

ROSEMAN UNIVERSITY  
COLLEGE OF MEDICINE

**STRATEGIC PLAN**

2021 – 2026

*Discover. Design. Deliver.*



**GE**  
**Operatin**

The GENESIS operating system is a scalable tool used to provide patient care. It includes a 'teaming' component that allows different teams working together to provide services.

Patients are able to determine their own path through the system.

# ROSEMAN UNIVERSITY COLLEGE OF MEDICINE



## MISSION

*To align students, educators, and community in designing and delivering an inclusive and collaborative environment for innovative learning, healthcare and research.*



## VISION

*Diverse professionals improving the health of the region's rural and urban communities.*



## VALUES

*Humility, Excellence, Respect*



# ROSEMAN UNIVERSITY COLLEGE OF MEDICINE

## EXECUTIVE SUMMARY

The Roseman University College of Medicine Strategic Plan 2021-2026 comprises six areas of strategic focus that support the mission and vision of the school: clinical excellence; advancement and business development; education; faculty and staff success; diversity; and community partnerships. Each strategic area has an articulated goal followed by 4-6 strategies that will be used to drive success in reaching the goal. Deliberately permeating all six goal areas are strategies focused on research, technology, and GENESIS, the college's household-centered care initiative. The name of the strategic plan – Discover, Design, Deliver – reflects the process and the outcome critical to establishing the Roseman University College of Medicine (Roseman COM).

Dean Pedro “Joe” Greer, Jr., and his executive leadership team finalized the Roseman COM mission, vision and values in the summer of 2020 with approval from Roseman University leadership. In the fall of 2020, a strategic planning process was initiated by Dr. Greer. A Strategic Plan Steering Committee was formed, areas of strategic focus were determined by the committee, and strategic design teams were designated, with participants from relevant areas of Roseman University. Each design team conducted an environmental assessment using a SOAR (strengths, opportunities, aspirations, results) format and considering both the internal Roseman University environment and the external local, regional, and national environment. Subsequently the teams developed goal statements and strategies that were then refined through an iterative process of establishing tactics and metrics for year one and beyond. At each step the Strategic Planning Steering Committee met to review progress and provide input.

Roseman University of Health Sciences released a new university Strategic Plan for 2020-2025 in July 2020. The COM Strategic Planning Steering Committee considered both the new Roseman University mission statement as well as the operational areas and goals of the university's Strategic Plan in formulating the strategic plan for Roseman COM.

The strategic goals of Roseman COM are in full alignment with the Roseman University mission:

*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.*

The Roseman COM Strategic Plan will guide the college's decision-making over the next five years. Progress will be monitored on a quarterly basis by the Roseman COM Steering Committee. The following pages outline the goals and strategies of the Roseman COM Strategic Plan 2021-2026:

*Discover. Design. Deliver.*





*"At Roseman, we are building  
the medical school of the future."  
– Dr. Pedro "Joe" Greer, Jr., MD, Dean*

## STRATEGIC GOALS



### **Goal 1 – Clinical Excellence**

Provide high quality care to patients without prejudice, focused on improved health outcomes.



### **Goal 2 – Advancement and Business Development**

Develop and implement a comprehensive plan to pursue and secure philanthropic, private sector venture, research and contractual funding, ensuring that fundraising and institutional investment activities are coordinated, focused, and strategic.



### **Goal 3 – Education**

Create and deliver educational programs to maximize student success in a supportive, community-dependent learning environment, utilizing advanced instructional strategies and technology.



### **Goal 4 – Faculty and Staff Success**

Establish a collaborative, interprofessional and nurturing culture amongst faculty and staff, providing the breadth of development necessary for resilience, adaptability, and personal career advancement.



### **Goal 5 – Community Partnerships**

Lead the way in medical training and research that produces health and social benefit.



### **Goal 6 – Diversity**

Ensure a diverse, inclusive and equitable environment in which students, faculty and staff realize a sense of belonging.





**GOAL 1**  
*Clinical Excellence*

Provide high quality care to patients without prejudice, focused on improved health outcomes.

**Strategies:**

**GENESIS**

Develop and deliver combined high technology, high touch, household-centered care models to serve high-risk patient populations in the region.

**Practice Models and Sustainability**

Add, expand and integrate collaborative, interprofessional practice models that ensure a sustainable clinical enterprise and support clinical education.

**Clinical and Translational Research**

Increase capacity for clinical trials and partnerships in clinical and translational research.

**Technology**

Implement and integrate technology, data and analytic systems for clinical and social determinants of health.

**Patient Experience**

Evaluate and prioritize the patient experience in all Roseman COM clinical settings, ensuring a high level of satisfaction in an informed patient population



*“Excellent clinical care includes an understanding of the social determinants of health.”*

– Luther Brewster, PhD,  
Senior Executive Dean for  
Community Health Innovation



*“We will leverage Roseman’s strengths to meet community and educational goals.”*

Kristina Connolly, MS, Senior Executive Dean, Finance and Operations



## **GOAL 2**

### *Advancement and Business Development*

Pursue and secure philanthropic, private sector venture, research and contractual funding, ensuring that fundraising and institutional activities are coordinated, focused, and strategic.

#### **Strategies:**

##### **Fundraising Campaign**

Implement the Envision Campaign to raise \$50 million for Roseman College of Medicine, incorporating support from local, state and national philanthropic funding sources.

##### **Programs**

Secure philanthropic gifts, grants, and research funding, to support start-up and operating costs for Roseman College of Medicine programs and initiatives, and to provide scholarships for Roseman College of Medicine students.

