



Building the Medical School of the Future

**Cooper Medical School
of Rowan University**

2020 - 2025



Cooper Medical School of Rowan University

BUILDING THE MEDICAL SCHOOL OF THE FUTURE – EXECUTIVE SUMMARY

Cooper Medical School of Rowan University (CMSRU) is a newer medical school, situated in Camden, New Jersey and supported by the state of New Jersey to be part of the transformation of Camden and the surrounding urban and rural communities. CMSRU opened in response to the growing population, the aging baby-boomer population, the projected shortage of physicians in the United States, and the shortage of capacity in US medical schools. Now in its ninth year of educating future physicians, CMSRU has achieved a reputation for being a mission-driven, innovative medical school and has achieved national recognition for its commitment to the community.

CMSRU has engaged in strategic planning since the planning stage of its development with the overarching principles to innovate, educate, lead and serve. An aspirational ten-year plan was developed in 2015 and has been used as a framework to move CMSRU forward. In early 2019, CMSRU's current leadership team, under the direction of Dean Annette C. Reboli, MD, began the process of refreshing the plan to create a five-year cycle that builds on our strengths, and is aligned with our parent organization, Rowan University (RU), and our clinical affiliate, Cooper University Health Care (CUHC).

Building the Medical School of the Future highlights our mission, refreshed vision and core values, and our goal of becoming the state's leading school of medicine, by offering innovative medical education that prepares students to be excellent physicians, strong patient advocates, community leaders, critical thinkers, lifelong learners, who appreciate the value of working in teams. We strive to be inclusive, agile, and responsive to the needs of students, faculty, and staff.

MISSION

Cooper Medical School of Rowan University is committed to providing humanistic education in the art and science of medicine within a scientific and scholarly community in which excellence in patient care, inclusivity, innovative teaching, scholarly activity, and service to our community are valued.

VISION

Cooper Medical School of Rowan University will distinguish itself as an innovator in medical education and biomedical research that will lead to the transformation of healthcare.

CORE VALUES

Our core values include a commitment to: diversity, equity and inclusion, mentorship, professionalism, patient advocacy, wellness, the communities we serve, and scholarship.

INSTITUTIONAL PRIORITIES

In support of CMSRU's goal to become the state's leading school of medicine, the focus will be on the following:

- Community of southern New Jersey
- Establishing and enriching the CMSRU culture
- Establishing the CMSRU brand
- Supporting scientific discovery
- Financial stewardship

The overall plan is a compilation of the work by a broad array of stakeholders, including students, faculty, staff, RU and CUHC representatives, board members and community leaders. The strategic plan is focused on six priority areas, with goals that support the mission, vision, and core values of CMSRU.

STRATEGIC PRIORITIES

- Institutional Setting – CMSRU strives for operational excellence, which is essential to creating an effective and sustainable organization.
 - Contribute to establishment of CMSRU brand by improving communication effectiveness, both internally and externally
 - Provide best-in-class administrative leadership and support through a culture based on diversity and inclusion, equity, and a highly qualified and engaged workforce
 - Ensure continued financial health of CMSRU through responsible financial stewardship
 - Increase philanthropic support and organizational capacity by cultivating relationships with alumni, donors, community partners, and members of the community we support
- Diversity, Equity, and Inclusion – CMSRU strives to build a more diverse community and cultivate an environment that promotes a more inclusive culture through strengthening institutional infrastructure and systems to support diversity, equity, and inclusion effort.
 - Increase enrollment for disadvantaged and underrepresented in medicine (URM) students of excellence in order to prepare a physician workforce to meet the needs of the increasingly diverse population and underserved communities
 - Enhance the environment by building greater diversity among faculty and staff; create anti-racism programming for students, staff, and faculty
 - Enhance opportunities for southern New Jersey learners via pipeline programs
 - Develop new programming and enhance current programming for community health and health equity
- Research – CMSRU strives to create a research culture focused on an array of outstanding basic science, clinical, and science of healthcare delivery research programs, centers, and resources.
 - Increase research productivity by leveraging existing expertise, relationships with other Rowan University colleges, and pillar clinical programs of our health system affiliate
 - Develop a population health education and research program
 - Increase funding to support research that makes a difference in the communities we serve
- Education – CMSRU strives to optimize the education of future physicians to ensure their readiness within a rapidly changing health care environment. Enhanced leadership training,

competence with technologies and inter-professional practice skill development are major elements of this preparation for future-oriented practice.

- CMSRU will continue to provide an exemplary educational experience
 - Expand clinical skills and simulation activities within the CMSRU undergraduate medical education (UME) and graduate medical education (GME) programs
 - Design and develop inter-professional programming to optimize healthcare communication
 - Develop new and innovative CMSRU educational programs to meet the needs of healthcare professionals in the 21st century
 - Leverage use of technology to support learning and working
 - Expand geographic footprint with new clinical affiliations
- Faculty Affairs – CMSRU strives to promote faculty wellness, engagement, and professional development programs that focus on providing opportunities for faculty to thrive and lead in their professional career path.
 - Invest in faculty leadership and teaching across the educational continuum (UME and GME)
 - Enhance the CMSRU culture for all faculty
 - Work to enhance recruitment, retention, and vitality of URM faculty
 - Focus on professional advancement of faculty through the development of faculty communities and mentorship programs with specific focus on medical education, teaching, research, and professional development
 - Develop novel programming in leadership development to equip future leaders in medical education
 - Expand faculty appointments for interprofessional educators
- Student Affairs and Admissions – CMSRU is committed to enrolling and supporting students who have demonstrated personal integrity, the potential for professional excellence, the ability to deliver compassionate care, and a demonstrated passion for lifelong learning.
 - Enroll a diverse student body with demonstrated academic excellence and service which resonates with our mission
 - Ensure a support system that best meets the physical and emotional needs of all students
 - Provide a system of career guidance that assists in successful residency placement
 - Provide affordable education at CMSRU so graduates have no more than national average debt

