Building the Medical School of the Future

CMSRU Strategic Plan 2020
Strategic Planning - Update

• The CMSRU Leadership Team, under the direction of Dean Reboli, began the process of refreshing the School’s mission, vision, and strategic plan in 2019
  • Process began with a senior leadership team retreat to review and refresh the mission and vision statements as well as CMSRU’s core values
  • Revised mission and vision statements as well as core values were presented to and discussed with CMSRU Strategic Planning Committee and Medical School Board
  • Cross-cutting strategic goals / institutional priorities were reviewed and refined at an all-day retreat in Summer 2019; alignment with our parent, Rowan University, and our clinical affiliate, Cooper University Health Care
  • Operational leaders reinstated subcommittees to establish operational goals to support established strategic goals
Rowan University Strategic Plan

One-Page Strategic Plan

A Visionary Mission for Student Learning, Research Excellence, and Service
Rowan University will become a new model for higher education by being inclusive, agile, and responsive, offering diverse scholarly and creative educational experiences, pathways, environment, and services to meet the needs of all students; maintaining agility by strategically delivering organizational capacity across the institution; and responding to emerging demands and opportunities regionally and nationally.

Strategic Pillars

<table>
<thead>
<tr>
<th>Access</th>
<th>Affordability</th>
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<td>We are committed to expanding quality educational opportunities for students by increasing our enrollment capacity; supporting student success utilizing an increasing array of pedagogies and platforms; and creating new pathways to undergraduate, graduate, postgraduate, and professional studies.</td>
<td>We are committed to keeping education affordable by managing costs; diversifying our revenue streams; reducing student debt; limiting tuition increases to the rate of inflation as measured by the consumer price index; and enhancing internship and employment opportunities for our students and graduates.</td>
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<tr>
<th>Quality</th>
<th>Economic Engine</th>
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<td>We are committed to providing rigorous, experiential, and engaging educational experiences; support for scholarly, creative, and research activities; a vibrant and healthy campus life; a rich intellectual, cultural, and artistic environment; and a safe, supportive and inclusive culture that respects and values the diversity of all of its members.</td>
<td>We are committed to benefiting our local and state communities by making every effort to partner with and invest in regional businesses and organizations that contribute in meaningful ways to furthering our mission; preparing an educated citizenry and skilled workforce; enhancing the health of our citizens and the quality of life; and developing innovative products, services, and ideas.</td>
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Strategic Domains

Undergraduate Core Research, Medicine and Health Sciences, Health Care, Research-Based Graduate Programs Adult and Continuing Education, Workforce Development, Professional Graduate Programs

Institutional Goals

Provide multiple pathways to higher education credentials for students with different needs.
Commit to success for all learners.
Build human, infrastructure, and resource capacity.
Engage in innovative discovery, invention, and application of knowledge.
Create and develop competitive advantages.

Operational Values

Student-centeredness • Inclusivity • Engagement • Entrepreneurship Transparency • Accountability • Teamwork • Resilience

Catalyzing Goals

Progress (FY 2017) Projections (FY 2022)

<table>
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<tr>
<th>25,000 students</th>
<th>17,355 students</th>
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<tr>
<td>$1 billion operating budget</td>
<td>$488 million operating budget</td>
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<tr>
<td>$100 million in sponsored projects</td>
<td>$14 million in annual expenses avoided by use of Public-Private Partnerships</td>
</tr>
<tr>
<td>$500 million endowment</td>
<td>$34 million in sponsored projects</td>
</tr>
<tr>
<td>$206 million endowment</td>
<td>$255 million endowment</td>
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Key Performance Indicators

Full-time first-year applications Instructional and academic budget
Underrepresented student enrollment Building inventories in gross sq ft
Regular admit SAT scores Proportion of full-time faculty
Placement to second year retention rate Percentage tuition increase
Graduation rate Institutional scholarships and waivers
New gifts and pledges Economic impact

Adapted from Yvana Harrish, Mastering the Rockefeller Habits, 2002.
Developed January 2013 Updated February 2016.

Cooper University Health Care Strategic Plan

The core strategies include:

- Achieving *Operational Excellence*
- Focusing on *Targeted Strategic Growth*
- Enhancing *Value Based Capabilities*
- *Diversifying Revenue Streams*

*Become a HRO (high reliability organization)*

- Instrumental to successfully abiding by these HRO principles is the support and reinforcement of a positive and safe learning environment, which requires a fair and just culture that is characterized by the following:
  - AAMC, LCME and ACGME principles embedded in faculty practice
  - Commitment and tactics to achieve Academic excellence, exemplary professionalism, cultural sensitivity
  - Evaluation and feedback provided on regular basis both written and verbal
  - Nurturing and support of residents and fellows as teachers of students
  - Promote an atmosphere of trust and respect
  - Faculty role modeling cultural sensitivity and a commitment to quality and safety

Within the core strategy, “Achieving Operational Excellence,” are priority initiatives to **further develop research infrastructure and develop innovation competency**. Cooper is committed to improving *Process*: strengthening the IRB core; improving *Technology*: strengthening data analysis capabilities; and *investing in people* to lead these initiatives. Cooper has created a new position, Vice President of Education and Research, and has hired an EPIC analyst. Both of these positions will serve foundational roles to support related initiatives. The new Vice President has identified a set of supporting initiatives for 2020 that include:

- Developing a 3-year Education & Research Strategic Plan
- Perform Gap Analysis of current research support infrastructure and develop financial plan to support growth and expansion of interdisciplinary research
- Expand residency training-Research, Quality Projects
- Create educational opportunities related to scholarly presentations & research for Registered Nurses and Advanced Practice Providers
- Build sustainable grant funding: Increase Extramural Research Funding
- Increase Awareness and Use of Cooper Research Connections Website
- Develop creative plan to market & promote Cooper’s research I.e. Promote innovation and share knowledge
Mission Statement Refresh

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.

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

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.
Cross-Cutting Strategic Goals / Institutional Priorities

CMSRU aspires to be the state’s leading school of medicine by offering innovative medical education curricula and being inclusive, agile, and responsive to the needs of students, faculty, and staff. This will be accomplished by a strategic focus on the following:

• Community of southern New Jersey
• Establishing/Enriching the CMSRU Culture
• Establishing a CMSRU Brand
• Supporting scientific discovery
• Financial Stewardship
Institutional Setting - Administration & Infrastructure

*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
- Leverage use of technology to support workplace flexibility for engagement and productivity
- Assure 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 efforts.*

- Increase enrollment for disadvantaged and minority students 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
- 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 and training 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 UME and 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 and Leadership Development

CMSRU strives to have a strong faculty wellness, engagement, and leadership development program focusing on providing opportunities for faculty to thrive and lead in their chosen career paths.

- Commitment to invest in faculty in the areas of leadership and teaching across the two phases of the educational program, and for teaching residents, fellows
- 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 and research
- Development of residency and fellowship programs with a focus on medical education
- Develop novel programming in leadership development to equip future leaders in medical education
- Expand faculty appointments for inter-professional educators
Student Affairs and Admissions

CMSRU is committed enrolling and supporting students who have developed personal integrity, as well as the potential for professional competence, the ability to deliver compassionate care, and a demonstrated passion for life long learning.

• CMSRU seeks to enroll a diverse student body with demonstrated academic excellence and 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