

ROSEMAN UNIVERSITY  
OF HEALTH SCIENCES

# STRATEGIC PLAN

## 2020 – 2025

July 2020



## BACKGROUND

As Roseman University of Health Sciences celebrates its 20th anniversary and extraordinary growth since its inception as the Nevada College of Pharmacy, the Institution has reached a critical inflection point.

In anticipation of Roseman's 2015 Five-Year Strategic Plan's set expiration in 2020, the University embarked on a two-year-long process that created a platform for the University community and Board of Trustees to process and reflect on the Institution's evolution, mission fulfillment, and critical market factors shaping the higher education and healthcare landscapes.

More specifically, it offered the opportunity to regularly convene and review key data being collected that reflect institutional success, whether it be the results of the Annual Employee Survey, student learning outcomes data from our Student Learning Outcomes Committee, reports from the colleges and their deans, or unit-specific overviews. This process provided the opportunity to bring together various points of view, internal and external research and allowed for creative visioning and solutions-oriented brainstorming while looking ahead to the future of the Institution.

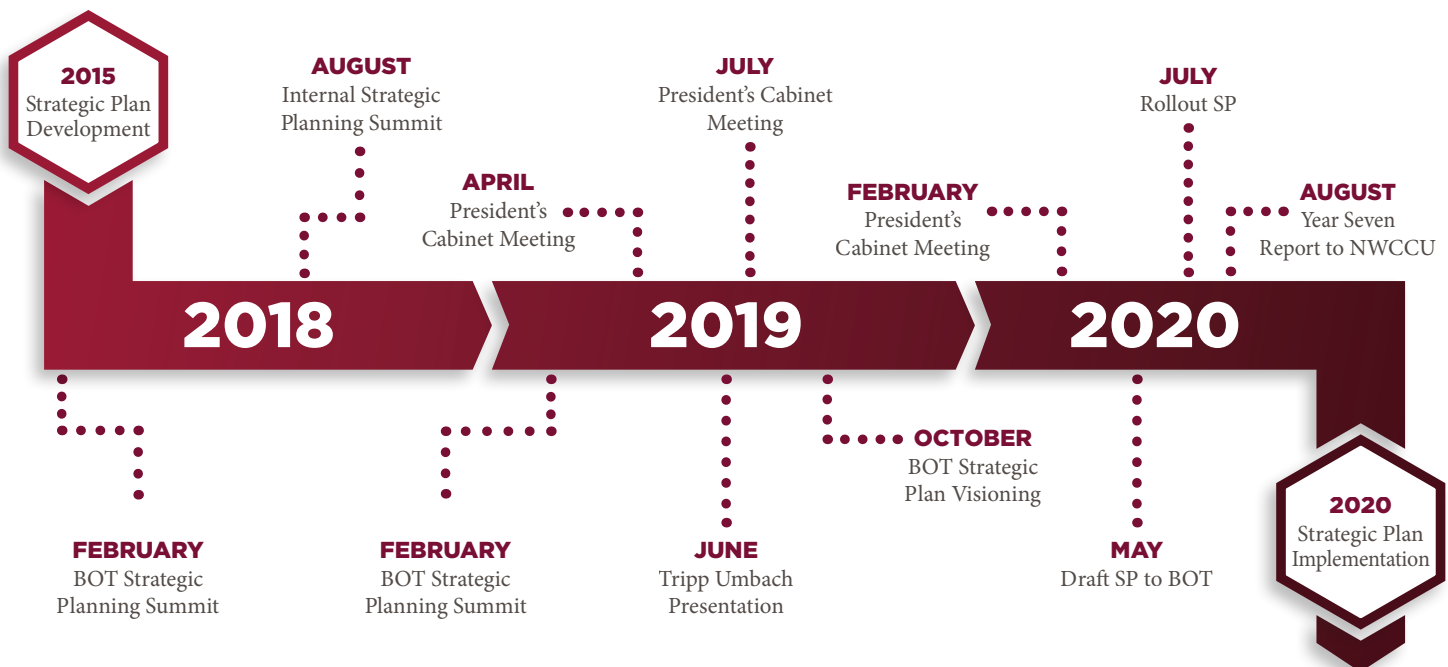
## UNIVERSITY STRATEGIC PLANNING AND IMPLEMENTATION PROCESS (SPIP)

This process was formalized in February 2018 and allowed for an iterative, data-driven approach in evaluating institutional success and mission fulfillment. Perhaps more importantly, it allowed the University community to increase its communication, plan holistically, and break down barriers that can exist between colleges and units.

