



RUTGERS HEALTH
School of Health Professions



STRATEGIC PLAN 2025-2030
Accelerating **OUR FUTURE**

Dear Colleagues and Friends of Rutgers,

Rutgers University has enjoyed a long tradition of being a north star for other colleges and universities. With this honor comes great responsibility to forge ahead into new realms, using education as a tool to evolve within SHP and the professions we support. As long as we remain intellectually honest and willing to embrace rigorous research outcomes and pedagogy, we will continue to advance health and the healthcare workforce, addressing systemic problems, and promoting the well-being of individuals and communities.

We engaged in planning for the next phase of our school’s development with a sober view of the challenges and opportunities ahead of us. Churn is impacting every aspect of higher education, stemming from the changing health care needs of our communities combined with the rapidly advancing medical sciences and technology available to address them. Some of these changes offer great promise while others present as problems to be addressed. In either case, I believe there is opportunity for SHP to respond to these changes. Our highly reflective strategic planning process identified areas for investing our resources, which will ensure we maintain our place at the vanguard of higher education.

SHP developed an exhaustive, iterative, and inclusive planning process to create our 2025-2030 strategic plan, “Accelerating our Future 2025-2030.” The uniquely collaborative process allowed all our stakeholder’s voices to be heard through a variety of venues. Our Steering Team culled through the various data streams to identify the preeminent direction for the school for the next five years. The resulting plan is built upon four foundational Pillars of Excellence: Educational Access, Innovation and Excellence, Scholarship and Research, Community Engagement and Service, and Stewardship and Sustainability.

By establishing these larger themes and continuing to drill down to our priorities, goals, and objectives, I am proud to say that we have created a thoughtful, relevant, and living plan and vision for the future. It is with great gratitude I present this plan, as it is the culmination of the expertise and creativity of all our constituents.



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OVERVIEW

For the past 48 years, Rutgers School of Health Professions (SHP) has been a leader in educating New Jersey's health care workforce. As one of eight schools within Rutgers Health, we play an integral role in one of the nation's largest and most comprehensive academic health science centers. Today, SHP is at a critical crossroads. As the health care environment evolves with rapid advancements in medical science, technology, and shifting health care needs, it is vital that we develop a strategic plan that responds to this change and anticipates the future of health professions education. Our plan, "Accelerating our Future 2025-2030" lays out a clear and actionable roadmap that aligns with our newly refreshed core mission, vision, and values, ensuring that SHP stays at the forefront of academic excellence, innovative research, and community service.

Our strategic plan is built on four foundational Pillars of Excellence that are designed to advance our mission:

1. Educational Access, Innovation and Excellence
2. Scholarship and Research
3. Community Engagement and Service
4. Stewardship and Sustainability


