



**RUTGERS HEALTH**

# School of Health Professions

**Strategic Planning Survey 3: Summary of staff and faculty suggested strategic planning initiatives along with counts of conceptual categories.**

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**Q2: Strategic Priority Optimize SHP's academic portfolio and clinical experiences for excellence and sustainability.**

**Pathways (Goal): Strengthen pathways that expand student access to SHP's health professions education.**

**Suggested Initiatives (Objectives):**

**1. Articulations with Rutgers Schools:**

- Set up articulations with Rutgers Schools for admission with incentives for credit transfers into graduate programs.

**2. Admitting Students:**

- Focus on admitting students with grit and developing pre-program support initiatives.
- Implement pretests, tutoring, and academic counseling before the first semester to help students succeed.

**3. Workforce and Feeder Programs:**

- Provide entry-level programs to meet workforce shortages and serve as feeder programs for graduate-level programs.
- Map out pathways from high school to doctoral programs and work with community colleges.

**4. High School and Community Outreach:**

- Develop summer programs with local high schools and establish articulation agreements with community colleges.
- Expand global reach and establish ties with colleges and universities in regions like Central America and the Caribbean Basin.

**5. Diverse and Inclusive Pathways:**



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- Increase outreach and education at the undergraduate level.
- Develop pathways that include community colleges and high schools to create a diverse and inclusive initiative.
- Hire community outreach personnel to connect with local schools and community leaders.

### **6. Partnerships and Recruitment:**

- Partner with high school counselors to promote health professions careers.
- Ensure enrolled students receive high-quality education.
- Utilize roles at clinics for initiatives (e.g., interpreters becoming PA students).
- Develop bridge programs for graduate degrees with input from faculty.

### **7. Accelerated and Dual Degree Programs:**

- Expand accelerated pathways for high school students to complete Rutgers undergraduate and SHP graduate degrees faster.
- Develop dual degree programs allowing students to pursue more than one graduate degree within a defined timeframe.

### **8. Increasing SHP Student Census:**

- Identify and partner with entry-level programs to expand the SHP student census.
- Increase advertising of different professions to the undergraduate community and high schools.

### **9. Community College Partnerships:**

- Strengthen partnerships with community colleges to facilitate pipeline programs from AS to BS degrees.
- Offer Rutgers classes at community college campuses and provide faculty incentives for participation.



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### **10. Increased Collaboration and Recruitment Efforts:**

- Expand pathways into SHP through collaboration within Rutgers and beyond.
- Organize 'Career Day' events, recruitment fairs, and tours at SHP for prospective students.
- Increase recruitment efforts in surrounding high schools and middle schools.

### **Counts of Conceptual Categories**

1. **Partnerships and Collaborations:** 8 initiatives
2. **Support and Development Programs:** 6 initiatives
3. **Diversity and Inclusion:** 5 initiatives
4. **Pathway and Pipeline Programs:** 7 initiatives
5. **Recruitment and Outreach:** 6 initiatives
6. **Educational Quality and Retention:** 4 initiatives

These categories cover the range of suggested strategic planning initiatives, focusing on partnerships, student support, diversity, pathways, recruitment, and educational quality.

**Clinical Sites (Goal): Increase student clinical placements within our health system partners (University Hospital and RWJ Barnabas).**

### **Suggested Initiatives (Objectives):**

#### **1. Internship Sites Exploration:**

- Explore possible internship sites with health system partners for both clinical and non-clinical departments.
- Establish high-level partnership agreements with commitments from major systems.
- Provide incentives for placing students, such as access to library systems, professional development, and badges for LinkedIn.



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### **2. Clinical Placement Training:**

- Provide clinical placement training and structured materials for onsite clinical supervisors to enhance workload efficiency.
- Offer continuing education (CE) to clinical preceptors or instructors at clinical sites.
- Provide incentives to clinics to take more students.

### **3. Administrative and Recruitment Efforts:**

- Add additional administrative staff to recruit more clinical sites.
- Advocate internally within Rutgers Health or seek new partners.
- Secure commitments from UH and RWJBarnabas for guaranteed spots for students.

