



The Community Solution
EDUCATION SYSTEM

Breaking Convention *for* Healthy Communities

Vista 2030

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Breaking Convention for Healthy Communities

Today is June 1, 2030.

The Community Solution Education System is an **educational ecosystem** bringing people and learning together as a catalyst for solving life challenges. We bring vibrancy, cohesiveness, and ingenuity to the forefront, driving ambitious goals that empower communities to thrive. Through education and meaningful connection, we cultivate healthy, confident individuals who succeed, innovate, and contribute to the well-being of society.

This moment marks an extraordinary milestone for The Community Solution Education System. We are celebrating two decades of unprecedented success as the first private, nonprofit integrated system of higher education. We honor the visionary leadership of our founder, Chancellor Michael Horowitz, Ph.D., whose bold innovation continues to shape this remarkable and unprecedented journey. Many of our Trustees, leaders, faculty, and staff have shared much of this 20-year endeavor, their lengthy tenures reflecting a culture that retains and develops talent to achieve transformational outcomes. Higher education institutions across the country aspire to adopt our model.

Six years after embracing our new name, The Community Solution Education System, we have evolved into a broader and stronger ecosystem that defies conventional wisdom in higher education. **Breaking Convention** reflects our institutional DNA and spirit. Our existence itself breaks convention, and this maverick mindset continues to drive our System-wide commitment to excel beyond traditional higher education norms. Our colleges and universities are known for their progressive and relevant academic programs, student outcomes, and community impact. By embracing **radical cooperation**, we are advancing an educational model that empowers individuals to address society's most pressing issues and fosters healthy,

At this outset of our 21st year, The Community Solution Education System educates 15,000 future graduates annually—**agents of change** who rise to a shared calling to improve communities. In our time-honored and socially impactful fields of psychology, education, law, and medicine, as well as our newer disciplines of nursing, occupational therapy, and social work, our graduates are not just entering professions; they are catalysts for community transformation. By working together across disciplines, they will ensure that every individual can live a healthy, fulfilling life, and contribute to the collective well-being of society.

Our integrated operations and shared infrastructure support our collective growth, enabling our colleges and universities to thrive together. We lead the charge in delivering high-quality education, embracing relationship-centered learning through cutting-edge technologies. Our unwavering focus on mission, student outcomes, and fiscal responsibility has ensured long-term sustainability.

This commitment to excellence and innovation has driven remarkable achievements. Today, The Community Solution generates \$320 million in annual revenue, supported by diverse revenue streams, and has surpassed \$650 million in total assets, solidifying our financial foundation. As a network of trailblazers and innovators, we continue to coalesce around preparing students who will set a new standard in building healthier communities with competence, compassion, and humanity. Our shared mission to prepare innovative, engaged, purposeful **agents of change** persists.

The Guiding Principles Behind Our Success

Our success has been guided by five principles developed to propel our community into the future. This framework ensures that every decision, initiative, and action is rooted in our shared commitment to innovation, collaboration, and community impact. By grounding ourselves in these principles, we are unified and intentional while continuously pushing the boundaries of what is possible in education and community transformation.

Principle I

Lifelong Learners in Socially Impactful Fields

The Community Solution educates learners of all ages, beginning with early childhood programs and extending to undergraduate and graduate degrees in fields such as psychology, education, law, medicine, and more. We embrace interdisciplinary learning and integrate advanced technologies. Our lifelong learning approach empowers individuals to become **agents of change** who create meaningful social impact and contribute to the well-being of the global community.

The Community Solution leads in integrated health care education, addressing critical shortages while leveraging leading-edge technologies across disciplines. Our innovative approaches position graduates to meet the demands of an evolving world and improve community well-being.

Principle II

Student Outcomes: High-Touch Practitioners Supported by High-Tech Solutions

The Community Solution graduates—engaged, purposeful **agents of change**—thrive at the intersection of power skills and cutting-edge technology. Across all disciplines, our practitioner-based learning ensures graduates are professionally ready to meet the demands of a rapidly evolving world while fostering whole health in their communities.