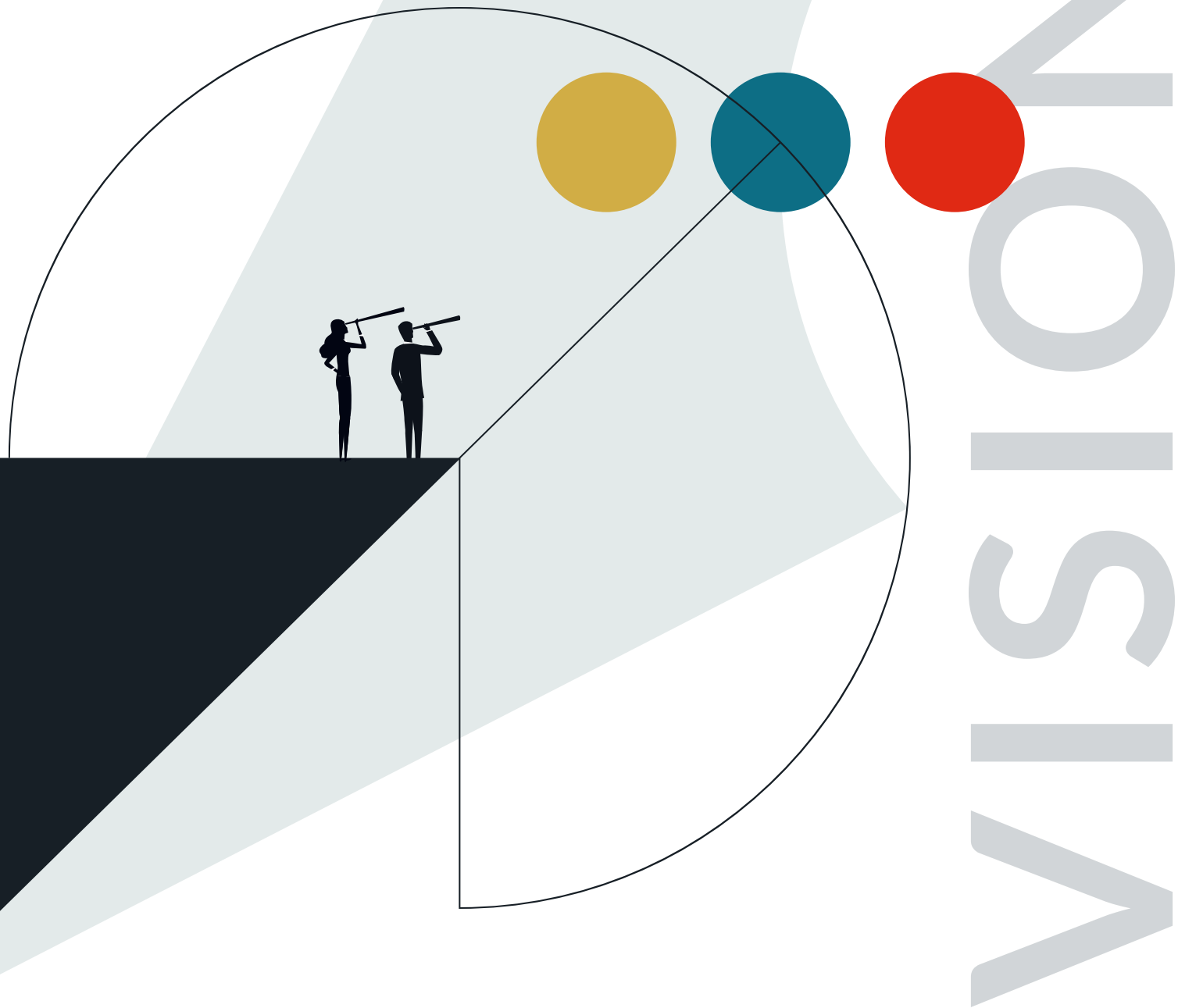
Underlying each of these pillars is the determination to be innovative, equitable, fiscally sustainable, and administratively efficient. Embracing these principles is essential to achieving our goals.

The true strength of the plan has been the active involvement of the SHP community. Through a series of surveys, discussion groups, department meetings, and town halls, we gathered a wealth of insights and ideas from faculty, staff, students, alumni and external stakeholders. These ideas shaped our vision for the future. This inclusive approach ensures that the plan is comprehensive and reflective of diverse perspectives, while fostering a sense of shared ownership and commitment to our collective goals.

The mission, vision, and values of SHP and the priorities outlined in the strategic plan align with those of Rutgers Health and the three value propositions that are the touchstones of Rutgers University; the relentless pursuit of academic excellence; the need to develop strategic institutional clarity; and the achievement of a beloved community.

As we launch this strategic plan, we do so with a clear understanding of the challenges and opportunities that lie ahead. Our plan is designed to be a living, evolving process—one that will continue to adapt through the same iterative and collaborative approach that shaped its creation. Together, we will ensure the plan remains dynamic, relevant, and impactful in addressing the changing needs of our students and positions us for long-term success.

*Improved Health and
Healthcare for All*



*Advancing health
and the healthcare
workforce through
exceptional education,
rigorous research
and scholarship, and
services that promote
the well-being of
individuals and
communities*

*Collaboration, Compassion,
Excellence, Inclusion, Innovation,
Integrity, Respect*



CORPUS
VALUES

OF SUCCESSORS
ACCELERATORS



*Spirit of Innovation,
Strategic Adaptation,
Building Community
& Partnerships*

STRATEGIC PRIORITY

01

PROVIDE THE HIGHEST
QUALITY, MOST
INNOVATIVE HEALTH
PROFESSIONS EDUCATION
TO ENSURE CAREER-READY
GRADUATES

Rutgers SHP has long been a leader in graduating highly competent, clinic-ready health professionals. As the health care landscape changes and grows more complex, we must educate our students to excel in this new milieu. To that end, the objectives of Priority 1 will push our students to new heights, preparing them to thrive in the changing health care landscape. By emphasizing interprofessional education and collaborative practice available through the integration of our community clinics, we will position our students to succeed in a multifaceted environment. In addition, the creation of an emerging technology task force will ensure that our faculty and administrators remain in the forefront, integrating the latest appropriate technological innovations into both our teaching and operational processes.

