RUTGERS HEALTH
School of Health Professions

Strategic Planning Report
Survey #2: Mission, Vision, Values, and Strategic Priorities
March 12th, 2024

This report includes the questions from Survey 2 and a summary of the responses.

**Contents**

Survey 2 Question 1 - Identify your role:
One hundred and three or 68% of SHP **faculty** responded to Survey 2.

Forty-seven or 31% of SHP **staff** responded to Survey 2.

Survey 2 Question 2 - Section 1: MISSION Please review and select the mission statement you feel most represents SHP's core purpose. Option #1 To deliver exceptional health professions education, produce rigorous research and scholarship that informs clinical practice, and provide services that elevate the health and well-being of individuals and the community. Option #2 To advance the healthcare workforce through exceptional education, rigorous research and scholarship, and services that promote the health and well-being of individuals and communities.
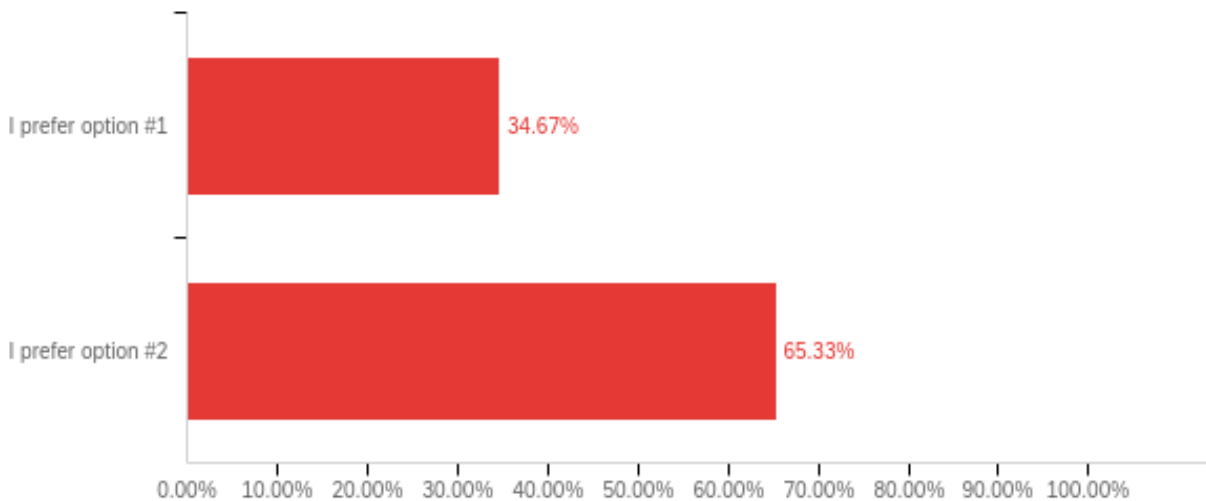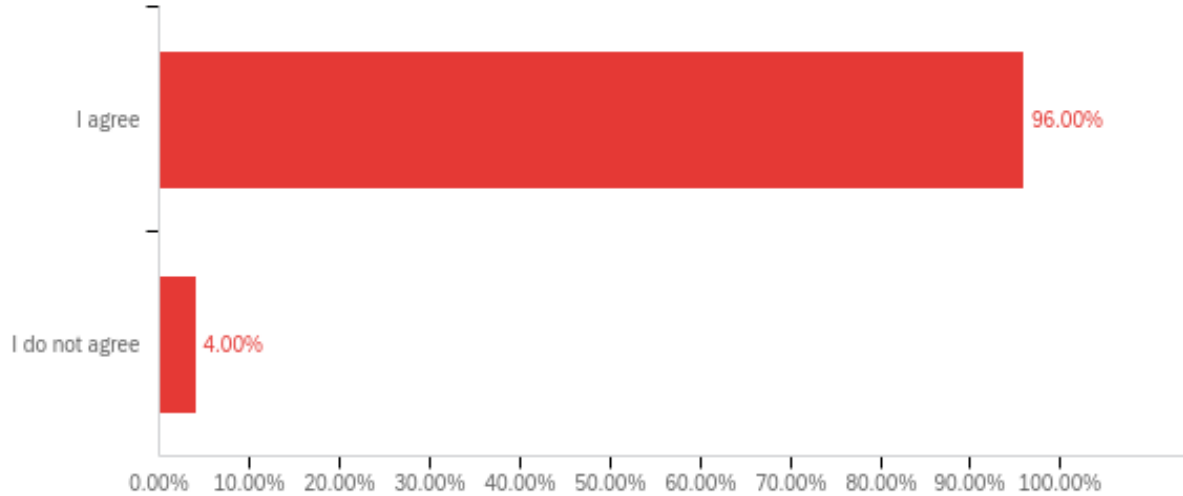