The Community Solution is dedicated to expanding accessibility through scholarships, tuition support, and tailored pathways. Our focus on creating opportunities for historically underrepresented populations promises access, belonging, and community, and fosters a more inclusive educational environment.

Principle III

Global Reach, Globally Engaged

The Community Solution fosters a global perspective through strong international partnerships and cultural exchange. Graduates are prepared to navigate and lead in addressing global challenges, ensuring success in an increasingly connected, international community.

Principle IV

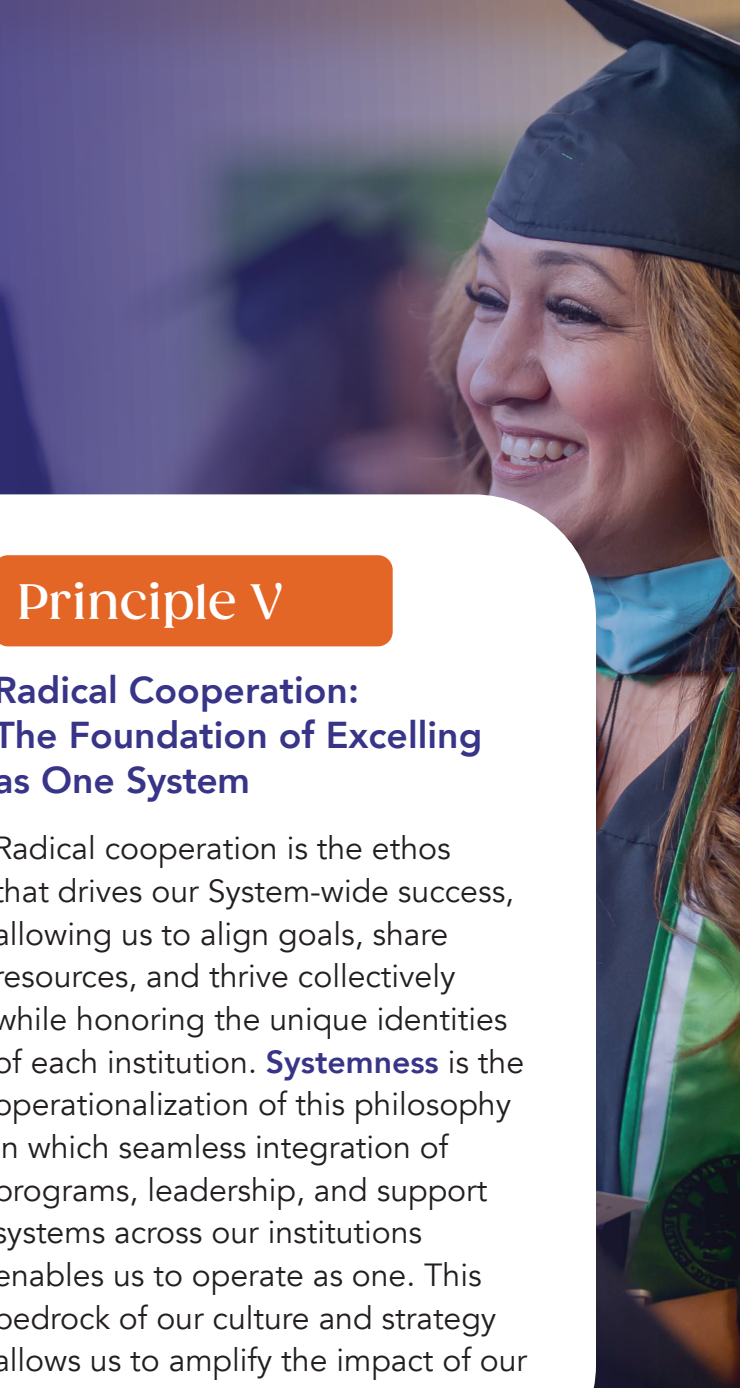
Community-Centered: Professional Development Dedicated To Well-Being

The Community Solution is committed to fostering professional growth for faculty, staff, and graduates by equipping them with the skills and mindset to lead in their professions. We cultivate advocates for well-being, health, and social good in local and global contexts.

