

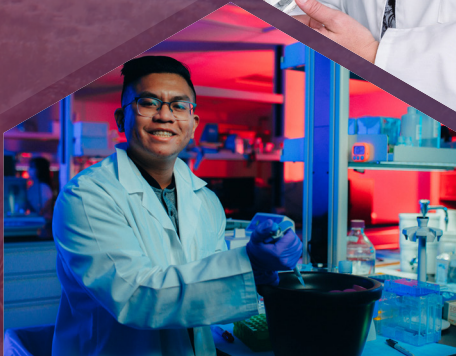
ROSEMAN UNIVERSITY
OF HEALTH SCIENCES

Strategic Plan

2025 – 2026 and Beyond

A Firm Foundation Sets the Course For An Evolving Future

July, 2025





BACKGROUND

As Roseman University of Health Sciences celebrates its 25th anniversary and extraordinary growth since its inception as the Nevada College of Pharmacy, the Institution has reached a critical inflection point. Throughout the last five years, Roseman has been committed to its 2020-2025 Strategic Plan, conducting annual reviews of the Strategic Plan, developing Annual Implementation Plans — reported on quarterly and tied to Annual Initiatives that correlate to the six Operational Areas — and reviewing and reporting of short-term and long-term Goals and Accomplishments. To this end, in the Winter of 2025, at the Annual Strategic Planning Summit, the University community and Board of Trustees reflected on the Institution's evolution, its mission, and its six Operational Areas, as well as critical market factors shaping the higher education and healthcare landscapes. It also offered the opportunity to review key data (Goals/Outcomes/Indicators) 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 Deans, or unit-specific overviews that inform the University's outcomes. The Summit also allowed for a retrospective look at the past five years of the Strategic Plan, not only of the factors that form its foundation but an evaluation of its relevancy five years later.

After consideration, the plan was lauded for being flexible, adaptable, and easy to operationalize annually amidst evolving market factors, institutional opportunities and new priorities. Furthermore, it was determined that it is, in fact, an Institutional touchstone that five years later, continues to remain relevant, and an accurate distillation of the University's mission, which is unchanged, and a trusted framework that can continue to enable changing needs and priorities into the future. The Strategic Planning and Implementation Process (SPIP), which was also developed in 2020, has become an Institutional process embedded in the core of Roseman's annual operations and planning that continues to unearth new institutional priorities and initiatives within its dependable structure. As such, after the Annual Strategic Planning Summit in 2025, and because of the accuracy, flexibility, and relevancy of the 2020-2025 Strategic Plan, it was determined that minimal changes were needed as we look ahead to the next five years and beyond. Since the process and plan allow for flexibility, it can continue to inform and catalyze change as the University continues to evolve, as long as the strategic underpinnings of its foundation remain unchanged. As such, the 2020-2025 plan will be replaced with a new Plan: Roseman University Strategic Plan, 2025-2026 and beyond.





MISSION

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, programs, partnerships and reach into the communities it serves. Roseman's Mission Statement, developed in 2020, continues to reflect Roseman's dimensions as well as represent its future path forward in meeting the diverse and changing needs of our students, employees, patients, and community.

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.



MISSION STATEMENT > OPERATIONAL AREAS AND GOALS > ANNUAL IMPLEMENTATION PLANS

With our Mission Statement as our guiding star, the University sought to “break apart” or disaggregate the mission into six Operational areas, each with its own “Target Goals” which provide a vision for what could be accomplished annually and into the future. The Operational Areas And Target Goals are then directly tied to individual Implementation Plans that address key Institutional priorities.

ANNUAL IMPLEMENTATION PLANS

Each year, an Annual Implementation Plan (AIP) outlines specific action items/deliverables that enable Roseman to advance its mission strategically based on institutional priorities and its chosen Annual Initiatives. 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, 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 is monitored quarterly via reports to the University and the Board of Trustees. These progress reports prepare stakeholders for the Annual Strategic Planning Summit and guide 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 uses the six Operational Areas and associated goals to drive the Strategic Initiatives that comprise the AIP. 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 catalyzes mission fulfilment by turning the Mission Statement into an actionable framework that is not static and that permits flexibility and growth over time.



MISSION STATEMENT DISAGGREGATION

As mentioned, the six Operational Areas are derived from the University Mission Statement.