### **4. Community and Clinical Partnerships:**

- Establish strong community partnerships with robust research components.
- Identify existing clinical placements and agreements to expand.
- Create an associate dean of clinical affairs position to grow and develop clinical training sites for SHP programs.

### **5. Expanding Clinical Rotations and Opportunities:**

- Consider expanding student clinical rotations to include outside health system facilities.
- Invite clinical sites to meet with faculty and student leaders to identify factors that make SHP students attractive.
- Build and maintain relationships with clinical sites.

### **6. Clinical Education and Collaboration:**

- Develop a system-level Office of Clinical Education to manage learner onboarding, scheduling, and administrative tasks.



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- Jointly hire SHP faculty into leadership positions within RWJBH, UH, and NJ VHA to oversee clinical education opportunities.
- Develop "bridge-to-practice" programs and support an SHP-level organizational structure to address clinical education challenges.

### **7. Preceptor Recruitment and Incentives:**

- Provide marketing support to develop preceptor recruitment materials.
- Offer services in exchange for clinical preceptors/sites, including research collaboration, professional development, and tuition discounts.
- Pursue incentive packages for clinical preceptors, including recognition, University library access, and a Preceptor Tax Incentive Program.

### **8. Increasing Student Placements and Communication:**

- Increase student placements for undergraduate students in UBHC.
- Improve communication with Rutgers Health by sharing existing sites for learners.
- Develop workshops to train new preceptors and increase collaborations with research and student mentoring at sites.

### **9. Exclusive Agreements and Guaranteed Spots:**

- Secure exclusive agreements or guaranteed spots for SHP students in clinical rotations and internships.

### **Counts of Conceptual Categories**

- 1. Partnerships and Collaborations: 11 initiatives**
- 2. Support and Development Programs: 7 initiatives.**
- 3. Recruitment and Outreach: 2 initiatives**
- 4. Educational Quality and Retention: 1 initiative**



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These categories cover the suggested strategic planning initiatives, focusing on partnerships, student support, recruitment, and educational quality.

**Academic Portfolio (Goal): Convene data-driven conversations with key stakeholders to determine optimal academic offerings, size, and scope of SHP.**

**Suggested Initiatives (Objectives):**

**1. Workforce Needs Analysis and Partnerships:**

- Review the Department of Labor (DOL) and related data, perform needs analysis, and engage strategic partners to introduce new programs that address workforce shortages.
- Have partners co-sponsor these programs with Rutgers-SHP.

**2. Collaboration with NJ State Agencies:**

- Collaborate with NJ state agencies to assess current workforce needs.

**3. Stakeholder Engagement:**

- Engage stakeholders to gather inputs and consider their agendas and personalities to shape the outcomes positively.
- Emphasize that SHP administration and faculty make the final decisions.

**4. Strengthen Academic Ties:**

- Strengthen academic ties with other Rutgers Health schools, share resources, and cross-train.

**5. New Program Development:**

- Develop new programs, such as a master's in individualized genomics, leveraging existing faculty and courses.
- Aggressively market new programs, learning from successful models like Johns Hopkins.



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### **6. State Health Professions Workforce Research Center:**

- Establish a state health professions workforce research/leadership center to conduct needs assessments and monitor New Jersey healthcare workforce trends.
- Use the center's findings to inform SHP's academic programming.

### **7. Office of Education Coordination:**

- Establish duties of the office of education to coordinate functions with enrollment services and the curriculum committee.
- Fewer administrative steps and improved communication of requirements to programs.

### **8. Fundraising and Part-Time Graduate Programs:**

- Fundraise and work to lower RCM to continue and develop part-time graduate programs.
- Support working healthcare professionals in advancing their careers.

### **Counts of Conceptual Categories**

- 1. Partnerships and Collaborations:** 5 initiatives
- 2. Support and Development Programs:** 3 initiatives
- 3. Workforce Needs and Analysis:** 3 initiatives
- 4. Program Development and Marketing:** 2 initiatives
- 5. Administrative Coordination and Efficiency:** 1 initiative

These categories cover the range of strategic planning initiatives suggested, focusing on partnerships, support programs, workforce analysis, program development, and administrative efficiency.