Principle V

Radical Cooperation: The Foundation of Excelling as One System

Radical cooperation is the ethos that drives our System-wide success, allowing us to align goals, share resources, and thrive collectively while honoring the unique identities of each institution. **Systemness** is the operationalization of this philosophy in which seamless integration of programs, leadership, and support systems across our institutions enables us to operate as one. This bedrock of our culture and strategy allows us to amplify the impact of our collective effort.



Pillars of Vista 2030

These pillars are key areas where our vision takes shape, driving us to push beyond convention and reach new heights. We are focused on creating meaningful change by empowering individuals to build a healthier, more connected global community.

- 1 Recognized for Student Outcomes—Transforming Communities
- 2 Culture of Learning—Optimizing the Educational Journey
- 3 Thriving Through Collaboration—Surpassing Possibilities as One System
- 4 Bridging Communities—Amplifying the Power of Culture and Connection



Pillar 1

Recognized for Student Outcomes *Transforming Communities*

Educating and readying students for professions to meet the demands of a new era

At The Community Solution Education System, we are committed to preparing graduates to be leading practitioners in their fields, equipped to address complex social, health care, and educational challenges. Through student-centered education and robust support systems, our graduates develop the expertise and confidence needed to navigate an evolving world. They master essential power skills—building strong relationships, fostering human connections, and demonstrating empathy and adaptability in diverse environments. Interdisciplinary thinking and the instinct to approach challenges from multiple perspectives are instilled in our students, developed through diverse learning experiences and training. With a deep understanding that strong ties fuel innovation and success, they emerge as agile, forward-thinking professionals.

Beyond their own careers, our graduates contribute to a thriving professional community by mentoring colleagues and guiding those who follow in their footsteps. Through networking, career support, and the delivery of holistic, integrative care and professional practice, they foster a culture of collaboration and lifelong learning. Their commitment to paying it forward strengthens our community and ensures that future professionals are equally prepared to make a meaningful impact.



Pillar 2

Culture of Learning *Optimizing the Educational Journey*

Integrating next generation approaches to teaching, learning, and engagement

Our academic programs are designed to ensure that graduates are not only proficient in their disciplines but are also adept at collaborating across fields to create lasting, positive change. These programs are offered through a variety of flexible modalities—in-person, hybrid, or fully virtual learning models—to meet the diverse needs of students and prepare graduates for immediate impact in existing and emerging professions.

We embrace interdisciplinary partnerships, encourage the exchange of ideas, and radically cooperate on curricula development and other academic endeavors such as grant writing and research initiatives. This approach leverages resources for academic growth and quality while also equipping graduates with a unique competitive advantage, especially pertaining to the enrichment of their education, accelerated learning pathways, and dual and stacked degree opportunities. Technological innovations such as artificial intelligence, virtual reality, and other advanced tools augment every aspect of the education journey, offering immersive, personalized learning experiences that shape graduates for success.

Our pedagogy excels in the key nexus where human relationships and technology thrive together. As we expand our global impact, we are investing in AI-driven learning models, predictive analytics for student success, and secure digital infrastructure to enhance education delivery. These innovations ensure that we remain at the forefront of higher education transformation. Committed to our community of lifelong learners, we deepen our role as stewards of the professional development and future contributions of our graduates.



Pillar 3

Thriving Through Collaboration *Surpassing Possibilities as One System*

Advancing collective goals, streamlining operations, and honoring the unique needs of each institution

Our One System approach—advancing systemness within our operations—supports the unique needs of each institution through collaborative governance, goal setting, resource allocation, and the sharing of best practices. The Operational Reserved Authorities help us prioritize and allocate human and financial resources, allowing us to be nimble and operationally efficient. Radical cooperation fuels our collective capabilities, ensuring employee well-being alongside leadership and talent development through our One System Workforce. And, through a sophisticated employee framework (the One System Workforce), we enable professional mobility, talent-sharing across institutions, and seamless leadership development, ensuring the workforce is agile, diverse, and prepared for the future. As a result, we have an uncanny ability to stay focused, take on external influences, and attain lofty goals.

Maximizing the benefits of integrated technology, streamlining administrative processes, and coordinating shared infrastructure remain central to our strategic advantage. Best-in-class communications give us an authentic voice, contribute to a united culture, and inspire the System-wide community to achieve a new realm of possibilities together.



