



RUTGERS HEALTH

School of Health Professions

Accelerating Our Future

Rutgers School of Health Professions

Strategic Plan: 2025-2030

Draft as of 08/11/2024

Strategic Priorities, Goals, Objectives, Actions



RUTGERS HEALTH

School of Health Professions

VISION

Improved Health and Healthcare for All

MISSION

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

CORE VALUES

Collaboration, Compassion, Excellence, Inclusion, Integrity, Respect

ACCELERATORS OF SUCCESS

Spirit of Innovation, Strategic Adaptation, Building Community and Partnerships

PRIORITY 1

Provide the highest quality, most innovative health professions education that ensures career-ready graduates

Goals	Objectives	Suggested Actions (in Progress)
<p>Goal 1. Advance didactic education by integrating cutting edge practices into pedagogy across programs</p>	<p>Obj 1. Leverage AI, simulation, and other emerging technologies</p>	<p>Launch an interdisciplinary "Emerging Technology Taskforce " to recommend utilization of AI and other technology in pedagogy and teaching materials</p>
		<p>Evaluate and develop classroom technologies to support pedagogy</p>
		<p>Reach out to alumni, students on internship, and clinical partners to identify how AI is utilized in practice</p>
		<p>Provide series of annual training workshops/trainings in new and educational technologies and AI</p>
	<p>Obj 2. Scaffold opportunities in IPE/IPP for all SHP students from entry through graduation</p>	<p>Create a faculty group representing all departments to determine potential roster of common courses, anticipated utilization, and process for implementation</p>
		<p>Schedule school-wide times for IPE and common courses</p>
		<p>Implement cross-departmental team teaching in shared courses</p>
		<p>Ensure IPE curricula across all programs covers required content</p>
		<p>Leverage opportunities for IPE/IPP in SHP community clinics</p>
		<p>Explore increased access to spaces conducive to IPE/IPP</p>

PRIORITY 1

Provide the highest quality, most innovative health professions education that ensures career-ready graduates

Goals	Objectives	Suggested Actions (in Progress)
<p>Goal 2. Enhance clinical training through innovation and partnerships</p>	<p>Obj. 1. Increase number and type of clinical placements across programs</p>	<p>Strengthen clinical partnerships with health system partners; establish collaborative working groups to meet mutual interests in workforce development. Build pilot concepts, test, and expand as appropriate.</p> <p>Increase clinical affiliations outside of NJ</p> <p>Utilize SHP community clinics for supervised clinical placements</p> <p>Explore improved contracting requirements with OGC</p>
	<p>Obj. 2. Expand and integrate SHP community clinics to support the patient experience as well as educational and research/scholarship activities</p>	<p>Initiate a task force to develop a common vision for SHP clinics and propose an administrative and operational structure</p> <p>Develop clinical funding plan to support growth of SHP community clinics through grants and donations</p> <p>Align clinic activities, patient registration, medical records, clinical standards, data collection, and student experiences</p> <p>Explore potential of telehealth activities and implement where possible</p> <p>Expand clinics to include Counseling, Psych Rehab; OTD; and Nutrition services</p> <p>Offer clinic services in community spaces (i.e., churches, health fairs, etc.)</p> <p>Develop interprofessional training opportunities across the SHP community clinics</p>
	<p>Obj. 3. Increase opportunities for clinical training through service learning and simulation</p>	<p>Build an SHP central simulation resource (i.e., similar to instructional design)</p> <p>Expand access to simulation spaces</p> <p>Implement simulations and service learning opportunities with competency based outcome</p>

PRIORITY 2

Foster Growth of Research and Scholarship

Goals	Objectives	Suggested Actions (in Progress)
Goal 1. Increase scholarly productivity	Obj. 1 Foster team scholarship to support NTT advancement	Create research and scholarship opportunities as new technologies are utilized for education and training at SHP (i.e., pre/post-evaluation) Explore writing groups or other forums to support faculty and facilitate productivity, networking, peer-to-peer support.
	Obj. 2 Foster cross-departmental mentorship and collaborations	Build faculty skills in systematic reviews as a scholarship opportunity.
		Develop an interdisciplinary committee to leverage integrated clinics for research and scholarship opportunities
		Assess and, if appropriate, launch Doctorate of Health Sciences (DHSc)
Goal 2. Increase impact, sustainability, and reputation of SHP research and scholarship program	Obj. 1 Increase R01 equivalent awards and federal grants	Hire additional Tenure Track (TT) faculty in partnership with Rutgers Health Centers and Institute
		Encourage TT faculty to partner with Non-Tenure Track (NTT) faculty on projects/papers
		Identify and fund digital collaboration tools for researchers and scholars
		Continue and enhance school-wide faculty research day; and other inter-departmental activities
		Explore options of research space in Piscataway locations
	Obj. 2 Enhance administrative and analytical support for research and scholarship	Enhance and align the organizational structure of MSST and Research Office
		Perform comprehensive review of research support to align support with increasing research and scholarship productivity
Establish pre and post award support		

