning outcomes.
Note: the 2020 strategic plan emphasized licensure-exam preparation and student learning outcomes.

Objectives:

1. Conduct comprehensive curriculum review cycles across the Massage Therapy, Acupuncture, and Acupuncture with a specialization in Chinese Herbal Medicine with clear metrics for learning outcomes, licensure performance, and job placement.
2. Review and align all curriculum maps to ensure full coherence between course-level outcomes, program-level outcomes, and licensure exam and state regulatory requirements.
3. Standardize assessment practices across programs (direct + indirect measures).
4. Implement standardized, data-driven licensure-exam preparation modules across all programs.
5. Expand faculty training in evidence-based teaching, assessment, and culturally responsive pedagogy.

Goal 1.2

Expand academic offerings to support institutional growth.

Objectives:

1. Advance development and/or launch of new programs
2. Develop short-term certificate and continuing education programs.
3. Create hybrid and online learning opportunities.
4. Explore stackable credentials and pathway programs.

Goal 1.3

Rebuild and modernize clinical education. Note: this expands on the previous strategic plan to shift from a “generalist” to a “specialist” clinical model and partnerships with hospitals.

Objectives:

1. Expand clinical affiliations and externship partnerships.
2. Implement a competency-based clinical evaluation system.
3. Develop postgraduate or residency-style training opportunities.
4. Strengthen existing clinical sites and develop specialty-focused rotations (e.g., pain management, rehabilitation, geriatrics).
5. Explore micro-credentialing for specialty clinical skills.

Goal 1.4

Support faculty excellence and professional development. Note: The previous plan called for workshops, leadership training, and mentoring programs.

Objectives

1. Create and launch an annual Faculty Development Institute focused on pedagogy, assessment, and clinical supervision.
2. Implement a formal faculty mentoring program for new faculty.
3. Create a faculty evaluation system that integrates teaching effectiveness, student feedback, and professional engagement.

Focus Area 2: Success, Retention, and Enrollment Stability

Goal 2.1

Stabilize and rebuild student enrollment through targeted recruitment and international partnerships.

Objectives:

1. Review and expand on the current enrollment management plan.
2. Expand international recruitment pipelines (with structured partner pathways).
3. Develop and expand domestic and international articulation agreements to build robust enrollment pathways and strengthen global and regional academic partnerships.
4. Develop a multi-channel recruitment strategy (digital, community partnerships, international pipelines).
5. Strengthen branding and messaging to highlight NYCHP’s unique holistic-health identity.

Goal 2.2

Improve student retention, persistence, and graduation rates.

Objectives:

1. Improve onboarding and orientation programs.
2. Implement a proactive advising model with early alerts for at-risk students.
3. Monitor student progression data for targeted interventions.
4. Enhance and expand academic support services by strengthening tutoring, PMEL resources, peer mentoring, and academic coaching to improve student learning and persistence.
5. Improve student-facing processes (registration, financial services, clinical placement) to reduce barriers.

Goal 2.3

Enhance student experience and engagement.

Objectives:

1. Expand student organizations and campus engagement opportunities.
2. Improve communication channels between students and administration.
3. Conduct regular student satisfaction surveys and act on findings.
4. Strengthen career services and job placement support.

Focus Area 3: Institutional Resources and Financial Sustainability**Goal 3.1**

Strengthen financial planning, resource allocation, and operational efficiency.

Objectives:

1. Continue to diversify revenue streams (tuition, partnerships, grants, clinical services).
2. Expand fundraising and donor engagement initiatives.
3. Continue to review, assess, and improve financial forecasting and budget planning processes.
4. Continue to align resource allocation with strategic priorities.

Goal 3.2

Expand revenue diversification and external partnerships

Objectives:

1. Establish a **Grants and Partnerships Office** to pursue federal, state, and private funding.
2. Develop continuing-education and micro-credential programs to generate alternative revenue.
3. Strengthen alumni relations and donor engagement.
4. Explore partnerships for clinical services, research, and community health initiatives.

Goal 3.3

Optimize institutional resources and operations.

Objectives:

1. Improve operational efficiency across departments.
2. Modernize technology infrastructure to support instruction, assessment, and student services.
3. Align staffing structures with institutional needs.
4. Support faculty and staff professional development.

Focus Area 4: Learning Environment, Technology, and Campus Infrastructure

Goal 4.1

Ensure a safe, modern, and student-centered learning environment

Objectives:

1. Upgrade classrooms, labs, and clinical spaces with modern equipment and instructional technology.
2. Upgrade classrooms, labs, and clinical facilities.
3. Expand access to digital learning resources and platforms.
4. Complete a facilities master plan addressing space utilization, safety, accessibility, and long-term campus needs.
5. Expand digital library resources and online learning tools.
6. Improve campus safety protocols and emergency preparedness.

