



# ROCKY VISTA UNIVERSITY

2022-2027

# Strategic Plan

Achieving New Heights In Medical Education



Updated 7/1/2024



# OVERVIEW

The Rocky Vista University Institutional Strategic Plan is the result of hard work and many hours from different members of the faculty, staff, students, and Board of Trustees — all of whom contributed ideas and feedback that shaped the final plan.

Three strategic planning committees were formed, one for each of our domains: Academics, Leadership, and Growth. These committees were charged with providing the initial recommendations for the revised objectives, as well as potential metrics that could be used to measure the success of each goal.

The recommendations from the three strategic planning committees were presented to the Executive Strategic Plan Committee during a two-day retreat in the fall of 2021. The objectives and metrics were further refined by this group to ensure each goal, objective, and measure aligned with the University's mission, vision, and core values. Throughout the entire process, updates were also provided to the RVU Board of Trustees to afford them the opportunity to provide input and recommendations.

The Institutional Strategic Plan is a living document that is reviewed and updated on an annual basis. Input from the community is gathered and reviewed by the Senior Leadership Team, and then ultimately approved by the Board of Trustees before being implemented in the next academic year.



## LETTER FROM THE BOARD



Dear RVU Community,

When we reflect on the history of RVU as members of the Board of Trustees, we are always proud of the school's many accolades and accomplishments. We strongly believe that the success of RVU has always been guided by a thoughtful, underlying strategic plan that captures the collective and individual creativity within the organization.

As RVU grows, so does the need to evolve our strategic planning process so that it can accommodate the added complexity while staying true to our core spirit. Our focus is always on educating and preparing our students to become skilled and compassionate health professionals.

This strategic plan provides an excellent framework through which we can align and amplify our collective efforts to help us reach our goals for the University. We view this as a living plan, always ready to improve and always open to input from all stakeholders within RVU and the broader community we serve.

I want to congratulate the strategic planning committees on completing the plan and to reaffirm our support and commitment to the continued success of RVU.

Sincerely,

A handwritten signature in black ink, appearing to read 'M. Sallam', written in a cursive style.

Maha Sallam, PhD

RVU Board Chair

On behalf of the RVU Board of Trustees

## LETTER FROM THE PRESIDENT



I am very pleased to present the Rocky Vista University Institutional Strategic Plan for 2022-2027. This is the product of many months of work, with input from all levels of the University. Faculty, staff, students, and members of our Board have provided recommendations and guidance to get us to this final product. It has been a true collaborative effort amongst our community.

This Institutional Strategic Plan establishes a vision, sets a course, and provides focus for the growth and development of the University. It also allows us to assess progress towards achieving new heights in medical education within our three domains: Academics, Leadership, and Growth.

While this strategic plan sets out one-, three-, and five-year goals, it will be reviewed annually to ensure continued relevance. Goals will be updated and added to so that our focus always remains on student accomplishment, faculty and employee success, and University achievement while maintaining RVU as a great place to study and work.

The goals, objectives, and measures outlined in this plan provide a blueprint for where we will focus— both our attention and intention—in the coming years; and it will take the continued dedication and hard work of our entire community to realize the plan's potential.

I applaud the entire RVU community who have been and continue to be engaged in this process. I look forward to working with all of you as we advance Rocky Vista University locally, regionally, and nationally.

Sincerely yours,

A handwritten signature in black ink that reads "David A. Forstein". The signature is written in a cursive, professional style.

David A. Forstein, DO, FACOOG dist.  
President, CEO, and Provost

## RVU BOARD OF TRUSTEES

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Andrew Sussman, MBA, MD

## EXECUTIVE STRATEGIC PLAN COMMITTEE

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Carol Blackshire-Belay, PhD, MPhil  
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Brian Schwartz, PhD, MLIS  
Thomas Told, DO, FACOFP dist  
Francina Towne, PhD