Pillar 4

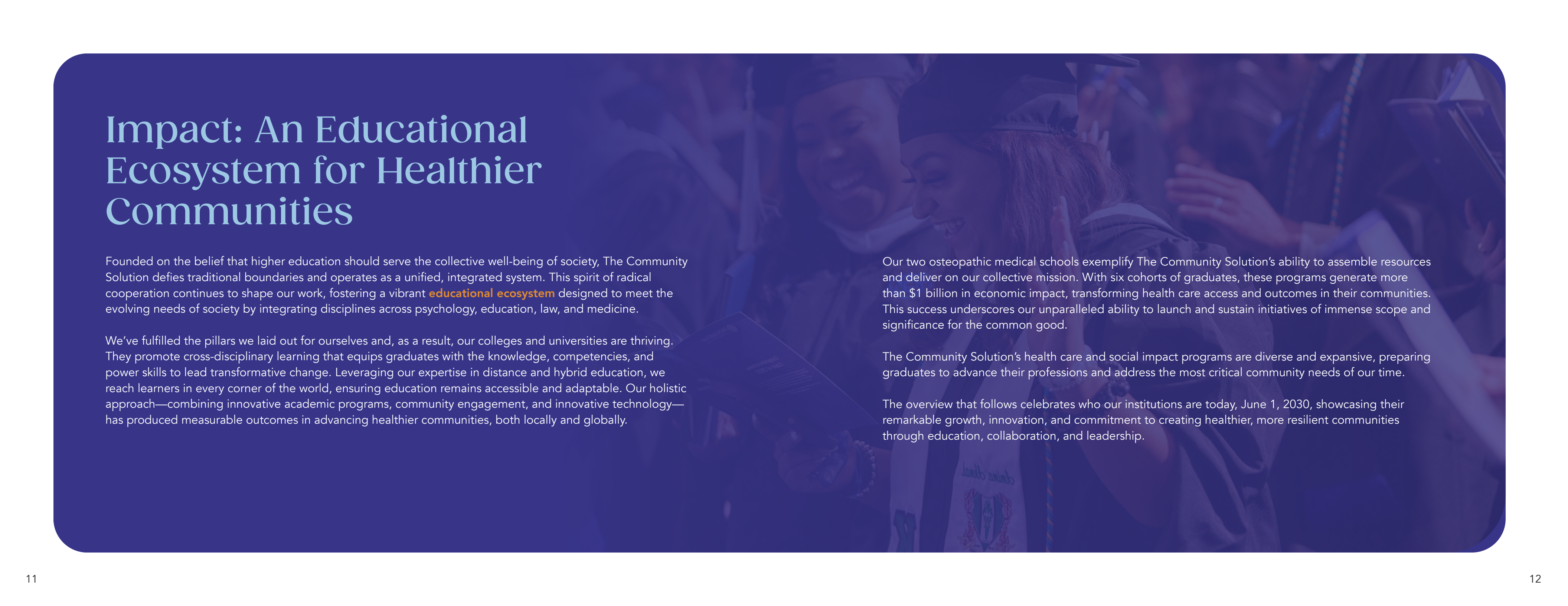
Bridging Communities *Amplifying the Power of Culture and Connection*

Collaborating to enhance culture, well-being, and community impact

We maintain our values System-wide and foster a culture of excellence, cooperation, resourcefulness, accountability, and engagement among faculty, staff, and future graduates. We partner with clinical and educational entities throughout the U.S., Canada, and India. Our excellence in community-based education and service projects cements our role as champions for underrepresented students and local communities and gives our future graduates a running start toward their professional aspirations. Each individual is a contributor to elevating health and prosperity within communities.