Planning and Implementation Process

A CMSRU leadership team retreat was conducted in January 2019 to review and update the strategic plan prepared in 2015 and to create a refreshed five-year plan. The team began with a working session and deep dive into the mission, vision, and core values. This exercise led to a robust discussion and reaffirmation of CMSRU’s mission, and refinement of the vision and core values. The vision statement was revised to be more succinct and to make it easy for leaders to communicate and for employees to remember. Core values are what support the mission and vision, shape the culture, and reflect what CMSRU values most and were streamlined to make them meaningful and repeatable by students, faculty, staff, and leadership. A draft of the revised mission, vision, and core values was presented to the CMSRU Strategic Planning Committee in July 2019.

The Strategic Planning Committee and a broader group of stakeholders came together in late summer 2019 for a full day retreat to update the cross-cutting strategic goals/institutional priorities and to understand how those priorities would support CMSRU’s goal of becoming the New Jersey’s leading school of medicine. A SWOT analysis was performed and results are shown below:

CMSRU Strengths, Weaknesses, Opportunities, and Threats Analysis			
Strengths			
Partnership and support from Rowan University (RU) and Cooper University Health Care (CUHC)	Affiliation Agreement	CMSRU commitment to community	Innovative curriculum
Relationship with RU's Biomedical Engineering department	Joint Health Sciences Campus	Student support systems	Pipeline programs
Admissions process	Large employed clinical faculty	Financial stability	Organizational agility
Interprofessional education	Depth and breadth of clinical care at Cooper	Extensive GME programs co-managed by CMSRU and CUHC	RU is now a research university
Weaknesses			
Recruitment of underrepresented in medicine (URM) students	Funding for scholarships	Dependence on state for operating budget	
Opportunities			
Educational programming and research in population health and the science of healthcare delivery in Camden	Additional potential hospital affiliates (Virtua, Nemours, Inspira, VA, Atlanticare)	Research development with Coriell	Research funding pledged by RU
Development of new programs through the Cooper/Rowan synergy with goal of keeping NJ high achievers looking in-state for a quality education (e.g., dual degree programs, allied health programs, philanthropic opportunities)			
Threats			
Having only one affiliated teaching hospital	Location in shadow of Philadelphia		

Throughout the process we aligned strategic planning, LCME readiness, and CQI initiatives. In addition, the group considered the guiding principles and most current strategic plans of Rowan University (the parent university) and Cooper University Health Care (the clinical affiliate) to ensure alignment with both organizations. The six functional area subcommittees were instructed to begin the process of updating tactical plans with these strategic goals/institutional priorities and guiding principles in mind.

Following the summer 2019 retreat, subcommittee chairs presented their work-to-date to the CMSRU Medical School Board. Throughout the remainder of 2019 and early into 2020, the plan continued to be refined and was presented along the way to many constituents, including the CMSRU Medical School Board (MSB), departmental chairs, and the faculty assembly. Additionally, the plan was sent to staff, faculty, and students, to offer them an opportunity to make comments and suggestions. The refined subcommittee plans were consolidated into a final strategic plan document, *Building the Medical School of the Future*, and presented to the MSB and RU leadership on October 29, 2020.

While some of the initiatives detailed in this plan are ready for immediate implementation, others will require additional planning, design and/or acceptance, and estimates of required resources will need to be refined. As such, some of the initiatives may evolve from their original conception as presented in this document. The CMSRU strategic plan is a living document that is reviewed annually at the dean's retreat for senior leadership to ensure pertinence, review new opportunities, and assess progress on meeting objectives. A strategic plan does not in itself produce the desired change; people do. To facilitate progress and successful implementation, each of the strategic priorities has been assigned to stewards and each underlying strategic initiative will in turn be assigned to individuals who will be responsible for its execution. The subcommittee working groups will review progress in conjunction with CMSRU's continuous quality improvement initiatives and report and review dashboards measuring success and illustrating goal achievement. Senior leaders meet regularly with the dean to provide updates with progress toward the goals. Ongoing refinement will be made and major changes will be brought to the Strategic Planning Committee and the MSB for their review and approval. The CMSRU Strategic Planning Committee is ultimately responsible for the development, review, and revision of the strategic direction of teaching, research, community engagement, and other innovative programs at the medical school.

Subcommittee Plans

INSTITUTIONAL SETTING - ADMINISTRATION AND INFRASTRUCTURE

Goal #1: Ensure continued financial health of CMSRU through responsible fiscal stewardship	
Objective 1: CMSRU will align resources to achieve and maintain long-term fiscal sustainability and stewardship	
<p>Action Plan:</p> <ul style="list-style-type: none"> • Develop a plan to ensure fiscal stability of the school over the next five years and beyond • Improve financial position by developing new sources of revenue which are aligned with CMSRU’s mission • Develop and implement a government advocacy program to solidify and potentially increase state and federal support of CMSRU 	
<p>Resources Needed: Rowan University and Cooper (CUHC) government affairs staff; budget funding to support development of revenue generating programs</p>	<p>Assessment: Annual LCME Part IA Annual Financial Questionnaire</p>