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### **Q3: Strategic Priority Enhance the SHP Student Experience**

**Health (Goal): Improve student health, wellness, and resilience.**

#### **Suggested Initiatives (Objectives):**

##### **1. Clearer Information on Services:**

- Provide clearer information about available services via an online student navigator system that directs students to relevant resources based on their specific needs and program.

##### **2. Enhancing Student Experience:**

- Improve the student experience by ensuring it meets their expectations and includes more than just academic requirements. Implement standard hours for events and design initiatives tailored to various student personalities and schedules.
- Continue flexible practices like online classes during adverse conditions.

##### **3. Counteracting Isolation in Online Learning:**

- Introduce measures to counter isolation for online learners through regular, real-time in-course activities and school-wide remote interprofessional education (IPE) activities.

##### **4. Wellness Events and Programs:**

- Host wellness weeks or events both on-campus and virtually to support students during midterms and finals.
- Create spaces and programs for artistic expression and healing, such as poetry readings and mini concerts.

##### **5. Integration of Wellness Services:**

- Integrate student wellness services, including mental health support, into SHP clinics and explore partnerships with programs like RU Social Work to provide comprehensive services.



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### **6. Faculty Training and Support:**

- Educate faculty on supporting students in need and provide staffing and financial support to improve student health, wellness, and resilience.

### **7. Wellness Onboarding and Challenges:**

- Implement a wellness onboarding program for new students that provides basic education on self-care and professional self-care. Create wellness challenges and teams to promote physical and mental well-being.

### **8. Wellness Spaces and Resources:**

- Create campus student wellness and fitness spaces, potentially using underutilized spaces like the 15th floor in Newark. Explore funding gym memberships or restoring the Newark Health Sciences campus gym.

### **9. Mental Health and Food Security:**

- Address mental health issues and food security among students by integrating services and potentially partnering with external programs for comprehensive support.

### **10. Student Wellness Data Collection:**

- Collect data on student wellness across SHP programs.
- Develop a database to plan evidence-based interventions in curricular offerings.

### **11. Community and Campus Activities:**

- Organize student screening days and community events and create environments that promote wellness, such as a cafeteria and outdoor recreational spaces.

### **12. Reduced Faculty Workload:**

- Reduce faculty workload to avoid burnout.

### **13. Clear Communication about Student Support Services:**

- Clarify support services and help for students and ensure accessible support services across all RU campuses.



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### **14. Fun and Engaging Activities:**

- Organize resilience-building and fun activities like yoga, pet therapy, grant-funded resilience seminars, escape rooms, and scavenger hunts.

### **15. Introductory Stress Management Sessions:**

- Offer group introductory sessions on handling stress and anxiety for incoming classes, with follow-up opportunities for confidential meetings with counselors.

### **16. Expanded Access to Healthy Food and Exercise Facilities:**

- Prioritize expanded access to healthy food and exercise facilities for students and funding for school-based clinics that benefit students and provide practice opportunities.

### **Counts of Conceptual Categories**

- 1. Student Services and Support: 5 initiatives**
- 2. Student Experience and Engagement: 2 initiatives**
- 3. Online Learning and Remote Engagement: 2 initiatives**
- 4. Wellness and Mental Health: 7 initiatives**
- 5. Faculty Support and Education: 2 initiatives**
- 6. Administrative and Policy Improvements: 1 initiative**
- 7. Community and Campus Activities: 3 initiatives**

These categories cover the range of strategic planning initiatives suggested, focusing on student services, experience, online learning, wellness, faculty support, administrative improvements, and community activities.