# STRATEGIC PLANNING COMMITTEE MEMBERS

## ACADEMICS

Clyde Jensen, PhD, MS (Co-Chair) - Professor of Pharmacology  
Sarah Neguse, MS, PA-C (Co-Chair) - Assistant Professor of PA Studies  
Amanda Brooks, PhD - Director of Research and Scholarly Activity  
Heidi Hunsaker - MSBS SU Student Representative  
Kevin Mandagere, OMS II - COM CO Student Representative  
Whitney Montrose, MA - Assistant Director of Admissions  
Sarah Nordgran - Executive Administrative Assistant  
Joseph Richard, MLIS - Library Outreach Coordinator  
Rebecca Ryznar, PhD - Associate Professor of Molecular Biology

## LEADERSHIP

Adrian Clark, MS (Co-Chair) - DEI Officer  
Kristin Shute (Co-Chair) - HR Partner  
Ginelle Goh, OMS I - CO MSBS Student Representative  
Mark Linford, OMS II - UT COM Student Representative  
Matthew Linton, PhD - Assistant Dean of Preclinical Curriculum  
George Marsh - Security Officer  
Brian Schwartz, PhD, MLIS - Director of Frank Ritchel Ames Memorial Library  
Cindy Thomas - Executive Assistant to Finance  
Jacquelyn Waller, PharmD, BCPS - Associate Professor of Pharmacology

## GROWTH

Ben Wilde, DO, FAAFP (Co-Chair) - Chair of the Department of Clinical Sciences  
Jacqueline Powell, PhD (Co-Chair) - Associate Professor of Physiology  
Julia Baranczyk, PAS III - CO PA Student Representative  
Sarah Chavez - Assistant Director of Student Financial Services  
Cheryl Johnston - Executive Administrative Assistant  
Trisha Jordan - Staff Accountant  
Brian Leary - Manager of Clinical Education  
Rick Simmons - IT Supervisor  
Westin Wong, OMS II - UT COM Student Representative



## MISSION STATEMENT

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Rocky Vista University provides quality healthcare education while inspiring students to serve with compassion, integrity, and excellence.



## VISION STATEMENT

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Achieving New Heights  
in Medical Education



## CORE VALUES

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Collegiality • Compassion  
Diversity • Equity • Excellence  
Inclusivity • Innovation  
Integrity • Service



# CORE VALUE DEFINITIONS

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## COLLEGIALITY

Mutual respect, collaboration, and the open exchange of ideas advance mutual goals and facilitate individual growth.

## COMPASSION

The willingness to be engaged with the needs of others.

## DIVERSITY

The recognition, reflection, and representation of individual differences within a community including, but not limited to culture, race, age, ethnicity or national origin, color, sex, gender, gender identity, sexual orientation, religious beliefs, spiritual practices, political beliefs, mental and physical ability, socioeconomic status, individual life experiences, or other ideologies.

## EQUITY

The implementation of unbiased policies and practices to ensure everyone has access to opportunities along with needs-based distribution of resources to obtain positive outcomes so that all individuals and groups may attain their full potential and no one is deprived regardless of identity, abilities, background, or socially determined circumstances.

## EXCELLENCE

The commitment to exceed expectations in education.

## INCLUSIVITY

The dynamic process of creating a welcoming environment that increases awareness, knowledge, and empathetic understanding to enable individuals with diverse backgrounds, abilities, insights, and experiences to interact in an open, fair, respectful, equitable, and collaborative fashion.

## INNOVATION

Delivering new and creative ways to provide healthcare education while consistently demonstrating compassion, integrity, and excellence.

## INTEGRITY

The quality of living a unified life in which one's convictions are well-considered and match one's actions, demonstrating fairness, honesty, sincerity, professionalism, and a consistent commitment to our mission, vision, and values.

## SERVICE

Through active service, we support one another and seek to meet the needs of the larger community.

# INSTITUTIONAL STRATEGIC PLAN TIMELINE

## MARCH - MAY 2021

- Strategic Planning Committees provided recommendations for objectives and measures of each revised goal
- Recommended objectives and measures were presented to the RVU Board of Trustees for input and recommendations

## NOVEMBER 2021

- Revisions presented to RVU Board of Trustees for further input and recommendations

## MARCH - MAY 2022

- Marketing materials developed

## FEBRUARY 2021

- Goal statements were expanded to be more specific and detailed
- Revised goals were presented to the RVU Board of Trustees for input and recommendations
- RVU faculty, staff, and students were selected for participation on the Strategic Planning Committees

## JUNE – OCTOBER 2021

- Subject matter experts continued refining metrics
- Benchmark data for metrics gathered for reference
- Executive Strategic Plan Committee reviewed each goal, objective, and measure and provided recommendations for further revisions

## FEBRUARY 2022

- RVU Board of Trustees approved revised Institutional Strategic Plan

## JULY 2022

- New Institutional Strategic Plan goes into effect



# STRATEGIC PLAN OVERVIEW



## MISSION

Rocky Vista University provides quality healthcare education while inspiring students to serve with compassion, integrity, and excellence.