GOAL 1

Advance education by integrating evidence-based, leading-edge practices into pedagogy across all programs

OBJECTIVES

Leverage simulations and other emerging technologies, such as AI

Scaffold learning opportunities through IPE/IPP within the curriculum for all students

GOAL 2

Enhance clinical training through innovation and partnerships

OBJECTIVES

Increase availability and the number and type of clinical placements across programs

Expand and integrate SHP community clinics to support student educational experience, education, service learning, and research/scholarship activities

Increase opportunities for clinical training through experiential opportunities through simulation and service learning

STRATEGIC PRIORITY 02

FOSTER GROWTH OF RESEARCH AND SCHOLARSHIP

While SHP faculty members are primarily engaged in education, they have achieved a remarkable rise in the past five years in scholarship and federally funded research. SHP is emerging as a leader in such areas as psychiatric and physical rehabilitation and in the exploration of digital health care solutions. A planned increase in research-oriented faculty and focus on collaboration with other Rutgers schools and institutions as well as team scholarship will augment this trajectory. The objectives and action plans in Priority 2 will provide the resources to leverage our current success and continue to advance this initiative.

GOAL 1

Increase scholarly productivity

OBJECTIVES

Foster team scholarship to support faculty advancement

Foster cross-departmental mentorship and collaborations

GOAL 2

Increase impact, sustainability, and reputation of SHP research and scholarship program

OBJECTIVES

Increase R01 equivalent awards and federal grants

Enhance administrative and analytical support for research and scholarship

STRATEGIC PRIORITY 03

BUILD HEALTHY, VIBRANT, AND INCLUSIVE COMMUNITIES

It is imperative to value and reflect on how we conduct ourselves each day. To ensure an inclusive workplace culture, the Priority 3 objectives will focus on building healthy, vibrant and inclusive communities. This emphasis will include the staff and faculty work environment, the student experience, and our engagement with the surrounding communities. The overarching goal is to foster an environment of equity and inclusion by encouraging diversity of thought and opinion, where everyone feels valued and empowered to contribute to their fullest potential.

GOAL 1

*Student Community:
Enhance the student access and
experience from admissions through
graduation*

OBJECTIVES

- Create more seamless transition for Rutgers students into SHP programs and access to scholarship
- Expansion of pathways and tailored programs to increase access to student populations
- Further integration of SHP students into Rutgers student community
- Prioritize programming and services that optimize student health, wellness, and resilience.

GOAL 2

*Workplace Community:
Evolve SHP's work environments
to bring core values and DEI
principles to life*

OBJECTIVES

- Design and implement tailored workplace wellness plan for SHP
- Enhance professional development, advancement, and recognition for faculty and staff
- Build capacity of leaders at all levels to promote inclusive climates and a positive work culture
- Build awareness and knowledge sharing throughout SHP

GOAL 3

*Surrounding Communities:
Implement a substantive and
sustainable community engagement
strategy aligned with SHP's core
mission*

OBJECTIVES

- Build mutually beneficial partnerships within the communities we live and serve
- Increase quantity and variety of community activities that advance student experience in underserved communities

STRATEGIC PRIORITY 04

STRATEGIC STEWARDSHIP AND SUSTAINABILITY

Leading with integrity and accountability, we will maintain our contributions to the health care workforce of New Jersey, advance our regional and national reputation, and secure our aspirational goals within current demographic and workforce challenges. The objectives in Priority 4 focus on sustainable practices and decisions that will enable us to efficiently manage resources, build our capacity to adapt to changing circumstances, and raise awareness of our role as leaders in education, research and service to our communities. We will strive to balance immediate needs with future aspirations.

GOAL 1

Achieve financial sustainability while serving the current and future workforce needs in the region.