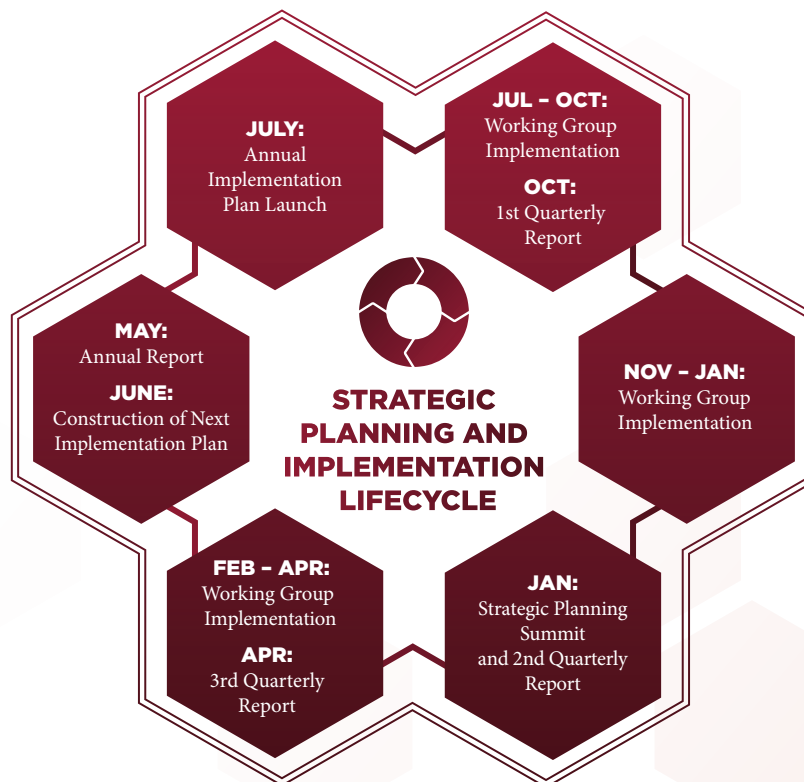
Roseman University of Health Sciences advances the health and wellness of the communities we serve by *educating current and future generations of health professionals, conducting research and providing patient care*. We actively *pursue partnerships and affiliations* that are aligned with our mission, 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.

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

ANNUAL STRATEGIC PLANNING AND IMPLEMENTATION LIFECYCLE

Between January and February each year, the Annual Strategic Planning Summit is held. Existing strategic initiatives are evaluated using the progress reports, institutional data, and input from academic and service units and the Board of Trustees, and potential new institutional priorities are discussed. Priorities needing focus may then become Strategic Initiatives for the next fiscal year. The ultimate outcome of the Summit is the development of the AIP for the upcoming year. The timing of the Summit is of vital importance, as its outcomes allow the institution to ensure financial priorities are tied to institutional priorities, driving the mission of the institution down into the university's investment priorities, and the everyday work of each employee.



TARGET GOALS

Target Goals allow the Institution to quantify progress against each Operational Area, set benchmarks, and observe the movement of our Operational Areas over time. At this time, the University is assessing the Target Goals, ensuring that they are measurable and relevant. Results of this assessment will be reported out in the future.

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 campus culture that enables all students to 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 programming.
 - 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.

operational **AREAS**



- 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.



STRATEGIC INITIATIVES

The 2020-2025 Strategic Plan addressed 19 Strategic Initiatives, each tied to Roseman's Six Operational Areas. The Strategic Initiatives had varying timelines, some with shorter-term timelines, and some with longer-term timelines, each developed in response to evolving institutional priorities and a changing landscape, but each tied to the Institution's core Mission. Below is a review of the accomplishments of the last five years, as well as the key Strategic Initiatives for the 2025-2026 AY. **Bold** denotes completion of an Initiative.

2020-2021

- College of Medicine
- **College of Graduate Studies Launch**
- IPE
- COP Deep Dive (held)
- Six-Point Mastery Learning Model® Engagement
- **Dental Clinic at C4K**
- **Roadrunner Café**
- Roseman-Renown Partnership
- Research Growth
- Center for Innovation in Healthcare Professions Education
- Institutional Financial Health

2022-2023

- College of Medicine
- IPE
- COP Deep Dive (resumed)
- Roseman – Renown Partnership*
- Create Summerlin Master Plan
- Roseman – C4K Integration
- Institutional Financial Health
- Data Integration
- Internal Communication
- Talent Management and Culture
- New Academic Programs

2024-2025

- **College of Medicine**
- **Create Summerlin Master Plan**
- Roseman – C4K Integration
- Institutional Financial Health
- Data Integration
- **Talent Management and Culture**
- **New Academic Programs**
- Student Pipelines
- COP Deep Dive

*Discontinued

2021-2022

- College of Medicine
- IPE
- COP Deep Dive (held)
- Roseman – Renown Partnership
- Create Summerlin Master Plan
- Roseman – C4K Integration
- **Brand Push**
- Research Growth
- **Center for Innovation in Healthcare Professions Education**
- Institutional Financial Health

2023-2024

- College of Medicine
- IPE
- COP Deep Dive
- Create Summerlin Master Plan
- Roseman – C4K Integration
- Institutional Financial Health
- Data Integration
- **Internal Communication**
- Talent Management and Culture
- New Academic Programs
- Student Pipelines

2025-2026

- Development of College of Veterinary Medicine
- Summerlin Campus Build-out
- Roseman – C4K Integration
- Institutional Financial Health
- Data Integration
- Reassess Academic Master Plan
- Student Pipelines/Enrollment Management
- COP Deep Dive