**Integration (Goal): Continued integration with Rutgers.**

**Suggested Initiatives (Objectives):**

- 1. Enhanced Service Accessibility:**



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- Make "Handshake" available for SHP students.
  - Create a comprehensive listing of all service centers to help students navigate Rutgers' various resources.
- 2. Reduce Redundancy in Course Offerings:**
- Reduce course offering redundancy and enhance course sharing of foundational courses like scientific writing, basic statistics, and research methods.
- 3. Improved Navigation and Collaboration:**
- Simplify the process for students and faculty to figure out available resources, collaborations, and spaces at Rutgers.
- 4. Integration of Professional and Preparatory Programs:**
- Integrate professional program faculty with preparatory programs on the New Brunswick (NB) and Camden campuses to create pathways to the professions.
- 5. Opt-in Campus Fee System:**
- Consider opting into a campus fee system that opens up more student services.
- 6. Community Outreach and Faculty Collaboration:**
- Hire a community outreach person to nurture Rutgers legacy programs as feeders for health science programs.
  - Create meet and greet opportunities among Rutgers Newark and Health faculty for potential collaborations, possibly through research presentations and colloquia.
- 7. Familiarization with Legacy Rutgers Facilities:**
- Increase familiarity with legacy Rutgers facilities, events, and resources.
  - Offer more opportunities for faculty and staff to collaborate and mingle within Rutgers University.
- 8. Participation in Recruitment Events:**



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- Participate in Rutgers undergraduate student career fairs and recruitment events.

### **9. Cross-Campus Class Access:**

- Allow students to take classes from other Rutgers campuses.

### **10. Leadership and Administrative Efficiency:**

- Leadership should assess and direct cross-capability requirements.
- Seek ways for students to access the larger university fitness facilities.
- Utilize technology and administrative resources paid for by RCM to reduce the administrative burden on programs.

### **11. Effective Communication Pathways:**

- Identify and address barriers to effective communication pathways to facilitate collaborative initiatives that enhance student education.

### **12. Dynamic Program Partnerships:**

- Partner with dynamic programs at Rutgers New Brunswick that are appropriate for SHP, such as UBHC, youth initiatives, and training grants.

### **Counts of Conceptual Categories**

- 1. Service Accessibility and Navigation: 3 initiatives**
- 2. Course and Program Integration: 2 initiatives**
- 3. Community Outreach and Collaboration: 4 initiatives**
- 4. Administrative Efficiency and Leadership: 3 initiatives**
- 5. Recruitment and Cross-Campus Opportunities: 2 initiatives**

These categories cover the range of suggested strategic planning initiatives, focusing on service accessibility, course and program integration, community outreach, administrative efficiency, and recruitment opportunities.



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**Environment (Goal): Continue to improve spaces and equipment to enhance student experience.**

**Suggested Initiatives (Objectives):**

### **1. Improving Physical Spaces and Facilities:**

- Renovate and create more student workrooms, considering different programs' funding structure and space needs.
- Obtain additional spaces specifically for student activities to enhance the student experience.
- Create campus student wellness/fitness spaces, particularly in Newark, utilizing underused spaces like the 15th floor.
- Address Bergen's lack of parking, cleanliness, and safety concerns.
- Provide more lab, staff, student, and faculty spaces for sharing and gathering.
- Acquire more space on the Piscataway campus as the medical school moves out, including lecture halls and common gathering spaces.
- Expand and improve the aesthetics of existing conference and gathering spaces on the Piscataway campus.
- Expand "laboratory" space for hands-on clinical skills development.
- Improve technology and teaching spaces to prepare the healthcare workforce.
- Create more student lounges and provide better parking and food options, like cafes or kiosks.
- Utilize RWJMS space and make it shareable with other SHP departments.
- Reduce course offering redundancy and enhance course sharing of foundational courses.

### **2. Engaging Local Businesses and Enhancing Campus Environment:**

- Encourage local businesses to host as vendors or offer discounted rates to students.



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- Improve the outdoor environment and beautify the Newark campus through tree planting campaigns and the creation of garden spaces.

### **3. Supporting Distance and Online Students:**

- Address the needs of distance students to ensure they feel a sense of belonging at Rutgers.
- Develop spaces and resources for online learners and engage them more effectively in the Rutgers community.