The SPIP included the Board of Trustees, the Administrative Council, Program Deans, and Chairs of the 2015 Strategic Plan Implementation Group. As the SPIP advanced into 2019, it was felt that broader University participation and input was needed to operationalize the new Strategic Plan and allow for a forum that could address issues, challenges, and opportunities. The President's Cabinet was formed and included Administrative Council, all deans and directors, as well as chairs of the 2015 Strategic Plan Implementation Groups.

*Figure 1 graphically represents Roseman's three-year SPIP.*

**FIGURE 1**





## ACKNOWLEDGEMENTS

The Strategic Planning and Implementation process, SPIP, has included the work and collaboration of the Administrative Council, program deans, the chairs of the SPWG's, the Board of Trustees, and the President's Cabinet. All have been integral in the development of the 2020 Strategic Plan. It is important to take a moment to appreciate all those that have contributed to this work. Please see Exhibit A for a full list of all those that participated in the development of this plan.

## AN EXPANDING MISSION: *A New Mission Statement*

In its 20-year history, Roseman has evolved from its start as the Nevada College of Pharmacy with its first cohort of 36 students, to a multifaceted health sciences institution offering multiple professional programs, patient care through its growing clinical footprint, research, and community engagement through its community programs, educational offerings, and events. In the last five years, Roseman has seen dramatic expansion of its assets, partnerships and reach into the communities it serves.

As such, the mission statement needed to reflect Roseman's new dimensions as well as represent its future path forward in meeting the diverse and changing needs of our students, employees, patients, and community. Through our SPIP process, and input from our President's Cabinet, a revised mission statement was presented, revised after input, and approved by Administrative Council in April 2020. It was then shared with our Board of Trustees, which approved it at their May 2020 meeting.

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## NEW MISSION STATEMENT

*Roseman University of Health Sciences advances the health and wellness of the communities we serve by educating current and future generations of health professionals, conducting research and providing patient care. We actively pursue partnerships and affiliations that are aligned with our mission, work to create an environment that fosters both internal and external collaboration to achieve optimal outcomes, and are committed to responsible fiscal management in all endeavors.*

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## OPERATIONAL AREAS

With a new mission statement as our guiding star, the University then sought to "break apart" or disaggregate the mission into six operational areas, each with its own "Target Goals" which provides a vision for what could be accomplished in the next five years.

## ADVANCING THE STRATEGIC PLAN

Each year, an Annual Implementation Plan (AIP) outlines specific action items/deliverables that permit Roseman to advance its mission strategically based on institutional priorities. The AIP allows Roseman to be nimble and respond to new information, while still anchoring annual initiatives to the operational areas derived from the mission. In addition to the action items/deliverables, the AIP identifies individuals or groups who have the primary responsibility for achieving the specified outcomes ("Working Groups") and includes timelines for delivery. Finally, in order to clearly tie the AIP back to the mission, each action item in the plan identifies which of the six operational areas the action item supports, noting that any one action item may support several operational areas.

Progress on the AIP will be monitored quarterly via reports to the President's Cabinet and the Board of Trustees. These progress reports will then inform the annual planning meeting used to create the next year's AIP. In this manner, Roseman can advance its Strategic Plan iteratively and dynamically, while still accomplishing mission-based objectives.

## STRATEGIC PLAN

With the mission statement as its foundation, the Strategic Plan identifies the six operational areas and associated goals. These, in turn, drive the Strategic Initiatives that comprise the Annual Implementation Plan (*see Figure 2*). Thus, the plan is organized in a framework that allows us to easily and readily understand how each component is interrelated and interdependent. Most importantly, the framework permits mission fulfilment by turning the Mission Statement into action and accomplishment in a way that is not static and that permits flexibility and growth over time.

FIGURE 2



## MISSION STATEMENT DISAGGREGATION

Roseman University of Health Sciences advances the health and wellness of the communities we serve by *educating current and future generations of health professionals, conducting research and providing patient care*. We actively *pursue partnerships and affiliations* that are aligned with our mission, work to create an environment that *fosters both internal and external collaboration* to achieve optimal outcomes, and are committed to *responsible fiscal management* in all endeavors.



## SIX OPERATIONAL AREAS

- Educating current and future generations of health professionals
- Conducting Research
- Providing Patient Care
- Pursuing complementary partnerships and affiliations
- Fostering internal and external collaboration
- Responsible fiscal management

TAKING THE PLAN FORWARD—PLAN STEWARDSHIP

Roseman’s Strategic Plan 2020 is critical in focusing the Institution on its priorities moving into the next decade. Roseman will continue to grow and evolve and will be faced with new challenges and opportunities. This plan is meant to be a framework with clear priorities, objectives and goals, deliverables and timelines, but it is also meant to be flexible enough to adapt to unforeseen changes and new information.

