



Strategic Plan **Revised & Adopted by BOT 5/23/2019**

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.

The attainment of university status was the capstone event of the 2005-2010 Plan, which was responsible for the transformation of the single purpose Pennsylvania College of Optometry (founded 1919) to the specialized graduate health professions Salus University (effective 2008). Salus currently enrolls over 1200 students in its four colleges and thirteen graduate and professional degree programs.

Our initial growth in academic programs to add Public Health, Biomedicine, Occupational Therapy and Speech-Language Pathology resulted from the 2010- 2015 Plan.

Given the rapid pace of change occurring in both the higher education and healthcare marketplaces, in 2015, the Strategic Plan was redesigned as a rolling three-year plan to be refreshed annually.

The first three years were focused on the theme "Consolidating the Gains" and included three major priorities: **quality, innovation and value/fiscal responsibility**. All of these priorities were driven by a sense of urgency to stabilize and systematically cultivate current programs. These touchstones continue to serve as the foundation for all institutional actions and initiatives that are intended to develop the academic and administrative support systems necessary to ensure and preserve the integrity and quality of all academic programs and to position both Salus and its graduates to assume integral roles in the nation's developing health care delivery system.

Having confirmed the attainment of our goals for "Consolidating the Gains," Salus turned its focus to the enhancement and growth of the university's offerings. Salus continually (1) assesses the educational impact and delivery model for each of its academic programs, as well as the efficiency and productivity of its administrative units, in order to put forth recommendations for programmatic and institutional improvement and (2) explores and implements potential new academic programs.

In 2018 and 2019, Salus' constituents participated in a scenario planning exercise to test and refresh our current Strategic Plan, to identify any new strategic areas and to challenge and explore "alternate futures" that the university may face. The results of that process are embodied in the next evolution of our Strategic Plan. Salus is next scheduled to revisit the entirety of its Strategic Plan in 2021 - 2022.

Mission, Vision and Credo

- **Mission:** Advancing integrated health care 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

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. Strengthen and grow Salus’ educational and clinical programs.
3. Develop and implement curricula that prepare graduates for successful practice, influential participation and leadership positions within the current and future healthcare and education environments.
4. Ensure a respectful, engaged and efficient culture amongst the university workforce.
5. 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.

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. Develop an operational core curriculum of inter-professional collaborative practices and education.
 - c. Engage accreditors and regulators to ensure that requirements match the current and projected health care landscape.
2. Apply best practices in technologies, teaching methodologies, policy development and evidence-based approaches that foster excellence in education, clinical practices and university operations.

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. Explore strategic alliances that enhance Salus' mission, operations and fiscal performance
4. Ensure transparency and accountability in all University processes and operations.

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