PRIORITY 3

Build Healthy, Vibrant, and Inclusive Communities

Goals	Objectives	Suggested Actions (In Progress)
Goal 1. Workplace Community: Evolve SHP's work environments to bring core values and DEI principles to life	Obj. 1 . Build tailored workplace wellness plan for SHP aligned with HHS framework (https://www.hhs.gov/surgeongeneral/priorities/workplace-well-being/index.html)	Identify actions that touch all dimensions of workplace wellness including: safety, community and connection, work-life harmony, mattering at work, development and growth. Keep workplace wellness top of mind in decision making and resource allocation. Review common work practices (i.e., SHP meetings; spaces; other?) and re-design to promote core values and raise all voices
	Obj. 2. Enhance professional development, advancement, and recognition for faculty and staff	Support roll-out of new faculty mentorship program including administrative mentors for faculty leadership. Sustain and grow nomination of faculty for intra- and extra- university and national awards Implement Staff Professional Development and Career Advancement Program Build a culture of recognition and celebration.
	Obj. 3. Build capacity of leaders at all levels to promote inclusive climates and a positive work culture	Provide mentorship and/or training to Chairs and PDs on leadership and creating inclusive climates in the workplace and classroom Implement "360-like" reviews for non-aligned leaders at SHP Provide training in inclusive meeting facilitation, teaching methods
	Obj. 4. Build awareness and knowledge sharing throughout SHP.	Survey faculty and staff on what works/doesn't work regarding networking; why do they/don't they participate in the current opportunities; what else would they like to see. Identify 2-4 "no class" days/year used for faculty development and networking Adjust meeting structures to maximize interaction and learning Explore new communication strategies to communicate key information to SHP employees

PRIORITY 3

Build Healthy, Vibrant, and Inclusive Communities

Goals	Objectives	Suggested Actions (In Progress)
<p>Goal 2. Student Community: Enhance the student access and experience from admissions through graduation</p>	<p>Obj. 1. Create more seamless transition from RU undergrad into SHP program.</p>	<p>Increase partnerships with other Rutgers CLUs for UG->G pathways as well as UG completer programs</p> <p>Evaluate fee-based RU services for SHP students</p>
	<p>Obj. 2. Expansion and enhancement of tailored programs (i.e., part-time programs, short certificates), pathways, and practices to attract and retain target student populations (i.e., Veterans, Second Career, First Gen, First Gen, EOF)</p>	<p>Build partnerships with high school and undergraduate guidance counselors</p>
		<p>Enhance and optimize Health Science Career program</p>
		<p>Create scholarships to attract and retain students</p>
		<p>Finalize design and launch revised Bachelors of Science in Health Sciences (BSHS)</p>
		<p>Explore non-traditional programs such as short-term, skill-based certificates and micro-credentials as an opportunity to increase revenue and provide pathway into degree programs.</p> <p>Review and enhance the admissions process to ensure it is holistic, inclusive, effective, and efficient (i.e., explore utilization of AI)</p>
	<p>Obj. 3. Support programming and services that optimize student health, wellness, and resilience</p>	<p>Prioritize support for student initiatives that enhance health, wellness, and community (i.e., student-led groups, peer-support)</p> <p>Provide faculty training on effective management of non-academic student challenges, such as mental health first aid</p>
	<p>Continue to improve spaces and equipment that support student learning and community</p>	
	<p>Goal 3. Surrounding Communities: Implement a substantive and sustainable community engagement strategy aligned with SHP's core mission</p>	<p>Obj. 1. Build mutually beneficial partnerships within the communities we live and serve</p>
<p>Obj. 2. Increase quantity and variety of community activities in underserved communities</p>		<p>Develop repository of ongoing community initiatives across programs.</p>
		<p>Leverage efforts with other schools/units in RBHS</p>

PRIORITY 4

Strategic Stewardship and Sustainability

Goals	Objectives	Suggested Actions (in Progress)	
<p>Goal 1. Achieve financial sustainability while serving the current and future workforce needs in the region.</p>	<p>Obj. 1. Determine optimal depth and breadth of academic portfolio for long-term sustainability and impact,</p>	<p>Work with internal and external experts to assess overall portfolio and industry needs; identifying target audiences and pathways to reach them. Determine if short-term, skill-based certificates (or other structures) are an opportunity to increase revenue and pathway into degree programs.</p>	
	<p>Obj. 2. Build and share financial models of sustainability to support SHP decision-making at all levels of leadership.</p>	<p>Build financial tools for programs and departments to support decision making Provide annual updates on fiscal status, trends, and impact. Provide training to PDs to build financial acumen and understanding of SHP and University finances.</p>	
	<p>Obj. 3. Revitalize and deploy a robust philanthropic strategy</p>	<p>Engage RU Foundation/development officer to develop plan and integrate more fully into SHP leadership team. In collaboration with development officer, build a targeted strategy with metrics and accountability structure.</p>	
		<p>Create and implement an alumni engagement strategy</p>	
		<p>Goal 2. Advance regional and national reputation</p>	<p>Obj. 1. Build awareness of SHP programs, research, quality, and accomplishments</p>
	<p>Obj. 2. Focused efforts to attract highest level teaching and research faculty</p>		<p>Develop targeted outreach and recruitment strategies to reach and engage candidates Ensure quality and timeliness of faculty search and onboarding process.</p>