As it becomes operationalized, the Strategic Plan will serve as a tool to engage the entire University community holistically and meaningfully.

As we move into AY 20-21, executing the plan will depend on the stewardship of each of the AIP Working Groups. AIP Working Group leaders will be responsible for reporting progress quarterly to the President’s Cabinet and those reports will be collated into a summary report presented at the quarterly meetings of the Board of Trustees, culminating in an annual report in May each year.

Between March and April each year, a Strategic Planning Summit will be held. Using the progress reports, institutional data, and input from academic and service units and the Board of Trustees, existing strategic initiatives will be evaluated, and potential new institutional priorities will be discussed. The objective of the Summit will be to review and refine the target goals for each operational area, and to identify Strategic Initiatives for the next fiscal year. The ultimate outcome of the Summit will be the construction of the AIP for the upcoming year.

The Strategic Planning Lifecycle and Implementation plan is depicted in Figure 3.

FIGURE 3



# *operational* **AREAS**



- Create more "on-ramps" and opportunities to engage future students through all parts of the educational journey
- Expand current programmatic offerings to meet industry and market demand
- Ensure our programs are current to keep pace with market forces and workforce demands
- Enable and increase student success so they may learn, earn, and serve their communities post-graduation.
- Support a culture of diversity and inclusion so that all students may succeed
- Redesign current academic programs to permit interprofessional education
- Become a model for innovative health professions education

- Expand university infrastructure to support strategic growth in research capabilities and productivity
- Establish and expand research graduate programing
- Develop research-focused relationships with academic, industry, clinical, and government partners
- Enhance the scholarly reputation and visibility of Roseman University

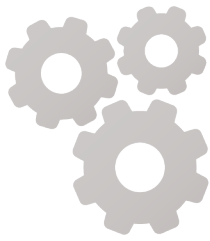
- Establish a successful Academic Health System that becomes the gold standard for exceptional patient care, teaching and learning
- Establish a comprehensive clinical footprint that becomes the gold standard for exceptional patient care, teaching and learning



- *Develop a new schema of interrelated partners that strengthen institutional capabilities, diversifies revenue sources and solidifies our competitive position*

- *Focus on most optimal, high-quality Culture Building, Community Engagement, and Philanthropic initiatives that further drive internal and external collaboration and partnership*
- *More deeply root Roseman into the communities it serves*
- *Broaden and deepen public awareness and understanding of Roseman*

- *Diversify revenue sources*
- *Reduce dependence on tuition revenue*
- *Increase institutional efficiency with highly efficient workforce with optimal mix of talent, skills and experience to support growth*
- *Explore entrepreneurial opportunities*



# 2020-2021 Annual IMPLEMENTATION PLAN

## STRATEGIC INITIATIVE

### COLLEGE OF MEDICINE

### COLLEGE OF GRADUATE STUDIES



#### GOALS

- Create plan to admit first class of students in 2024 including:
  - Financial proforma and hiring plan
  - Philanthropy plan and goals
  - Resource inventory and gap analysis
  - Timelines for LCME and NWCCU accreditation and NCPE licensure

- Finalize plans for initial graduate program degree offerings for Board approval including:
  - 5-year Financial proforma
  - Resource inventory and gap analysis
  - Curricular plans for degrees offered
  - Timelines for NWCCU accreditation and NCPE licensure



#### DELIVERABLES

- Written plan that takes the COM through its first graduating class, submitted for Board approval by February 2021

- Written plan for Board approval by November 2020
- NWCCU accreditation and NCPE licensure submission complete early 2021
- Admission of first class in July 2021

Operational Areas: 1-6

Operational Areas: 1, 2, 4-6

## STRATEGIC INITIATIVE

### INTER-PROFESSIONAL EDUCATION (IPE)

### NURTURE EXISTING AND DEVELOP NEW PIPELINES FOR PROSPECTIVE STUDENTS



#### GOALS

- Implement interprofessional education curriculum across all programs

- Create a comprehensive plan for an Institutional Pipeline Initiative
  - Plan to identify near-term and long-term targets
  - Plan to create strategies for pipeline development at elementary, middle school, high school, and undergraduate students
  - Plan to develop articulation agreements with partner higher education institutions
- Development of a specific marketing plan aimed at attaining enrollment targets for AY 21-22