Partnerships with local businesses, government programs, NGOs, and international collaborators strengthen our recognition and distinction from accrediting bodies and stakeholders. The Community Solution's Partnership and Learning Centre in Vancouver facilitates partnerships with Canadian health care and educational institutions, expands international student access to U.S. campuses and online programs, and supports Canadian students completing licensure-based degrees entirely in Canada. Similarly, the development of our Partnership and Learning Hub in India enlarges global efforts, making our colleges and universities a leading destination for Indian students through recruitment, partnerships, and hands-on practicums. To these ends, our global partnerships in Canada and India create new pathways for education, health care innovation, and student mobility. By strategically expanding international access points and online program delivery, we ensure sustainable global growth while addressing workforce shortages and educational accessibility worldwide. These intentional collaborations bridge cultures, enhance professional networks, and forge new pathways to extend community well-being.

STUDENT SUCCESS COMMUNITY IMPACT SHARED MISSION
INNOVATIVE RADICAL COOPERATION
GLOBAL ENGAGEMENT STUDENT FOCUSED
TRANSFORMATIONAL HIGHER EDUCATION EXPERTISE
SHARED MISSION STUDENT SUCCESS
COMMUNITY IMPACT GLOBAL ENGAGEMENT NONPROFIT
RADICAL COOPERATION COMMUNITY IMPACT
STUDENT FOCUSED HIGHER EDUCATION TRANSFORMATIONAL
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COMMUNITY IMPACT NONPROFIT STUDENT SUCCE
HIGHER EDUCATION RADICAL COOPERATION

The background of the entire page is a photograph of graduates in white gowns and black caps, celebrating with their arms raised. The image is overlaid with a semi-transparent dark blue filter. The text is placed on the left side of the page, with the title in a large, white, serif font and the body text in a smaller, white, sans-serif font.

Impact: An Educational Ecosystem for Healthier Communities

Founded on the belief that higher education should serve the collective well-being of society, The Community Solution defies traditional boundaries and operates as a unified, integrated system. This spirit of radical cooperation continues to shape our work, fostering a vibrant **educational ecosystem** designed to meet the evolving needs of society by integrating disciplines across psychology, education, law, and medicine.

We've fulfilled the pillars we laid out for ourselves and, as a result, our colleges and universities are thriving. They promote cross-disciplinary learning that equips graduates with the knowledge, competencies, and power skills to lead transformative change. Leveraging our expertise in distance and hybrid education, we reach learners in every corner of the world, ensuring education remains accessible and adaptable. Our holistic approach—combining innovative academic programs, community engagement, and innovative technology—has produced measurable outcomes in advancing healthier communities, both locally and globally.

Our two osteopathic medical schools exemplify The Community Solution's ability to assemble resources and deliver on our collective mission. With six cohorts of graduates, these programs generate more than \$1 billion in economic impact, transforming health care access and outcomes in their communities. This success underscores our unparalleled ability to launch and sustain initiatives of immense scope and significance for the common good.

The Community Solution's health care and social impact programs are diverse and expansive, preparing graduates to advance their professions and address the most critical community needs of our time.

The overview that follows celebrates who our institutions are today, June 1, 2030, showcasing their remarkable growth, innovation, and commitment to creating healthier, more resilient communities through education, collaboration, and leadership.

Our Institutions



The Chicago School, our founding university, remains a leader in the field of psychology and has broadened its impact with new health care programs and the full accreditation of the Illinois College of Osteopathic Medicine (IllinoisCOM), with its inaugural class now entering the profession. Enrolling 9,000 students, the university is thriving as an integrative health institution, blending psychology with health care to address the complexities of mental health and physical well-being. The Chicago School continues to drive positive change through its long-standing values of education, innovation, community, and impact.



Pacific Oaks College and Children's School, with 1,800 college students, is grounded in its long-standing "value the child" ethos, recognizing that children and families are the core of every community. This guiding principle plays an influential role in shaping the broader Pasadena community and underscores the importance of the institution's role in preparing the next generation of teachers. By equipping educators, therapists, and social workers with the skills to nurture minds and support individuals and communities, Pacific Oaks is fostering an enduring support network for future generations to thrive.

Our Institutions

THE COLLEGES OF LAW

The Colleges of Law, known for top bar pass rates and a commitment to access, belonging, and community, operates its third campus and embraces new connections in Pasadena, while maintaining strong ties in its Santa Barbara and Ventura campus communities. Educating 500 students each year, The Colleges of Law exemplifies its core values—Student Centered, Inclusive, Community, Excellence, and Integrity. The college is renowned for its high-impact alumni and statewide contributions, enhancing well-being by removing barriers that hinder quality of life through legal education and community engagement.