Goal #2: Provide best-in-class administrative leadership and support through a culture based on diversity , inclusion, equity, and a highly qualified and engaged workforce	
Objective 1: Build a supportive and inclusive culture where all people feel valued and thrive	
<p>Action Plan:</p> <ul style="list-style-type: none"> • Incorporate CMSRU mission, vision, and core values into organizational processes, such as performance management, learning and development opportunities, and recognition opportunities • Continue diversity, equity, and inclusion initiatives • Develop a robust onboarding/orientation plan to support new members of CMSRU • Reinvigorate the CMSRU Employee Wellness Committee and encourage positive health and wellness across our organization • Develop dashboard metrics to assess overall organizational culture and engagement 	
<p>Resources Needed: Regular Rowan HR presence at CMSRU; budget funding for DEI and wellness activities; development and implementation of an annual employee engagement survey</p>	<p>Assessment: Review results of employee engagement survey</p>

Goal #3: Contribute to establishment of CMSRU brand by improving communication effectiveness, both internally and externally	
Objective 1: Establish and increase brand awareness through social media marketing	
<p>Action Plan:</p> <ul style="list-style-type: none"> • Maintain profile and regularly post content on select social media platforms based on demographics of target audience • Work in broadcast mode as well as conversational mode to get the right mix of engagement versus action • Track awareness of the brand using engagement statistics and insights provided by social media platforms, i.e. Facebook Page Insights 	
<p>Resources Needed: Hire a dedicated resource such as a Digital Communications Specialist; student social media ambassadors</p>	<p>Assessment: Review and analyze engagement statistics and insights</p>

Objective 2: Build an updated and customized website to build and improve brand relationships	
Action Plan:	
<ul style="list-style-type: none"> • Create a customized, modern, eye-catching website design template which is compatible with Rowan University's website but differentiates CMSRU from SOM • Write and post original content, share relevant local and national industry-related content, create a blog • Implement the use of a good web statistics package to analyze site performance 	
Resources Needed: Technical and creative web design consultants; hire a dedicated resource such as a digital communications specialist; freelance writing resources	Assessment: Review and analyze statistics and insights provided by tools such as Google Analytics and Webalizer

Goal #4: Increase philanthropic support and organizational capacity by cultivating relationships with alumni, donors, community partners, and members of the community we support	
Objective 1: Cultivate strong alumni donor base for giving initiatives	
Action Plan:	
<ul style="list-style-type: none"> • Establish a strong foundation for alumni initiatives starting with the five-year reunion for CMSRU's charter class of 2016 	
Resources Needed: Budget funding for a Reunion Weekend to include programmed events that are educational, social, and memorable	Assessment: Development of an endowed fund supporting programs and students at CMSRU

Objective 2: Cultivate relationships which lead to the development of endowed scholarships	
Action Plan:	
<ul style="list-style-type: none"> • Target 5-10 prospects new to CMSRU who can kickoff endowed scholarship funds 	
Resources Needed: Volunteers from CMSRU faculty to introduce potential donors; prospect research; budget funding for donor meetings; create proposals that meet the needs of donors	Assessment: 3-5 proposals approved by prospects that lead to new scholarship funds at CMSRU

Goal #5: Maintain LCME accreditation and CQI Initiatives	
Objective 1: Maintain LCME accreditation and accreditation readiness for the CMSRU Medical Education Program	
Action Plan:	
<ul style="list-style-type: none"> • Annual Review of the Medical Education program for compliance with LCME Standards 	
Resources Needed: LCME subcommittee leaders	Assessment: Completion of action items on an annual basis

Objective 2: Maintain Continuous Quality Improvement Initiatives to effectively manage the undergraduate medical education program at CMSRU	
Action Plan:	
<ul style="list-style-type: none"> • Continuously monitor identified areas of strength and weakness through the CMSRU CQI work plan 	
Resources Needed: Office of Medical Education staff	Assessment: Updated CQI data for dashboards

DIVERSITY, EQUITY AND INCLUSION

Goal #1: Recruitment and retention of diverse students

Objective 1: Increase enrollment for disadvantaged and URM students of excellence in order to prepare a physician workforce to meet the needs of the increasingly diverse population and underserved communities

<p>Action Plan:</p> <ul style="list-style-type: none"> • Maintain/Improve current recruitment strategy aligned with mission annually through the Office of Admissions and the Admissions committee • Holistic Review process • Unconscious bias training –Admissions committee • Expand current pathway programs & policies to allow additional candidates • Enhance recruitment efforts • Fundraising for CMSRU scholarships 	
<p>Resources Needed: Staff support; AAMC Holistic review booklets; external grants; financial support for recruitment launches; financial support for scholarship gala and URM alumni groups</p>	<p>Assessment: Matriculations data of URM and disadvantaged students; academic performance of diverse students; monitoring of student engagement in the community and the number going into primary care; amount of fundraising dollars and the number of scholarships given</p>

Objective 2: Create/provide more comprehensive support for disadvantaged and URM students throughout the curriculum

<p>Action Plan:</p> <ul style="list-style-type: none"> • Individual advising to address needs of these students • Group sessions with URM upperclassmen • Identify summer research/teaching opportunities and assist with application process • Identify students in need of individual tutoring • USMLE step prep • Provide one-one student faculty or PGY mentors (URM where possible) • Provide assistance with identifying outside scholarships, and VSAS and ERAS application processes • Individual advising for residency planning • Action planning for at-risk students 	
<p>Resources Needed: Additional advisor; financial support; student tutors; staff support</p>	<p>Assessment: Collect quantitative data - students served by class; individual appointments; students attending each session; student satisfaction with group and individual sessions; of students with M1 summer teaching/research experiences; number of students with ODCA supplemented tutoring services and step prep; academic performance; students opting for mentoring; USMLE score/average; URM and disadvantaged students earning induction to CMSRU honor societies/outside scholarships and successful match to highly competitive residencies</p>