### **4. Administrative and Policy Improvements:**

- Opt into a campus fee system to open up more university spaces and resources to students.
- Lean into technology and administrative resources to reduce the administrative burden on programs.

### **5. Communication and Collaboration:**

- Improve communication pathways to enhance collaboration between different Rutgers entities.
- Foster better relationships and shared spaces with other RBHS schools.
- Have open conversations with students to understand their needs and make campus-centric improvements.

### **6. Health and Wellness Initiatives:**

- Provide healthy food options on campus, especially in Newark.
- Implement wellness programs and services to support students' health and well-being.

### **7. Utilizing Existing Resources and Spaces:**

- Make better use of existing Rutgers facilities, events, and resources to support student needs.



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- Ensure SHP students have access to study spaces and classroom spaces, giving priority to their needs.

### **Counts of Conceptual Categories**

- 1. Physical Spaces and Facilities: 10 initiatives**
- 2. Local Business Engagement and Campus Environment: 2 initiatives**
- 3. Support for Distance and Online Students: 2 initiatives**
- 4. Administrative and Policy Improvements: 2 initiatives**
- 5. Communication and Collaboration: 3 initiatives**
- 6. Health and Wellness Initiatives: 2 initiatives**
- 7. Utilizing Existing Resources and Spaces: 2 initiatives**

These categories cover the range of strategic planning initiatives suggested, focusing on improving physical spaces, engaging local businesses, supporting online students, administrative improvements, communication and collaboration, health and wellness, and better utilization of existing resources.

### **Q4: Strategic Priority Foster growth in SHP's Research and Scholarship**

**Scholarship (Goal): Build opportunities for team scholarship.**

**Suggested Initiatives (Objectives):**

- 1. Faculty Collaboration and Support:**
  - Promote CFD's initiative using the resource marketplace in the Faculty Forum section in Canvas to create focus groups for collaboration and access resources like the book club.
  - Provide a concrete and accessible forum or repository for faculty to connect with additional administrative/staff support for team projects.





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- Introduce health research initiative exchanges for junior and mid-level faculty to join research teams.
- Develop a SHP research collaborative with interdisciplinary teams sharing common research interests (e.g., virtual labs).
- Formalize and support peer mentoring and mentoring processes and make research day presentations an annual event.

### **2. Incentives and Infrastructure for Scholarship:**

- Provide incentives for staff to further their education and training and allow time to pursue scholarships.
- Develop robust databases for team scholarship and educate faculty on their use.
- Address the high rate of fringe and indirect costs for external funding.
- Develop a shared platform for existing scholarship and opportunities.

### **3. Global and Interdepartmental Collaboration:**

- Build opportunities for global scholarship with partners in other countries.
- Expand interdepartmental mentorship opportunities for junior researchers and new faculty members.
- Appoint leaders for interprofessional grant and research opportunities and promote cross-departmental involvement.

### **4. Communication and Research Interest Repositories:**

- Create pathways for communication such as face-to-face meetings, repositories of research interests, and other methods to share common research ideas and endeavors.
- Develop a research interest repository to foster collaboration.

### **5. Utilizing Strengths and Project Management:**

- Utilize faculty and staff strengths by allowing clinical and educational contributors to collaborate with more efficient writers or statisticians.



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- Establish clear directives with project managers to organize teams and increase efficiency and production.

### **6. Dedicated Research Time and Events:**

- Establish cross-programmatic scholarship Dean pilot awards.
- Implement SHP research networking events and faculty writing time to facilitate scholarship.
- Create a Canvas portal for faculty to post active research projects and solicit collaborators.

### **Counts of Conceptual Categories**

- 1. Faculty Collaboration and Support: 5 initiatives**
- 2. Incentives and Infrastructure for Scholarship: 4 initiatives**
- 3. Global and Interdepartmental Collaboration: 3 initiatives**
- 4. Communication and Research Interest Repositories: 2 initiatives**
- 5. Utilizing Strengths and Project Management: 2 initiatives**
- 6. Dedicated Research Time and Events: 2 initiatives**

These categories cover the range of strategic planning initiatives suggested, focusing on faculty collaboration, incentives for scholarship, global and interdepartmental collaboration, communication improvements, project management, and dedicated research time and events.