Saybrook UNIVERSITY

Saybrook University, with 1,400 students, has pioneered innovation in psychology and mind-body medicine, becoming the most accessible doctoral-level institution for working adults. The university's Residential Learning Experiences are held at System-wide campuses and the Partnership and Learning Centre in Vancouver—engaging students in their local communities and expanding perspectives. Through its globally engaged hybrid learning model, students connect both virtually and in-person to foster a strong sense of belonging and collaboration. Saybrook's humanistic approach allows students to tailor their education to their passions, nurturing curiosity and deep exploration. With a focus on global challenges, Saybrook prepares students to make a transformative impact both nationally and internationally.

Our Vision for 2030



Kansas Health Science University (KHSU) is an acclaimed health sciences university, accredited by the WASC Senior College and University Commission. With five cohorts of osteopathic physicians graduated and the addition of the master's degree in biomedical sciences, KHSU plays a vital role in addressing the health care needs of Kansans, particularly in rural communities, and nationwide shortages. Known for cultivating students to become forward-thinking, empathetic practitioners and recognized for its leadership in AI-driven health care, KHSU is sought after by students globally and educates 800 learners annually. The university continues to be a driving force for health innovation across the state and beyond.



University of Western States (UWS) is committed to advancing integrated health care that benefits individuals and communities alike. Guided by its motto, "For the good of the patient," UWS upholds a deep professional responsibility for enhancing patient well-being. Recognized as the top institution for chiropractic and sports medicine and whole health, UWS also fosters practitioners and leaders in holistic health practices such as its accredited programs in naturopathic medicine, counseling, and occupational therapy. The university educates a dynamic student body of 1,500, including 400 Canadian students, both at its home campus in Portland, Oregon, and through its growing on-ground offerings in Canada.



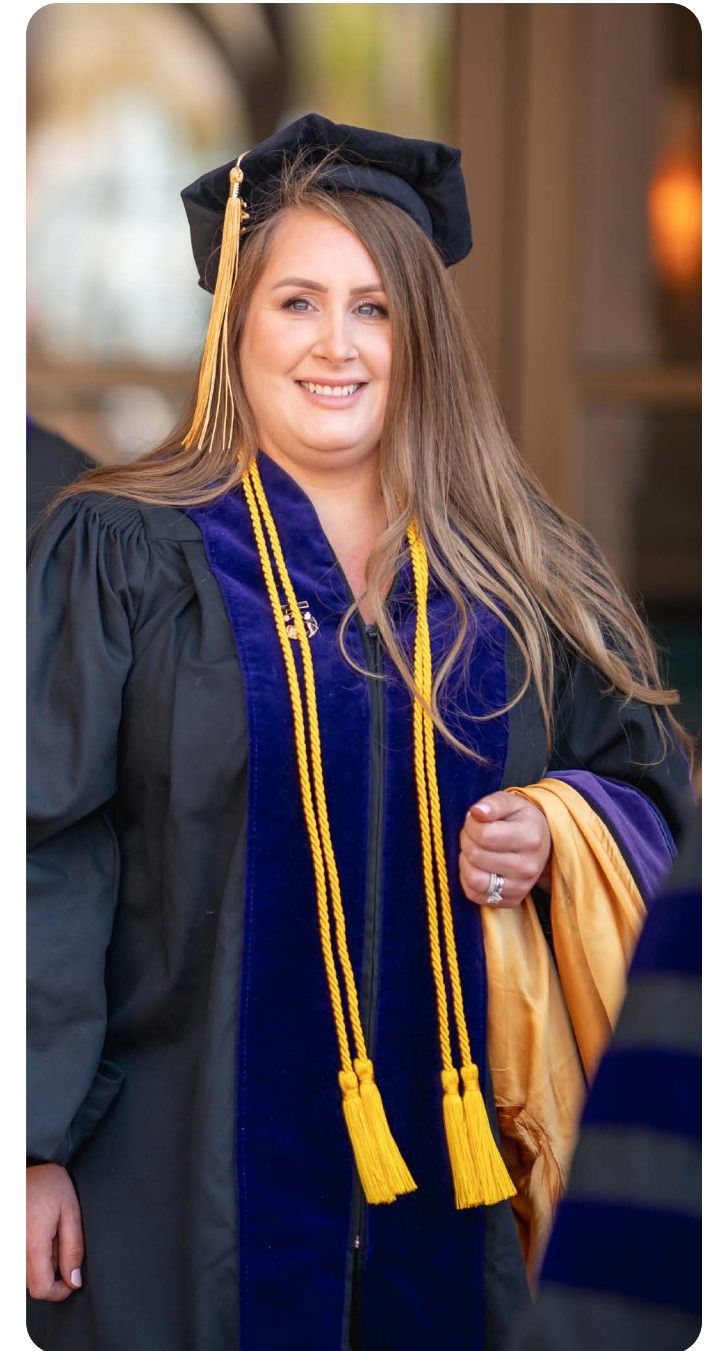
Together, our colleges and universities form the core of our **educational ecosystem**—all of us **radically cooperating** toward the advancement of education, health, and community well-being.