Goal #2: Enhance the environment for diversity, equity, and inclusion

Objective 1: Build greater diversity among faculty and staff

Action Plan:	
<ul style="list-style-type: none"> • Unconscious bias training for all search committees and new staff and students at orientation • Encourage Safe Zone training and DEI certification • Offer programs and workshops on diversity in the workplace, healthcare environment and health disparities • Diversity education requirement for students • Showcase works of art (visual/audio) that raise cultural awareness 	
Resources Needed: Certified/trained instructors; support staff; speaker honoraria; funding for cultural events	Assessment: Monitor number of trainings completed; satisfaction surveys; number of participants at safe zone sessions; number of completed DEI certificates; attendance at programs and diversity sessions; cultural competence score on GQ

Objective 2: Provide faculty, staff and students with tools to be culturally sensitive to each other and their community

Action Plan:	
<ul style="list-style-type: none"> • Keep website informative and up to date • Utilize social media platforms 	
Resources Needed: Web site support staff	Assessment: Number of website visits and social media hits

Objective 3: Enhance cultural competency in the curriculum

Action Plan:	
<ul style="list-style-type: none"> • Work with OME to identify gaps in cultural competency • Support new course of “selectives” that support cultural competency • Recognize excellence in cultural competency through awards and establish student Honor society 	
Resources Needed: Support staff; funds for award recognition	Assessment: Development of new course “selectives”

Goal #3: Enhance opportunities for southern New Jersey learners via pipeline programs

Objective 1: Enhance existing pipeline programs to offer additional exam preparation, service learning, clinical and research opportunities

Action Plan:	
<ul style="list-style-type: none"> • Identify new partners and establish MOU’s 	
Resources Needed: Continued internal funding for staff support of pipeline programming MCAT preparation materials; research material support	Assessment: Number of clinical placements; performance of pipeline students on MCAT; number gaining acceptance to health profession programs or MS/PhD science/ behavioral science programs

Objective 2: Collaborate with other institutions for networking, educational, and grant opportunities	
Action Plan:	
<ul style="list-style-type: none"> • Work with community and faculty partners to identify education and health grants • Work with other NJ medical schools to obtain pooled support for pipeline programs • Reach out to neighboring southern NJ communities to establish camp programs in medical sciences offsite 	
Resources Needed: Administrative support; grant writer; medical student camp counselors for off-site programming	Assessment: Joint institutional events; joint higher education courses or training programs SJ K-12 activities (science fairs, camps, academies, health information sessions) grants obtained

Goal # 4: Develop new programming and augment current programming for community health and health equity	
Objective 1: Collaborate with Rowan University and Rutgers University for interprofessional health education and community outreach efforts	
Action Plan:	
<ul style="list-style-type: none"> • Identify interested faculty across campuses 	
Resources needed: Space for programming; IT support for on-line programming; Marketing/PR Admin/Faculty support	Assessment: Community partners served; number of programs/workshops; number of student participants

Objective 2: Increase research in health disparities	
Action Plan:	
<ul style="list-style-type: none"> • Identify interested faculty across campuses • Identify available data-base resources 	
Resources: Research funding; administrative support; statistical support; grant writer	Assessment: Projects funded; scholarly activity

Objective 3: Continue to enhance service learning programming	
Action Plan:	
<ul style="list-style-type: none"> • Assess success of individual programs regularly 	
Resources Needed: Staff support; faculty support for program advising and small group reflections; faculty support for community service research projects	Assessment: Number of community partners served; number of individuals served per service-learning program or activity; other measurable based on program (number contacts per client, number of education sessions delivered, number of patients utilizing health coach service, etc.)

Goal #5: Work to create anti-racism programming for students, staff, and faculty	
Objective 1: Collaborate with Rowan University, OSA, and OME	
Action Plan:	
<ul style="list-style-type: none"> • Identify areas to integrate into the curriculum 	
Resources Needed: AAMC anti-racism resources; funds for outside speakers	Assessment: Number of events; number of attendees

RESEARCH

Goal #1: Increase Research Productivity	
Objective 1: Increase number of grant applications, awards, and publications	
Action Plan:	
<ul style="list-style-type: none"> • Provide faculty with grant preparation support and mentorship • Develop and implement a grant mentorship program for junior faculty • Provide faculty and trainees with science manuscript writing training 	
Resources Needed: Increased funding for faculty development research workshops/programs	Assessment: Number of grant applications and awards

Objective 2: Leverage existing expertise to enable growth of research	
Action Plan:	
<ul style="list-style-type: none"> • Provide faculty ability to generate pilot data in order to submit more competitive research grant applications. • Provide faculty with bridge funds to support competitive renewals • Invest in research staff for research active faculty members 	
Resources Needed: Seed funding; bridge funding	Assessment: Number of extramurally funded research grants

Objective 3: Improve infrastructure to accommodate growth of the research enterprise at CMSRU	
Action Plan:	
<ul style="list-style-type: none"> • Identify and procure infrastructure needs to enable growth of the research enterprise • Procure space to accommodate growth in number of funded investigations and their support personnel 	
Resources Needed: Funding	Assessment: Invest in core facilities and equipment; optimize existing research space

Objective 4: Increase the recruitment of research focused BMS faculty	
Action Plan:	
<ul style="list-style-type: none"> • Strategic recruitment “research intensive” faculty to CMSRU • Cluster recruitment with emphasis on cancer and neuroscience 	
Resources Needed: Funding and approved positions	Assessment: Number of faculty hired

Goal #2: Cultivate a research culture and increase funding to support research	
Objective 1: Enhance the visibility of biomedical and clinical research	
Action Plan:	
<ul style="list-style-type: none"> • Foster transdisciplinary research collaborations within CMSRU, across Rowan University, Coriell, and with other institutions • Design, develop and maintain an interactive research-focused website • Further develop the BMS/CMSRU seminar program • Host symposia/meetings with significant number of participants from outside of CMSRU and other Rowan colleges • Foster growth of the Cooper Rowan Medical Journal 	