#	Answer	%	Count
1	I prefer option #1	34.67%	52
2	I prefer option #2	65.33%	98
	Total	100%	150

Survey 2 Question 3 - VISION Please review and select your preferred Vision statement for SHP.   Option #1 Rutgers School of Health Professions will be a national model for innovation, transformation, and interprofessional practice.   Option #2 Rutgers School of Health Professions will be a national model for innovative health professions education, transformational research, and collaborative practice within an inclusive and caring academic community.
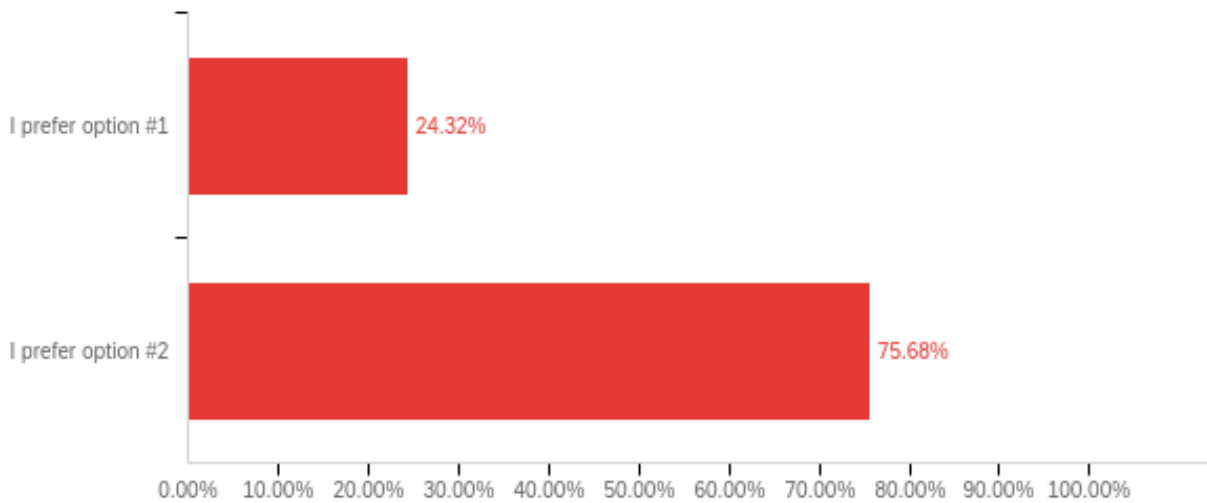
#	Answer	%	Count
1	I prefer option #1	24.32%	36
2	I prefer option #2	75.68%	112
	Total	100%	148

Survey 2 Question 4 - VALUES Please review and indicate if you agree or disagree with the proposed values for SHP. • Collaboration • Compassion • Excellence • Inclusion • Innovation • Integrity • Respect

#	Answer	%	Count
1	I agree	96.00%	144
2	I do not agree	4.00%	6
	Total	100%	150

Section 2: Open-Ended Questions – Content analysis conducted in NVivo software

Survey 2 Question 5 - SECTION 2 –Strategic Priorities   Below is the definition of strategic priorities, the current RBHS priorities, and the SHP priorities from our last strategic plan. Please review, then use the spaces below to share strategic opportunities that you believe are the most important for SHP to prioritize from 2025-2030.

Definition: A strategic priority is a high-level goal or objective an organization determines is crucial for its success. It represents a focused area of attention and effort that aligns with the organization's mission and vision. Strategic priorities guide decision-making, resource allocation, and action plans.

RBHS Strategic Priorities (2022-2027): Clinical Care: Actualize interprofessional synergies to optimize clinical care and the patient experience. Education and Training: Educate, train, and prepare a diverse New Jersey biomedical and health sciences workforce. Research and Innovation: Build on RBHS strengths and opportunities to excel in discovery and innovation. Community Engagement: Engage meaningfully with local and global communities.