Thriving Together

Leading With Purpose in 2030

Our existence continues to break convention. Founded on the belief that higher education should serve the collective well-being of society, we defy traditional boundaries and operate as a unified, integrated system. This spirit of radical cooperation continues to shape our work, allowing us to challenge norms and create new pathways for collaboration across cultures, borders, and disciplines.

Vista 2030: Breaking Convention for Healthy Communities marks the culmination of five years of relentless focus and the beginning of a new era. It is a testament to the power of radical cooperation and shared purpose. Through this vision, The Community Solution Education System is empowered to embrace the moment and future, preserve what makes each of our colleges and universities unique, and collectively rise to the call of nurturing and advancing communities. Our graduates, faculty, and staff are equipped to engage in meaningful work, reach their highest potential, and shape the future of their fields. As a community rooted in a culture of breaking convention and shaped by this **educational ecosystem**, we champion a culture of System-wide engagement, strengthening global well-being and ensuring that education remains a powerful force for transformation. Reflecting on these achievements and looking forward, we remain committed to empowering individuals, transforming education, and building a healthier world.



Addendum

Key Concepts That Define Our Approach

- **Agents of Change:** Our students, faculty, and alumni truly live up to their roles as agents of change. They apply their knowledge and expertise to make tangible impact—driving positive change and advancing social justice in the communities they serve.
- **Educational Ecosystem:** Our educational ecosystem has matured into a dynamic, integrated network of learning environments. Across psychology, law, education, medicine, and many other fields, we create spaces for collaboration and innovation that equip our graduates to tackle complex, multifaceted challenges. The ecosystem supports cross-disciplinary experiences that foster holistic solutions for the communities we serve.
- **Community Health:** Our expansive definition of community health, which integrates physical, mental, and social well-being, guides our work. We create holistic approaches that ensure that individuals and communities thrive on all levels.
- **Radical Cooperation:** Central to our success is radical cooperation, an ethos of deep collaboration across individuals, teams, institutions and the System Office, disciplines, and geographies. By breaking down silos and sharing resources, we maximize our collective impact and achieve outcomes far beyond what any individual institution could accomplish alone.
- **System-wide Assemblies:** A major achievement is the refinement and formalization of how we come together to collaborate, learn, address challenges, innovate, and progress. These gatherings, both in-person and virtual, are integral to interdisciplinary cooperation, bringing together diverse expertise to solve real-world problems and generate sustainable solutions, both internally and externally.
- **Systemness:** A cornerstone of our journey as One System. This approach reflects the seamless integration of programs, leadership, and support systems across our institutions, enabling us to operate as one, unified by a shared mission and purpose. This approach allows us to innovate and grow while celebrating the uniqueness of our colleges and universities and maintaining excellence in every facet of our work.

Our greatest commitment
remains to our future graduates:
To make education more accessible,
transform these **agents of change**
into adept practitioners who leverage
power skills and technology within
their professions, and celebrate their
compassionate work in bringing
vitality, prosperity, sustainability, and
progress to the global community.



Six Universities. One System.