Resources Needed: Funding for programs that offer networking opportunities; increase cross-institutional training opportunities; IT support, extramural funding; and promotion of the Journal to faculty for appropriate manuscripts	Assessment: Number of collaborative grant proposals and publications; number of external hits; number of external prominent speaker seminars; number of publications in Journal
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Objective 2: Increase the number of Rowan undergraduate and graduate students with CMSRU research mentors	
Action Plan:	
<ul style="list-style-type: none"> • Provide secondary appointments for BMS faculty in departments of other Rowan colleges 	
Resources Needed: Rowan institutional support	Assessment: Number of students with CMSRU research mentors

Objective 3: Develop a graduate program (MS and/or PhD) at CMSRU	
Action Plan:	
<ul style="list-style-type: none"> • Work with Rowan, SOM, and BMS faculty to develop a plan for graduate studies at CMSRU 	
Resources Needed: Rowan Institutional support	Assessment: Develop curriculum and recruit first class of students

Goal #3: Develop population health research program/science of healthcare delivery	
Objective 1: Develop database of research competencies amongst existing faculty	
Action Plan:	
<ul style="list-style-type: none"> • Provide faculty with appropriate training • Recruit faculty with expertise in population health research 	
Resources Needed: Funding for faculty recruitment and development programs	Assessment: Number of publications

Objective 2: Facilitate data mining of EPIC electronic medical records	
Action Plan:	
<ul style="list-style-type: none"> • Recruitment of EPIC research analyst 	
Resources Needed: On-going funding of position and approval to hire	Assessment: Number of data requests filled

Objective 3: Strategic recruitment of population health faculty	
Action Plan:	
<ul style="list-style-type: none"> • CMSRU based MPH program to attract faculty 	
Resources Needed: Rowan Institutional support	Assessment: Number hired

EDUCATION

Goal #1: CMSRU will continue to provide an exemplary educational experience	
Objective 1: Maintain LCME accreditation and accreditation readiness for the CMSRU Undergraduate Medical Education Program	
Action Plan:	
<ul style="list-style-type: none"> • Annual Review of the Medical Education program for compliance with LCME Standards • Maintenance of LCME evidence that documents compliance with standards 	
Resources Needed: Office of Medical Education staff	Assessment: Completion of action items on an annual basis; report the annual review of standards to the curriculum committee at the Curriculum Committee annual retreat (June)
Objective 2: Maintain Continuous Quality Improvement Initiatives to effectively manage the undergraduate medical education program at CMSRU and track program improvements and identify areas of vulnerability in the education program and take measures to improve upon those areas	
Action Plan:	
<ul style="list-style-type: none"> • Develop and maintain Standard Operating Procedures (SOPs) to support the quality and effectiveness of the UME program • Conduct an annual review of academic policies • Continuously monitor identified areas of strength and weakness through the CMSRU CQI work plan 	
Resources Needed: Office of Medical Education staff	Assessment: Revised SOPs; Updated CQI data for dashboards
Objective 3: Conduct a regular review of the medical education program to maintain our high-quality expectations of the program and utilize the collective knowledge of faculty and administrative leadership in the review of Phase 1 and Phase 2 of the curriculum	
Action Plan:	
<ul style="list-style-type: none"> • Review the full curriculum every five years • Review Phase 1 every other year • Review Phase 2 every other year • Review highlights of the AAMC Annual Medical Education meeting and other society meetings to ensure that our medical education program maintains its leadership in innovation 	
Resources Needed: Office of Medical Education staff, faculty, budget funding to travel to national and regional meetings	Assessment: Annual review of course and clerkship reports by the Curriculum Committee and Phase Subcommittees; use of Special Ad Hoc Subcommittees as needed; attendance records for the AAMC Annual Meeting and other society meetings; completion of full curriculum review (AY 20/21); completion of Phase 1 Review (AY 20/21); completion of Phase 2 Review (AY 20/21)

Goal #2: Expand clinical skills and simulation activities within the CMSRU UME and GME programs	
Objective 1: Increase the use of Simulation in UME Educational Setting	
Action Plan:	
<ul style="list-style-type: none"> • Simulation Center staff will develop a list of teaching services they can provide to support the CMSRU UME/GME/CME Curriculum • Conduct a bi-annual survey to determine UME faculty needs and interest in incorporating new educational activities in their courses that use simulation • Conduct presentations at Phase Subcommittee meetings/conduct tours of the SIM Center • Development of a webpage presence • Creation of SIM faculty development curriculum 	
Resources Needed: IRT resources; Simulation Center equipment and space availability	Assessment: Annual number of simulation activities; student and faculty satisfaction with simulation activities

Objective 2: Establish a regional center of excellence in Camden to provide instructional and assessment activities in clinical skills and simulation for UME and GME students	
Action Plan:	
<ul style="list-style-type: none"> • Conduct a needs assessment among CMSRU/CUH GME stakeholders and external GME programs • Develop a steering committee to support development of the CMSRU clinical skills and simulation center • Identify and meet best practice in center utilization/capacity rates • Conduct a needs assessment for faculty in UME and GME regarding the use of the center in teaching and assessment activities • Develop and provide faculty development sessions 	
Resources Needed: CMSRU Simulation Center staff; CUH and CMSRU faculty; OME staff; Faculty Affairs staff; Simulation Center equipment and space availability	Assessment: Align utilization/capacity to meet best practice usage of Simulation Center in AY 23/24