Focus Area 5: Institutional Effectiveness, Planning, and Assessment

Goal 5.1

Strengthen a culture of evidence-based planning and continuous improvement

Objectives:

1. Expand institutional research capacity.
2. Improve data collection, analysis, and reporting systems.
3. Standardize annual assessment cycles for academic and administrative units.
4. Increase transparency and data-sharing across departments.
5. Implement a centralized data dashboard for enrollment, retention, licensure, and financial indicators.
6. Strengthen shared governance and communication around planning and decision-making.
7. Ensure all planning activities align with NECHE and ACAHM Standards and NYSED expectations.

Goal 5.2

Enhance program review and continuous improvement.

Objectives:

1. Ensure all programs complete scheduled review cycles
2. Integrate assessment findings into planning and budgeting.
3. Monitor key performance indicators (KPIs) annually.
4. Align institutional effectiveness processes with accreditation standards.

Focus Area 6: Community Engagement and Institutional Identity

Goal 6.1

Strengthen community relationships and enhance the College's public profile

Objectives:

1. Launch a refreshed institutional brand emphasizing holistic health, clinical excellence, and global engagement.
2. Expand community-based clinical services and wellness programs.
3. Host annual community and alumni events to strengthen institutional pride and visibility.
4. Develop partnerships with local schools, healthcare providers, and community organizations.

Goal 6.2

Enhance institutional visibility and reputation.

Objectives:

1. Strengthen branding and marketing strategies.
2. Highlight student, faculty, and alumni success.
3. Increase participation in professional organizations.
4. Develop outreach and public education initiatives.

V. Implementation and Monitoring

Strategic Plan Oversight

- Led by:
 - President,
 - Chief Financial Officer,
 - Chief Academic Officer,
 - Academic Deans
- Supported by NYCHP departments:
 - Registrar
 - Bursar
 - Information Technology

Assessment Cycle

- Annual review of progress toward goals
- Key Performance Indicators (KPI) dashboard tracking:
 - Enrollment trends
 - Retention/graduation rates
 - Licensure pass rates
 - Financial indicators

Reporting

- Annual Strategic Plan Progress Report
- Integration with Program Review and NECHE and ACAHM reporting

VI. Conclusion

The 2026–2029 Strategic Plan represents a significant advancement in the College’s planning, assessment, and institutional effectiveness efforts. It directly addresses prior NECHE concerns by:

- Establishing measurable goals and KPI’s
- Strengthening academic quality and licensure preparation
- Enhancing student success and enrollment stability
- Improving financial sustainability
- Modernizing facilities and technology
- Building a culture of evidence-based decision making
- Expanding community engagement and institutional identity

VII. NYCHP Strategic Plan Implementation Matrix (2026–2029)

Abbreviations Key

KPI: Key Performance Indicator

Dev: Developed

IMP: Implemented

OPT: Optimized

Focus Area 1: Academic Excellence

Goal	KPI	Responsible Offices	2026 2027	2027 2028	2028 2029
1.1	% of programs reviewed	Academic Affairs	50%	100%	Ongoing
1.1	Licensure pass rate	Academic Affairs Academic Deans Faculty	+2%	+5%	+10%
1.2	# new programs	Academic Affairs	Planning	Approval	Launch
1.3	# clinical sites	Academic Affairs Academic Deans	+1%	+5%	+10%
1.4	% faculty development	Academic Affairs	10%	25%	50%

Focus Area 2: Student Success

Goal	KPI	Responsible Offices	2026 2027	2027 2028	2028 2029
2.1	Enrollment growth	Admissions Academic Deans	+10%	+25%	+40%
2.2	Retention rate	Academic Affairs Academic Deans Student Services	+5%	+25%	+50%
2.2	Graduation rate	Academic Affairs Academic Deans Student Services	+5%	70%	75%
2.3	Student satisfaction	Academic Affairs Academic Deans Student Services	50%	60%	85%

Focus Area 3: Resources & Sustainability

Goal	KPI	Responsible Offices	2026 2027	2027 2028	2028 2029
3.1	Non-tuition revenue	Finance	+5%	+10%	+15%
3.1	Operating margin	Finance	Reduced deficit	Balanced	Positive
3.2	Grant funding	Academic Affairs	Office setup	\$50K	\$75K
3.3	IT upgrades	IT Finance	25%	50%	75%

Focus Area 4: Learning Environment

Goal	KPI	Responsible Offices	2026 2027	2027 2028	2028 2029
4.1	Facility upgrades	Maintenance	50%	75%	100%
4.1	Tech adoption	IT Finance	80%	90%	95%

Focus Area 5: Institutional Effectiveness

Goal	KPI	Responsible Offices	2026 2027	2027 2028	2028 2029
5.1	Dashboard implementation	Academic Affairs Academic Deans IT	DEV	IMP	OPT
5.1	% data-informed decisions	Administration	70%	90%	100%
5.2	Program review completion	Academic Affairs	50%	100%	Ongoing

Focus Area 6: Community & Visibility

Goal	KPI	Responsible Offices	2026 2027	2027 2028	2028 2029
6.1	Community partnerships	Administration	+10%	+25%	+40%
6.2	Alumni engagement	Administration	10%	20%	25%
6.2	Brand reach	Marketing	+20%	+40%	+60%