## VISION

Achieving New Heights in Medical Education

## VALUES

Collegiality · Compassion  
Diversity · Equity · Excellence  
Inclusivity · Innovation  
Integrity · Service

## ACADEMICS

### Goal 1

Support academic and clinical excellence while promoting innovation, discovery, and student learning.

## LEADERSHIP

### Goal 3

Foster a culture of diversity, equity, inclusion, integrity, empowerment, and continual growth for students, administration, faculty, and staff.

## GROWTH

### Goal 5

Expand strategic partnerships to provide solutions for the current and anticipated shortages of culturally sensitive healthcare providers in the Mountain West region.

### Goal 2

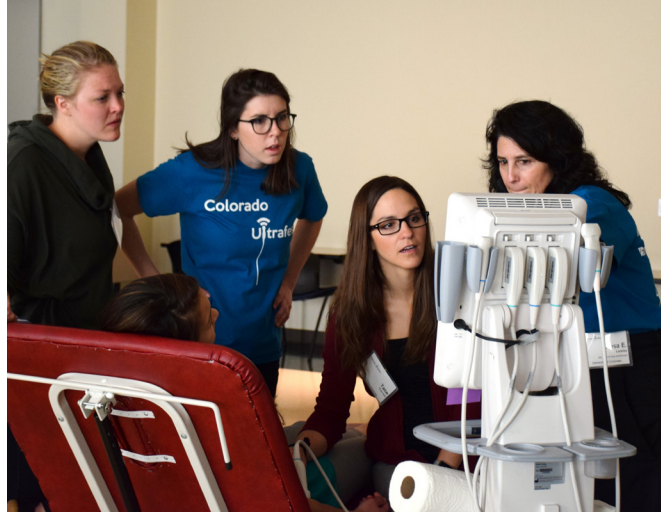
Expand research and scholarly activity that advances medical education innovation, science, medical knowledge, and improves health.

### Goal 4

Broaden awareness of RVU to advance our vision of achieving new heights in medical education.

### Goal 6

Ensure sustainability and relevance of current and future programs through enhanced technology, process improvement, and fiscal discipline.





## ACADEMICS

### GOAL 1

Support academic and clinical excellence while promoting innovation, discovery, and student learning.

#### Objectives

- Develop curricular and cocurricular activities that allow students to embody cultural sensitivity and humility, professionalism, integrity, and compassion.
- Design, develop, and deliver inclusive, exceptional, innovative, and effective student learning experiences.
- Design and deliver exceptional student development services and programs.
- Create and enhance clinical rotation experiences and curricula.

#### Measures

- ❑ Annual GME match rate of match eligible students  $\geq 92\%$  (through match Friday).
- ❑ Annual GME placement rates  $\geq 96\%$ .
- ❑  $\geq 80\%$  of MSBS graduates enter into professional schools annually.
- ❑ Meet or exceed national first time pass rates on COMLEX I and COMLEX II annually.
- ❑ Meet or exceed national first time pass rates on PANCE annually.
- ❑  $\geq 90\%$  of preceptors report that OMS III students are prepared to begin their OMS IV year before the conclusion of their OMS III year.
- ❑  $\geq 90\%$  of PA students meet or exceed program benchmarks indicating they are adequately prepared to enter clinical rotations.
- ❑ Annual retention rates (fall to fall) for the COM and PA programs  $\geq 92\%$ .
- ❑ Annual retention rate (fall to spring) for the MSBS and MMS programs  $\geq 85\%$ .
- ❑ Annual graduation rates for the COM (6 year completion rate)  $\geq 92\%$
- ❑ Annual graduation rates for the PA program (2.25 year completion rate)  $\geq 90\%$