Goal #3: Design and Develop Interprofessional programming to optimize Healthcare Communication	
Objective 1: Distinguish CMSRU as a regional presence in Interprofessional Education (IPE) and a regionally recognized leader for improving healthcare communication for all healthcare professionals	
Action Plan:	
<ul style="list-style-type: none"> • Creation of a regional IPE steering committee that includes the Cooper Rowan clinic board members and faculty leadership • Onboard director of IPE • Determine needs of regional partners • Develop the curriculum and assessment guide to support IPE activities for CMSRU students and other regional constituents 	
Resources Needed: Budget funding for space; staff; accreditation requirements to support IPE activities	Assessment: Number of programs using SIM center; Ambulatory Clerkship or other resources for IPE; increase in revenue related to IPE; number of abstracts; posters, presentations, workshops and published papers about IPE; number of citations of CMSRU papers related to

	IPE; satisfaction of students and faculty involved in IPE activities, amount of funding to support programming via grants and other sources
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Objective 2: Create venues for IPE focused on establishing a culture in which faculty, practitioners, staff and students value collaborative practice as the hallmark of excellent care	
Action Plan:	
<ul style="list-style-type: none"> • Publish results of IPE activities and initiatives at CMSRU • Establish new IPE partnerships with other institutions 	
Resources Needed: CMSRU Assessment staff, Rowan and Cooper IRBs	Assessment: Number of programs using SIM center; Ambulatory Clerkship or other resources for IPE; increase in revenue related to IPE; number of abstracts, posters, presentations, workshops and published papers about IPE; number of citations of CMSRU papers related to IPE; satisfaction of students and faculty involved in IPE activities, amount of funding to support programming via grants and other sources

Goal #4: Develop innovative tracks in the UME program to truncate the educational experience and facilitate early entry into GME	
Objective 1: Create additional 3-year UME curricula for students who plan to enter specific residency programs/career tracks	
Action Plan:	
<ul style="list-style-type: none"> • Carry out analysis of financial impact of expansion of 3 year tracks due to loss of 4th year revenue. Seek options for extramural support as needed • Carry out analysis of logistical/curricular impact of expansion of 3 year tracks. • Identify additional suitable programs for 3 year track by surveying departments and residency programs • Develop a course of study for each specialty 3-year track • Completion and implementation of Phase 1 18 month Curriculum • Explore options to enable revised 30-month Phase 2 Curriculum 	
Resources Needed: Office of Medical Education, Curriculum Committee, Office of Student Affairs, CMSRU Principal Business Officer, Office for Development, Residency Programs	Assessment: Completion of the new 3 year program tracks; review of student cohorts; graduates entering residency training after three years; measurements of student success in residency programs compared to their traditional track peers; completion of operationalization plan for Phase 1, 18 month Curriculum; completion of operationalization plan for Phase 2, 30 month Curriculum

Goal #5: Develop new and innovative CMSRU educational programs to meet the needs of healthcare professionals in the 21st century	
Objective 1: Expand educational offerings for UME, GME, and CME by establishing Certificate Programs in conjunction with Rowan Global	
Action Plan:	
<ul style="list-style-type: none"> • Complete needs assessment about student/resident/faculty interest in certificate programs and associated costs • Create Rowan Global Certificates • Develop Certificate Track Courses • Obtain approval from Curriculum Committee (CMSRU) and Rowan University Curriculum Committee 	
Resources Needed: CMSRU/Rowan/other university faculty; OME staff and administration; Instructional design staff at CMSRU and Rowan University; CMSRU Registrar	Assessment: Number of new programs developed; reports of student satisfaction

Objective 2: Establish combined medical education programs that capitalize on the unique strengths of Rowan University and CMSRU by creating dual degree programs	
Action Plan:	
<ul style="list-style-type: none"> • Explore dual degree programs with Rowan University 	
Resources Needed: CMSRU/Rowan/other university faculty, staff and administration; instructional design staff at CMSRU and Rowan University; CMSRU Registrar; Rowan Registrar; Office of Medical Education staff	Assessment: Number of programs developed; reports of student satisfaction

Goal #6: Expand geographic footprint with new clinical affiliations	
Objective 1: Expand sites for core clinical clerkships and elective rotations	
Action Plan:	
<ul style="list-style-type: none"> • Develop relationships with other hospital affiliates (i.e. Virtua, Inspira, VA, and Atlanticare) 	
Resources Needed: NA	Assessment: Fully-executed affiliation agreements

FACULTY AFFAIRS AND LEADERSHIP DEVELOPMENT

Goal #1: Invest in faculty leadership and teaching across the educational continuum (UME and GME)	
Objective 1: Equip faculty with the skills necessary to develop and refine medical education curriculum that is appropriate to the level of the student. Expand faculty understanding of the curriculum in relation to learner-centered teaching, facilitation, and assessment	
Action Plan:	
<ul style="list-style-type: none"> • Create enduring material with a focus on novel and effective medical education curriculum • Develop new faculty development sessions that focus on enhancement of teaching and assessment skills 	
Resources Needed: Online educational resources; speakers; operational funding	Assessment: Faculty assessments by students and other evaluators; evaluations of programs by faculty; participation of faculty at faculty development sessions: workshops, special presentations, medical education grand rounds
Objective 2: Expand faculty development for GME program	
Action Plan:	
<ul style="list-style-type: none"> • Create GME-focused faculty development curriculum that addresses specific GME competencies 	
Resources Needed: Online educational resources; speakers; operational funding	Assessment: Evaluation of faculty development programs by faculty
Objective 3: Expand general program content for the faculty at large	
Action Plan:	
<ul style="list-style-type: none"> • Expand online sessions for asynchronous viewing • Establish an online tracking system 	
Resources Needed: Rowan learning management system; IT support	Assessment: Evaluation of online modules; number of faculty participating in online modules
Goal #2: Enhance the CMSRU culture for all faculty	
Objective 1: Establish a system that rewards and recognizes our faculty in the area of medical education	
Action Plan:	
<ul style="list-style-type: none"> • Develop new faculty awards 	
Resources Needed: Operational funding for awards	Assessment: Number of new faculty identified and awarded for their contributions
Objective 2: Engage faculty in positive contributions to CMSRU (e.g. committee work, Faculty Assembly)	
Action Plan:	
<ul style="list-style-type: none"> • Annual solicitation of all CMSRU faculty to participate in various CMSRU activities 	
Resources Needed: Online resources for faculty involvement	Assessment: Track number of new faculty who participate in committees