#### DELIVERABLES

- Creation of a plan that:
  - Identifies immediate needs
  - Identifies areas of overall and common curriculum
  - Identifies external collaborators
  - Articulates the vision for Roseman IPE within the context of the SPMLM
  - Includes content on the Social Determinants of Health
  - Develops a longer-term, longitudinal IPE curriculum

- Written Institutional Pipeline Initiative Plan to Administrative Council for endorsement by first quarter of 2021
- Marketing plan to Administrative Council for endorsement by Sept. 2020

Operational Areas: 1, 5

Operational Areas: 1, 4-6



## STRATEGIC INITIATIVE

### COMPLETE COLLEGE OF PHARMACY "DEEP DIVE"

### CONTINUE TO ADVANCE UNDERSTANDING AND UTILIZATION OF THE ROSEMAN SIX POINT MASTERY LEARNING MODEL INTERNALLY



#### GOALS

- Finalize data gathering and analysis for all operational aspects of the College of Pharmacy

- Complete and perhaps repeat institution-wide faculty development offerings on the Six Point Mastery Learning Model (SPMLM)
- Create SPMLM badging/microcredentialing system for faculty with achievements tied to promotion.



#### DELIVERABLES

- Final report on committee's work including data analysis, trend analysis, and recommendations to Admin Council and the Board by February 2021

- Execution of six faculty development programs, one on each element of the SPMLM by the end of the academic year
- Creation of badging/microcredentialing system that is incorporated as a criterion for promotion in each College for final approval by the Administrative Council in May 2021

Operational Areas: 5

Operational Areas: 1, 5

## STRATEGIC INITIATIVE

### PLAN FOR A CENTER FOR INNOVATION IN HIGHER EDUCATION

### ROSEMAN DENTAL CLINIC AT C4K



#### GOALS

- Development of a proposal to launch a Center for Innovation in Higher Education which:
  - Serves as a resource for and supports Roseman faculty in delivering the SPMLM in the classroom
  - Initiates research for peer-review and publication on the SPMLM both within individual academic programs and across programs
  - Has a strategy for exporting SPMLM expertise to other institutions as a revenue source
  - Has a five-year budget proforma which includes potential revenue sources, operating and salary expenses that cumulatively breaks-even by year five and that follows the "Policy to Establish a Center"

- Finalize plans to launch dental clinic by early 2021
  - Identify resources to complete facility build-out
  - Three-year financial proforma



#### DELIVERABLES

- Submission of budget and Center planning document to Administrative Council by May 2021

- Written plan with budget for Board approval by November 2020
- Clinic ready for patients in first quarter of 2021

Operational Areas: 1-2, 4-6

Operational Areas: 1, 3-6

## STRATEGIC INITIATIVE

**EXPAND OPPORTUNITIES FOR EDUCATION, RESEARCH, PATIENT CARE AND ENTREPRENEURIAL ENDEAVORS THROUGH PARTNERSHIP WITH RENOWN HEALTH**

**ROADRUNNER CAFÉ AT C4K**



### GOALS



### DELIVERABLES

- Define synergistic mission areas, identify priorities for execution, obtain support of both Boards to pursue formal partnership

- Create plan to open and operate the Café in the Breakthrough Building
  - Three-year financial proforma

- Creation of plan to collaborate on Nursing degree programs
- Creation of plan to collaborate on MD program
- Identification of other areas for collaborations with associated plans
- Quarterly reports to the Boards of each entity

- Written plan with budget for Board approval by November 2020
- Café operational by first quarter of 2021

*Operational Areas: 1-6*

*Operational Areas: 4, 6*

## STRATEGIC INITIATIVE

**CONTINUE TO BUILD INFRASTRUCTURE AND RESOURCES AND COLLABORATIONS TO ADVANCE RESEARCH**

**INSTITUTIONAL FINANCIAL HEALTH**



### GOALS



### DELIVERABLES

- Create a five-year Research Strategic Plan

- Develop internal processes and plans that lead to multi-year financial planning based on institutional mission and priorities, diversification of revenue sources and entrepreneurial activities

- Five-year plan for research for approval by Admin Council during Spring 2021
- Plan for development of research collaborations, including initiatives with Renown Health

- Reliable budget forecasting processes
- Three-year budget proforma
- Process for mission-based resource allocation
- Plan to leverage institutional strengths and new partnerships to decrease reliance on tuition revenue