OBJECTIVES

Determine optimal depth and breadth of academic portfolio for long-term sustainability and impact

Build and share financial models of sustainability to support SHP decision-making at all levels

Revitalize and deploy a robust philanthropic strategy

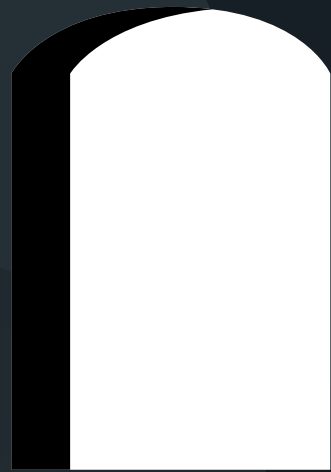
GOAL 2

Advance regional and national reputation

OBJECTIVES

Build awareness of SHP programs, research, quality, and accomplishments

Focused efforts to attract highest level teaching and research faculty



A LIVING PROCESS: IMPLEMENTATION & EVALUATION

We begin implementation knowing that this plan must be living and fluid for it to succeed. In an era of such rapid and significant change, our ability to continuously learn and adapt is paramount. The implementation and evaluation of the plan embraces transparency and flexibility, ensuring that we pivot our strategies to address the shifting needs of our school as well as evolutions in higher education and health care. Effective implementation hinges on a robust framework of engagement, leveraging internal and external expertise, and the establishment of an evaluation plan that measures not just activity but impact. Our goal is to drive meaningful transformation that delivers greater value to our students, faculty, staff, and the communities we serve.

Fast FACTS

1976	Founded	600+	Patients Served Annually
2	NJ Campuses and a Global Classroom	1,300+	Students
23	Undergraduate and Graduate degree programs	57%	of students identify as underrepresented minorities
11	Professional Certificates across Disciplines	146	Full-time Faculty
4	Pro-Bono Clinics Serving NJ Communities and Students	14,000+	Alumni



Academic
DEPARTMENTS

Clinical Laboratory &
Medical Imaging Sciences

Clinical & Preventive
Nutrition Sciences

Health Informatics

Interdisciplinary Studies

Physician Assistant Studies
& Practice

Psychiatric Rehabilitation &
Counseling Professions

Rehabilitation & Movement
Sciences

Academic
PROGRAMS

DOCTORAL

Clinical Laboratory Science

Clinical Nutrition

Health Informatics

Physical Therapy

Occupational Therapy

Psychiatric Rehabilitation

MASTERS

Clinical Laboratory Science

Clinical Nutrition

Clinical Research Management

Cytopathology

Health Care Management

Health Informatics

Health Information Management

Physician Assistant

Radiologist Assistant

Rehabilitation Counseling

Speech-Language Pathology

BACHELORS

Cardiac Sonography

Diagnostic Medical Sonography

Health Information Management

Medical Laboratory Science

Occupational Therapy

Psychiatric Rehabilitation & Psychology

Sonography



CLINICAL SERVICE

SHP has established a pro-bono, interdisciplinary community clinic network that is growing each year. Through this network, we deliver care to underserved communities in New Jersey, while providing outstanding training experiences to its students throughout their education. SHP will continue to expand these services to represent all health professions within our school.

PHYSICIAN ASSISTANT HOPE CLINIC

At the Health Outreach Practice Experience (HOPE) clinic in Plainfield, NJ, students in our M.S. in Physician Assistant program have worked for more than a decade with licensed faculty to provide free primary care to uninsured and underinsured adults in the community. At HOPE, students are exposed to a clinical setting early in their training and learn first-hand how to address social determinants of health.

SPEECH-LANGUAGE PATHOLOGY CLINIC

SHP's Department of Rehabilitation and Movement Sciences opened a pro-bono Speech-Language Pathology (SPL) clinic in Newark in September 2021. Trained graduate student clinicians provide targeted services under the supervision of ASHA-certified faculty. The clinic offers quality care to adults and children in an underserved area, while providing training for future practitioners who learn to treat a diverse patient population across varied cultural and linguistic backgrounds.

COMMUNITY PARTICIPATORY PHYSICAL THERAPY CLINIC

The Community Participatory Physical Therapy Clinic (CPPTC), which opened in Newark in 2011, gives student volunteers in the Doctor of Physical Therapy program a chance to provide clients in the greater Newark community with physical therapy services, education on wellness and health, and referrals to community resources. Students work under the supervision of a licensed physical therapist. The clinic's goals and objectives are developed in conjunction with the community's self-identified health needs and goals within the scope of physical therapy practice.



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