##### **Donor Relationships**

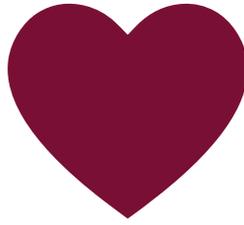
Develop and maintain relationships to engage donors and ensure they feel respected, involved, and continuously informed.

##### **Business Opportunities**

Identify free market opportunities that can be realized utilizing Roseman College of Medicine expertise and provide a positive return on investment.

##### **Roseman College of Medicine Brand**

Promote and advertise the assets of Roseman College of Medicine, blending philanthropy into the college's communications strategy.



## **GOAL 3** *Education*

Create and deliver educational programs to maximize student success in a supportive, community-dependent environment, utilizing advanced instructional strategies and technology.

### **Strategies:**

#### **Accreditation and Quality**

Achieve and maintain accreditation through compliance with all standards, in a culture of continuous quality improvement.

#### **Curriculum and Pedagogy**

Emphasize excellence in foundational and clinical sciences informed by social justice, utilizing active educational modalities and household-centered, interprofessional experiential learning, respecting student experience, and promoting self-actualization.

#### **GENESIS**

Integrate longitudinal community-dependent education into all aspects of clinical training using household-centered care teams, informed by an understanding of health technology, social determinants of health and the achievement of positive health outcomes.

#### **Assessment and Evaluation**

Support student learning and continuous quality improvement in education through competency-focused assessment strategies and robust data systems that are actionable and real-time.

#### **Research and Scholarship**

Provide opportunities for students to develop, translate and disseminate the results of research, policy analysis, creative endeavors, quality improvement activities, and other forms of scholarly inquiry.

#### **Student Support and Wellness**

Promote personal and professional development through self-awareness and reflection, while providing students with solution-focused resources for support and wellness.

A photograph of two women sitting at a wooden table in a meeting. The woman on the right has blonde hair and is smiling while looking at a silver laptop. The woman on the left has dark hair and is looking towards the laptop. A large green plant is in the background. A dark red text box is overlaid on the bottom left of the image.

*“Roseman students learn in the classroom and in the community.”*

Karin Esposito, MD, PhD,  
Professor and Senior Executive Dean,  
Academic and Student Affairs



*“A culture of collaboration allows our faculty and staff to ensure our collective success.”*

Marin Gillis, PhD, LPh  
Professor, Senior Executive Dean of  
Faculty Affairs & Learning Innovation



## **GOAL 4**

### *Faculty and Staff Success*

Establish a collaborative, interprofessional and nurturing culture amongst faculty and staff, providing the breadth of development necessary for resilience, adaptability, and personal career advancement.

#### **Strategies:**

##### **Recruitment and Advancement**

Create and retain a competent, productive and inclusive community of faculty and staff through a holistic approach to faculty and staff recruitment and advancement.

##### **Teaching and Learning**

Design systems that advance a scholarly approach to teaching and learning and lead innovation in medical education.

##### **Roseman College of Medicine Culture**

Foster and sustain a culture of collaboration, collegiality, professionalism and justice among faculty, staff, learners, and stakeholders.

##### **Bridge the Gaps**

Provide creative, adaptive and just opportunities to bridge the gaps between the needs of learners, the needs of patients and populations, future healthcare delivery models, and instructional methods.

##### **Research and Scholarship**

Provide opportunities for faculty and staff to develop, translate and disseminate the results of research, policy analysis, creative endeavors, quality improvement activities, and other forms of scholarly inquiry.



## **GOAL 5**

### *Community Partnerships*

Lead the way in medical training and research that produces health and social benefit.

#### **Strategies:**

##### **Data Profiles**

Develop and apply data summaries that capture community needs and assets across medical, social and environmental domains to be used to inform ongoing experiential learning and population health curricular activities.

##### **Readiness**

Prepare Roseman College of Medicine faculty and staff, interprofessional partners, and community partners to implement strategies aimed at achieving community relationship goal.

##### **GENESIS - TechMED**

Educate students, faculty, staff and partners to properly identify and mitigate patient-level and household-level social, economic and political risks that may undermine healthcare efforts.

##### **Assessment and Evaluation**

Evaluate impact of GENESIS and other community innovation touchpoints implemented at Roseman College of Medicine.

##### **Scholarship and Innovation**

Create a system of scholarly work production that targets dissemination to academic, learner and consumer/community stakeholders.

##### **Collaborations for Clinical Teaching**

Develop and maintain strong partnerships with clinical service providers for clinical education.



EDUCATION FOR TOMORROW'S HEALTHCARE

# GENESIS

ROSEMAN UNIVERSITY  
COLLEGE OF MEDICINE

[genesis.roseman.edu](http://genesis.roseman.edu)



*“Equity, inclusion and diversity are critical to all our endeavors at Roseman COM.”*

Cheryl Brewster, EdD, Senior Executive Dean, Diversity, Equity, and Inclusion



## **GOAL 6**

### *Diversity*

Ensure a diverse, inclusive and equitable environment in which students, faculty and staff realize a sense of belonging.

#### **Strategies:**

##### **Roseman College of Medicine Climate**

Activate diversity through inclusive measures to ensure an environment that welcomes all and promotes equity for students, faculty, and staff.

##### **Conscious Stakeholdership**

Establish an organizational structure and culture committed to diversity, equity and inclusion across all aspects of teaching, research, service, and practice.

##### **Pathways**

Create pathways for faculty, staff, and students to thrive academically, professionally and socially.

##### **Curriculum**

Infuse the values and content of diversity, equity and inclusion throughout the curriculum and co-curricular events.

##### **Community Immersion**

Support the creation of financial, intellectual, social, cultural, emotional, spiritual, physical and ecological wealth and resilience for communities.



*Discover. Design. Deliver.*

medicine.roseman.edu |   @rosemanmedicine