SHP Strategic Priorities from 2016-2021 Strategic Plan: Cultivate Research: Establish a school-wide research program. Enhance Scholarly Portfolio: Create an organizational structure to support scholarship. Excellence in Education: Conduct strategic expansion of academic degree programs around targeted growth areas. Interprofessional Inclusion: Develop programmatic objectives to satisfy IPEC core competencies. Strengthen Infrastructure: Build a school culture of openness, communication, collaboration, transparency, and diversity.

Briefly describe the strategic opportunities (max of 6) you believe are most critical for SHP to prioritize in the next five years.

Strategic Priority Results:
There were 463 responses to this question. The following table includes the prevalence of the strategic priority/opportunity categories that staff and faculty entered in the survey.

Staff and faculty responses were coded for sub-categories within the main categories if they were conceptually similar but had different wording or slightly different meanings. All responses are included.

Since many responses were coded in the main category, the numbers in the sub-categories will not add up to the total in the main category (except for the Other Priority/Ideas category).

RUTGERS HEALTH
School of Health Professions

CATEGORIES and Sub-categories	# of Staff and Faculty Responses
EDUCATION AND TRAINING	**107**
Excellence in Education	29
Pathway programs and career ladders	7
Share educational content amongst programs	4
Support academic programs	3
Invest in and expand online learning	2
Attention to the prevention of chronic diseases and disability	1
Create educational opportunities for working professionals	1
Create opportunities for international students	1
Cultivate non-academic partnerships with tech, leadership, etc.	1
Develop a terminal degree for clinician educator	1
Develop engaged learning	1
Develop post-professional programming	1
Develop Student-centered Environment	1
Expand educational technology	1
Strengthen relationships with other Rutgers units to collaborate on degree programs	1
RESEARCH AND SCHOLARSHIP	**89**
Cultivate Research	17
Enhance Scholarly Portfolio	10
Enhance student scholarship	5
Establish a multidisciplinary research program	3

CATEGORIES and Sub-categories	# of Staff and Faculty Responses
Establish funding opportunities for clinical and academic partnerships in research	2
Collaborative Research	1
Excellence in Research	1
Health Equity Research	1
Research and Engagement	1
Research that provides educational opportunities for students	1
STRENGTHEN INFRASTRUCTURE	**74**
Enhance DEI and belonging	11
Physical environment	8
Inclusion and Belonging	2
Technology	2
Infrastructure for research	1
OTHER IDEAS	**63**
Marketing and Branding Priority	7
Support faculty and staff	7
Technology and Artificial Intelligence Applied to Health Care	7
Attract and retain highly qualified faculty	6
Collaborate with other SHP Departments, RBHS Schools, and Rutgers	5
Integrate Research, Innovation, Community Engagement and Education	5
Establish a strong alumni network	3
More affordable tuition and scholarship	3

CATEGORIES and Sub-categories	# of Staff and Faculty Responses
Worforce Development	3
Align with RBHS strategic priorities	2
Establish working academic and research collaborations with RMS	2
Streamline administrative procedures	2
Addressing Health Care Needs and Priorities in NJ	1
Authenticity and Integrity	1
Beyond NJ	1
Bridge Education and Research Gap	1
Certificate and Associate Degree Programs	1
Collaboration and Transparency	1
Entrepreneurship and Innovation	1
Genetics and Genomics	1
Integrate behavioral health into all other practices	1
Shared Governance	1
Simulation	1
COMMUNITY ENGAGEMENT	**57**
Community partnerships	2
Community Engagement and Leadership	1
Community Outreach	1
Community service and engagement	1
CLINICAL CARE	**49**

CATEGORIES and Sub-categories	# of Staff and Faculty Responses
Clinical care and collaborative IPP	3
Increase access to clinical placement	3
Clinical Education Experiences	2
Patient-Focused Clinical Care	2
SHP Clinics	2
Accessible and Equitable Practice	1
Clinical education hubs	1
Promote integration of physical and mental health care	1
Utilize Rutgers Health clinical sites	1
INTERPROFESSIONAL INCLUSION	**35**
Interprofessional collaboration	7
Interprofessional education and practice	7
Develop programmatic IPEC core competencies	1