*Operational Areas: 1, 2, 4, 5*

*Operational Areas: 6*

## EXHIBIT A

### Administrative Council

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**Dr. Renee Coffman**, *President*  
**Dr. Chuck Lacy**, *Vice President of Executive Affairs*  
**Dr. Eucharia Nnadi**, *Chancellor, Henderson Campus*  
**Dr. Tom Metzger**, *Vice President for Quality Assurance and Intercampus Consistency*  
**Dr. Michael DeYoung**, *Vice President of Student Affairs*  
**Ken Wilkins**, *Vice President of Business and Finance*  
**Terrell Sparks**, *Vice President for Operations*  
**Dr. Jeffrey Talbot**, *Vice President for Research/Dean, College of Graduate Studies*  
**Dr. Surajit Dey**, *President of Roseman University Faculty Senate*  
**Jason Roth**, *Vice President of Communications*  
**Laura Jarrett**, *Vice President for Technology Services*  
**Michael Blimes**, *Vice President of Philanthropy and Alumni Relations*  
**Saralyn Barnes**, *Director of Human Resources*  
**Vanessa Maniago**, *Vice President for Strategic Implementation and Engagement*  
**Dr. Joe Greer**, *Dean, College of Medicine*

### President's Cabinet

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**Dr. Renee Coffman**, *President*  
**Dr. Harry Rosenberg**, *President Emeritus*  
**Dr. Charles Lacy**, *Vice President of Executive Affairs*  
**Dr. Thomas Metzger**, *Vice President for Quality Assurance and Intercampus Consistency*  
**Terrell Sparks**, *Vice President for Operations*  
**Ken Wilkins**, *Vice President of Business and Finance*  
**Dr. Michael DeYoung**, *Vice President for Student Affairs*  
**Jason Roth**, *Vice President of Communications*  
**Laura Jarrett**, *Vice President for Technology Services*  
**Dr. Jeffrey Talbot**, *Vice President for Research/Dean, College of Graduate Studies*  
**Dr. Martin Lipsky**, *Chancellor, South Jordan Campus*  
**Dr. Eucharia Nnadi**, *Chancellor, Henderson Campus*  
**Dr. Frank Licari**, *Dean, College of Dental Medicine*  
**Dr. Brian Oxhorn**, *Dean, College of Nursing*  
**Dr. Larry Fannin**, *Dean, College of Pharmacy*  
**Dr. Okeleke Nzeogwu**, *Director, MBA Program*  
**Saralyn Barnes**, *Director of Human Resources*  
**Kitti Canepi**, *Director of Library Services*  
**Sally Mickelson**, *Director of Financial Aid*  
**Dr. Surajit Dey**, *Associate Professor of Pharmaceutical Sciences, President, Faculty Senate*  
**Dr. Casey Sayre**, *Associate Professor, College of Pharmacy*  
**Dr. Catherine Oswald**, *Associate Dean for Academic Affairs, College of Pharmacy*  
**Dr. David Rawlins**, *Associate Professor, College of Pharmacy*  
**Dr. Tom Hunt**, *College of Medicine, Chair of Dept. of Family Medicine*  
**Vanessa Maniago**, *Vice President for Strategic Implementation and Engagement*  
**Jackie Seip**, *Executive Assistant to the President*

## Board of Trustees

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**Jason Glick, Chair**, *Director of Pharmacy Services, St. Rose Dominican Hospital*

**Diana Bond**, *Chair Emeritus, Consultant Pharmacist*

**David J. Dunn**, *Chair Elect, President of Kingsbridge Wealth Management, Inc.*

**Mark Howard**, *Treasurer, CEO Emeritus of Mountain View Hospital*

**Robert Talley**, *Secretary, Executive Director of Nevada Dental Assn.*

**Mary Greer**, *Pharmacy Consulting Services Group*

**Ron Memo**, *Business Consultant*

**Harvey Riceberg**, *Consultant Pharmacist*

**Holly Prieto**, *Walgreens Healthcare Supervisor, Las Vegas*

**Suzanne Cram**, *Healthcare Consultant*

**Dr. David L. Steinberg**, *Physician*

**Carlene M. Walker**, *Former Utah State Senator*

**John H. Rich**, *Healthcare/Development Consultant*

**Annette Logan**, *President and CEO of Cure 4 the Kids Foundation*

**Rick Smith**, *President and CEO of RDS Enterprises, LLC*

**Dr. Harry Rosenberg**, *President Emeritus*

## SPWG Chairs

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**Jason Roth**, *Chair of Culture Working Group*

**Dr. Casey Sayre**, *Chair of Diversify Revenue Streams Working Group*

**Mark Penn**, *Former Chair of Academic Health Center Working Group*

**Vanessa Maniago**, *Chair of Center for Innovation in Health Care Education Working Group*



## 20 - 21 STRATEGIC INITIATIVES



20 - 21 STRATEGIC INITIATIVES