Objective 3: Develop programs that promote faculty wellness and professionalism	
Action Plan:	
<ul style="list-style-type: none"> Collaborate with the Center for Humanism to develop programs in wellness and professionalism 	
Resources Needed: Operational funding for programs	Assessment: Faculty evaluations of new programs

Goal #3: Work to enhance recruitment, retention, and vitality of URM faculty	
Objective 1: Survey departments quarterly to assess potential for open positions within departments; add reminder to track number of URM applicants/interviews/hires	
Action Plan:	
<ul style="list-style-type: none"> Track number of open positions Review hiring practices Require diverse candidates be included in pool or failed search Notification of faculty departures 	
Resources Needed: Staff member: collect and track data	Assessment: Numbers of URM faculty interviewed annually; number of URM faculty retained

Objective 2: Increase involvement with departmental recruitment of URM faculty	
Action Plan:	
<ul style="list-style-type: none"> Value and reward participation in URM recruitment efforts 	
Resources Needed: Funding for competitive job offers; support for professional development; availability of faculty roles at CMSRU to attract candidates	Assessment: Number of URM faculty recruited

Objective 3: Develop programs for minority faculty	
Action Plan:	
<ul style="list-style-type: none"> Develop Minority Mentorship group 	
Resources Needed: Meeting space; funding for speakers, materials, and events, financial resources for advanced leadership training for select faculty	Assessment: Number of URM faculty retained; number of URM faculty participating in mentoring program; number of URM faculty promoted

Goal #4: Focus on professional advancement of faculty through the development of faculty communities and mentorship programs with specific focus on medical education, teaching, research, and professional development	
Objective 1: Enhance mentoring programs for faculty	
Action Plan:	
<ul style="list-style-type: none"> Develop mentorship program for junior faculty interested in academic promotion Develop women faculty mentorship program 	
Resources Needed: Faculty mentors	Assessment: Track number of junior faculty who apply for promotion; track number of women applying for promotion

Objective 2: Enhance the research mentorship program	
Action Plan:	
<ul style="list-style-type: none"> • Provide continued programming that develops new skills to enhance research and scholarly activity 	
Resources Needed: Operational funding for new programs	Assessment: Research grant applications and award, scholarly publications

Objective 3: Advancement of the Academy of Master Medical Educators (AMME)	
Action Plan:	
<ul style="list-style-type: none"> • Activate Academy of Master Medical Educators to provide teaching/mentoring expertise to CMSRU faculty 	
Resources Needed: Operational funding to support AMME development activities	Assessment: Number of faculty who solicit guidance

Goal #5: Develop novel programming in leadership development to equip future leaders in medical education	
Objective 1: Develop a professional leadership program for mid-career and senior faculty	
Action Plan:	
<ul style="list-style-type: none"> • Collaborate with Rowan University Faculty Center for Excellence in Teaching and Learning to create professional development programs in leadership 	
Resources Needed: Operational funding for educational materials and lecturers	Assessment: Number of faculty enrolled in leadership program; evaluation of leadership program by participants

Objective 2: Create certificate programs that focus on medical education	
Action Plan:	
<ul style="list-style-type: none"> • Collaborate with RU Faculty Center and RU colleges to provide online certificate programs with a focus on medical education 	
Resources Needed: Operational funding for educational materials and lecturers	Assessment: Number of faculty enrolled in certificate programs; evaluation of certificate programs by participants

Objective 3: Provide opportunities for faculty to engage in external leadership training programs	
Action Plan:	
<ul style="list-style-type: none"> • Identify external leadership training programs • Elect faculty to participate in external leadership programs 	
Resources Needed: Operational funding to support faculty	Assessment: Number of faculty who successfully complete external leadership training

Goal #6: Expand Faculty appointments for interprofessional educators

Objective 1: Create additional tracks for faculty appointments for interprofessional educators

Action Plan:

- Collaboration with CMSRU Appointment and Promotions committee to delineate new faculty appointment tracks

Resources Needed: NA

Assessment: Track number of newly appointed faculty in new track annually

ADMISSIONS AND STUDENT AFFAIRS

Goal #1: Enroll a diverse student body with demonstrated academic excellence and service which resonates with our mission	
Objective 1: Utilize a holistic review of applicants	
Action Plan:	
<ul style="list-style-type: none"> Assess academic readiness, clinical and research experiences, service activities, resiliency, and match to the CMSRU mission 	
Resources Needed: Funding for educational programming for individuals involved in the admissions process, including bias training; admissions staffing (hire additional application screeners; hire full time admissions coordinator); work with OME to refine factors predictive of success in the CMSRU curriculum	Assessment: Annual assessment of overall numbers of applicants and strength of the applicant pool; annual assessment of demographic information of newly matriculating students; annual assessment of student success in the CMSRU curriculum
Objective 2: Support and expand CMSRU pipeline programs to increase diversity among applicants	
Action Plan:	
<ul style="list-style-type: none"> Work with Office of Diversity to identify applicants from pipeline programs 	
Resources Needed: NA	Assessment: Track the number of matriculated students from CMSRU pipeline program
Goal #2: Ensure support systems best meet the needs of all students	
Objective 1: Provide resources to foster student success	
Action Plan:	
<ul style="list-style-type: none"> Create an individualized support team for each student to include regular meetings with support team members (e.g. advisor, financial aid, OSA LCSW, learning support team) Create a system of mentoring within the student body (e.g. peer advisory liaisons/PALs) Create an expand early warning and support systems for at-risk students (e.g. PASS) Monitor student satisfaction with support resources and adapt to evolving student needs 	
Resources Needed: Student Affairs; SGA	Assessment: Student assessment/feedback, central monitoring of student meetings with Student Support Services Specialist
Objective 2: Expand autonomy and leadership of student body	
Action Plan:	
<ul style="list-style-type: none"> Support Student Government Association as a conduit for leading change for the student body Continue to support growth of clubs, organizations, and interest groups Support national and regional AAMC/OSR representation for CMSRU with active participation of student representatives Ensure diverse student representation on faculty committees 	
Resources Needed: NA	Assessment: Participation in AAMC groups, leadership positions held by students