# LEADERSHIP

## GOAL 3

**Foster a culture of diversity, equity, inclusion, integrity, empowerment, and continual growth for students, administration, faculty, and staff.**

### Objectives

- Continue to develop an inclusive RVU community which:
  - Respects the individuality, humanity, diversity, and life experiences of everyone in our community.
  - Values and practices equal access to learning and growth opportunities for all students, faculty and staff.
  - Values and practices equity in its compensation and growth opportunities for employees.
- Develop specific programs to enhance future recruitment and retention of students and employees from underrepresented groups.
- Develop specific programs that focus on staff and faculty well-being and wellness.
- Recruit, retain, and train top quality faculty, administrators, staff, and students who will enhance DEI at RVU.

### Measures

- Increase matriculation of Underrepresented in Medicine students to coincide with the state demographics where the program is located by 2027.
- Annual retention of diverse students  $\geq 90\%$ .
- Increase underrepresented faculty and staff by 1% annually.
- Achieve higher education faculty and staff turnover rates lower than the national average annually.
- Develop baseline employee engagement % from post-pandemic workforce and increase 3% in Year 3 and 10% in Year 5.





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## GOAL 4

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**Broaden awareness of RVU to advance our vision of achieving new heights in medical education.**

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### Objectives

- Build awareness of RVU as a health sciences university.
- Enhance RVU community outreach, partnerships, and global medical alliances.
- RVU leads advocacy efforts at the state and national levels in support of student success.
- Establish RVU as a preeminent healthcare institution in the practice of DEI.

### Measures

- Increase website traffic of “new users” by 10% over the next 5 years.
- Increase the percentage of qualified student applications compared to total verified applications for each program and location year over year.\*
- Increase the participation of faculty, staff, and students in local, state, and national organizations by 10% over 5 years.
- Collaboration and/or partnerships on the advancement of DEI with  $\geq 5$  external institutions by Year 5.

\*Adjusted to reflect national trends.





## GROWTH

### GOAL 5

**Expand strategic partnerships to provide solutions for the current and anticipated shortages of culturally sensitive healthcare providers in the Mountain West region.**

#### Objectives

- Expand, enhance, and create strategic partnerships with undergraduate and healthcare institutions in the surrounding Mountain West region.
- Expansion of clinical rotation opportunities in residency settings.
- Develop and expand new innovative RVU health professional programs in regions with those service shortages.
- Develop and expand Graduate Medical Education programs.

#### Measures

- Increase pipeline programs with institutions in the Mountain West region by an additional three (3) in 3 years and an additional ten (10) in 5 years.
- Maintain RVU's clinical rotation network for student placements at 120%.
- Expand COM clinical rotation opportunities with residents to a minimum of 4 rotations per student per year by 2027.
- Expand clinical core sites to 35 within 5 years.
- Development of at least three new graduate degree programs within 5 years.
- Provide assistance with the development of at least two GME partnerships in the Mountain West region within 5 years.

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## GOAL 6

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**Ensure sustainability and relevance of current and future programs through enhanced technology, process improvement, and fiscal discipline.**

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### Objectives

- Establish an informed, efficient, and forward-thinking IT infrastructure that fosters experiential, interactive learning.
- Maintain a strong budgetary planning process to ensure fiscal responsibility.
- Protect and grow income streams by developing sustainable alternatives to decrease tuition dependence.
- Receive and maintain appropriate accreditation for all current and future programs.

### Measures

- ❑ Achieve proficiency in budget planning with 0% negative variance annually.
- ❑ Average time to close IT support tickets  $\leq$  24 hours annually.
- ❑ Implement a campus-wide data collection and reporting tool within 3 years.
- ❑ Receive HLC approval for Distance Learning (Spring 2024).
- ❑ Achieve “Accreditation - Continuing” status for the PA program (March 2023).
- ❑ Receive reaffirmation of HLC Institutional Accreditation (Spring 2024).
- ❑ Achieve COCA Accreditation or Accreditation with Exceptional Outcome Status (Spring 2026).







**ROCKY VISTA**  
UNIVERSITY