



Strategic Plan ***[Revised & Adopted by BOT 5/23/2022]***

The Salus University Strategic Plan is an evolutionary document that embodies our institutional planning process. The process is inclusive of all of Salus' constituents, including students, faculty, alumni, Board of Trustees and advisory board members, as well as thought leaders in both higher education and healthcare.

Since 2015, the strategic plan has been designed as a three-year, rolling plan that is refreshed annually. Three priorities — **quality, innovation** and **value/fiscal responsibility**, undergird the integrity and quality of all academic programs, and position the institution and its graduates to assume integral roles in the nation's developing health care delivery system.

In 2021, an ad hoc committee on strategic initiatives led a campus-wide effort to refresh scenario planning efforts to identify new strategic areas and to challenge and explore "alternate futures" that the university may face. Several overarching principles emerged from discussions: build trust in all we do; our commitment to DEI will lead to progress in the robust strategies; the more virtual we become, the more personal we need to be; look at every aspect of what we do through the lens of student engagement; and align to our mission in all of our partnering activities.

The scenario planning exercise also produced a set of strategic captures that connect directly to the institution's strategic plan: leadership to advance integration, leveraging external partnerships, being on the front end of metaverse learning, and achieving attainable, value-based education. Through a series of campus wide focus group sessions, 118 faculty, staff, alumni, students and board explored each of these themes to develop a set of desired outcomes and measures informing the current strategic plan update.

Mission, Vision and Credo

- **Mission:** Advancing integrated healthcare through innovative education, research and clinical services.
- **Vision:** Impact the future of healthcare, education and professional practice.
- **Credo:**
 - We believe our first responsibility is to our students. We strive to provide them with the highest-quality, value-based educational profile through on-going innovation in our learning strategies. We believe in the importance of integrating theory and practice in our educational programs.
 - We have a responsibility to our alumni to continually engage them in Salus' development. We are committed to providing them with the highest quality post-graduate education that will enhance continued competence throughout their careers. We must support the professions they represent in order to maximize their potential and to advance Salus' mission.
 - We have a responsibility to our employees. We value their contributions to Salus. We seek to create and maintain an environment where all are treated with dignity and respect.

- We have a responsibility to the communities we serve. We believe in high quality and compassionate care for the patients and clients in our clinical facilities.
- We have a responsibility to the broader community. We believe in transparent stewardship of our resources. We believe that all of our endeavors should have enduring impact beyond the confines of the University.

University Priorities and Goals

Priority 1. Quality: *Fundamental to everything we do*

Goals

1. Create a Salus “community of excellence” that consists of: (a) qualified and diverse students, faculty, staff and Board of Trustee members; and (b) engaged alumni, philanthropic partners and external stakeholders and constituents.
2. Explore strategic alliances that enhance Salus’ mission, the student experience, operations and fiscal performance
3. Strengthen and grow Salus’ educational and clinical programs.
4. Develop and implement curricula that prepare graduates for successful practice, influential participation and leadership positions within the current and future healthcare and education environments.
5. Ensure a respectful, engaged and efficient culture amongst the University workforce.
6. Sustain an environment that promotes a culture of excellence in research that develops and expands scholarly activities that lead to improved education, health and well-being.

Priority 2. Innovation: *Salus setting the pace*

Goals

1. Provide leadership that impacts the future of healthcare, education and professional practice.
 - a. Explore and implement innovative models of education for domestic and international markets, including competency-based assessments and stackable credit opportunities.
 - b. Engage accreditors and regulators to ensure that requirements match the current and projected healthcare landscape.
 - c. Model leadership to advance integration.
 - (1) Develop an operational core curriculum of inter-professional collaborative practices and education.
 - d. Be on the front end of metaverse learning.
2. Apply best practices in technologies, teaching methodologies, policy development and evidence-based approaches that foster excellence in education, clinical practices and University operations.

Priority 3. Value/Fiscal Responsibility: *Excellence requires good stewardship*

Goals

1. Provide a superior educational experience that represents a best value in graduate and professional education, which enables graduates to achieve personal and professional goals.
2. Develop philanthropic and extramural support to enhance scholarships and support the University’s educational, clinical and research programs.
3. Ensure transparency and accountability in all University processes and operations.
4. Advance and actively facilitate attainable, value-based education

Annually, we establish measurable objectives aligned with these University Priorities and Goals.