Objective 3: Promote a Positive Learning Environment	
Action Plan:	
<ul style="list-style-type: none"> • Update policies to address student mistreatment • Provide multiple, varied and easily accessible mechanisms for mistreatment reporting • Establish regular student and faculty development for positive learning environment to include expectations, mistreatment policy/procedures • Ensure adequate student representation on Positive Learning Environment Committee • Support a diverse student body with inclusive and innovative programming 	
Resources Needed: Student Affairs Medical Education; Faculty Committees	Assessment: 100% of Mistreatment complaints investigated; increased student representation on faculty committees; student assessment/feedback

Objective 4: Implement Wellness programming to meet the needs of all students	
Action Plan:	
<ul style="list-style-type: none"> • Expand upon support services which are confidential and convenient • Develop initiatives to include regular fitness activities and stress/emotional management initiatives • Address mental health with programming to support suicide prevention 	
Resources Needed: Student Wellness Committee; Student Affairs; Psychiatry Services; Student Wellness Program Services	Assessment: Utilization of services, student participation; student assessment/feedback; quality of wellness programs offered

Objective 5: Expand the Advisory College System (ACS)	
Action Plan:	
<ul style="list-style-type: none"> • Budget for necessary activities • Allow for the time and location for AC meetings as a group and per class • Expand designated space for ACS • Transition AC's to Learning Communities 	
Resources Needed: Funding for meetings and activities; physical space for meetings and activities; additional personnel	Assessment: Student satisfaction/ISA; percent participating in AC programs

Objective 6: Create an alumni network	
Action Plan:	
<ul style="list-style-type: none"> • Assist with ACD's in career mentorship by networking with students 	
Resources Needed: Support of Alumni Relations and Office of Development Funding	Assessment: Actual number of assisted physician placements; student and alumni satisfaction

Goal #3: Provide a system of career guidance that assists in successful residency placement	
Objective 1: Expand the career advising system and enhance the role of Advisory Colleges as learning communities for professional development	
Action Plan:	
<ul style="list-style-type: none"> • Grow the faculty mentoring resources • Provide ongoing faculty development for AC facilitation and advising roles • Ensure comparability between colleges • Utilize data-driven, evidence based strategies for the residency match process 	

<ul style="list-style-type: none"> • Leverage evolving technologies (e.g. big data, crowd-sourcing and virtual tools) to enhance career exploration and student decision making • Provide early and specific mentoring to specialties • Promote research and publications from ACD's 	
Resources Needed: Provide ACD's with career and leadership training and development; DIO as faculty educator; define key faculty for specialty mentoring roles; provide protected time for faculty mentoring/ACD activities	Assessment: Optimal career advising; students successful matching with residencies; publications; performance evaluations for advisors; publication and presentations at regional and national level

Objective 2: Promote programming to support a greater percentage of graduates remaining in New Jersey	
Action Plan: <ul style="list-style-type: none"> • Create an alumni network of NJ physicians to mentor current students • Affiliation agreements/PC3 programming 	
Resources Needed: Alumni; protected time for CUHC faculty mentoring	Assessment: Alumni career tracking; program assessment/feedback

Goal #4: Seek affordable medical education at CMSRU	
Objective 1: All CMSRU graduates will have no greater than average debt	
Action Plan: <ul style="list-style-type: none"> • Seek outside scholarships and package adequate loans • Explore mechanisms for reduction of debt burden by consolidation of innovative medical education programs 	
Resources Needed: Funding via student fees that will be audited regularly; Assistant Director of Financial Aid at CMSRU; Financial Aid Specialist	Assessment: Students do not exceed their cost of attendance yearly; average debt of graduates

Objective 2: Financial literacy programs	
Action Plan: <ul style="list-style-type: none"> • Continue to increase financial literacy to educate students as the financial aid office/staff grows 	
Resources Needed: Student Affairs/Financial Aid	Assessment: Dissemination of financial literacy information to 100% of CMSRU students

Objective 3: Increase CMSRU funding sources for students	
Action Plan: <ul style="list-style-type: none"> • Develop a scholarship campaign specifically to solicit scholarship donors/funding 	
Resources Needed: Collaboration with CMSRU development office	Assessment: Implementation of scholarship campaign

Committee Membership

Strategic Planning Committee

Nicholas Stamatiades, MBA - Principal Business Officer (Chair)

Annette Reboli, MD – Dean (Co-Chair)

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Sharon Clark – Director, Marketing and Public Relations

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Gail Stevens – Event Coordinator

Bradley Wrenn – Simulation Educator

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Ancillary Membership

Student Government Association Leadership

Student Wellness Committee

Mental Health Advisory Committee

Advisory College Directors

CMSRU Scholarship Committee

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