### **Research (Goal): Suggested Initiatives (Objectives):**

#### **Suggested Initiatives (Objectives):**

##### **1. Community Engagement and Research Needs:**

- Develop SHP community engagement office and partner with local community organizations to identify research needs and opportunities.

##### **2. Building Research Enterprise:**



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- Focus on team science initiatives to build the research enterprise, particularly for teaching track faculty.
- Ensure projects have champions to push them forward and keep them on track.

### **3. Addressing RCM and Grant Limitations:**

- Remove limits RCM places on small grant applications to foster creativity and potential future large grants.

### **4. Educational Research Opportunities:**

- Choose research opportunities that also offer educational opportunities for students.

### **5. Small Grants Strategy:**

- Allow faculty to apply for small grants (<\$50K) without being penalized, considering them as 'awards' rather than grants.
- Promote faculty publications every month to facilitate cross-fertilization of ideas.

### **6. Global and Local Research Efforts:**

- Expand research efforts with global partners and mentor faculty in applying for RU Global grants.
- Foster collaborative scholarly partnerships with local organizations.

### **7. Research Partnerships with Rutgers:**

- Explore increased research partnerships between SHP and Rutgers.

### **8. Adequate Staff Support for Research:**

- Assure adequate staff support to conduct research trials and studies.

### **9. Interprofessional Learning and Practice:**

- Identify common experiences to draw from interprofessional learning and practice.
- Build on interdepartmental and interprofessional research opportunities.



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### **10. Negotiating RCM Waivers:**

- Negotiate waivers or scholarships for RCMs with RBHS to support research capacity.

### **11. Directed Effort and Planning:**

- Map out initiatives to create more directed effort, saving time and creating tailored plans.
- Earmark more workload for research and scholarship and clarify workload allowances for grant-funded work.

### **12. Part-Time PhD or DSc Programs:**

- Reinstate part-time PhD or DSc programs with departmental tracks to support scholarship and research for both tenure and non-tenure faculty.
- Create a pipeline for international students with external funding to be PhD students at SHP.
- Re-open and re-design part-time doctoral programs to advance healthcare providers' careers and further SHP faculty research.

### **13. Scholarly Accomplishments and Conferences:**

- Expand the model of scholarly accomplishments day to a once-a-year RBHS scholarly conference, emphasizing in-person events for better networking and realistic experiences.
- Return the annual SHP research symposium to in-person.

### **Counts of Conceptual Categories**

- 1. Community Engagement and Research Needs: 1 initiative**
- 2. Building Research Enterprise: 1 initiative**
- 3. Addressing RCM and Grant Limitations: 2 initiatives**



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- 4. Educational Research Opportunities: 1 initiative**
- 5. Small Grants Strategy: 1 initiative**
- 6. Global and Local Research Efforts: 2 initiatives**
- 7. Research Partnerships with Rutgers: 1 initiative**
- 8. Adequate Staff Support for Research: 1 initiative**
- 9. Interprofessional Learning and Practice: 2 initiatives**
- 10. Negotiating RCM Waivers: 1 initiative**
- 11. Directed Effort and Planning: 2 initiatives**
- 12. Part-Time PhD or DSc Programs: 1 initiative**
- 13. Scholarly Accomplishments and Conferences: 1 initiative**
- 14. Re-design Part-Time Doctoral Programs: 3 initiatives**

These categories cover the range of strategic planning initiatives suggested, focusing on community engagement, building research enterprise, addressing RCM and grant limitations, educational research opportunities, small grants strategy, global and local research efforts, research partnerships, adequate staff support, interprofessional learning, negotiating RCM waivers, directed effort, and part-time doctoral programs.

### **Q5: Strategic Priority: Strengthen SHP's Community and Connections**

**Living Values (Goal): Embed core values and DEI principles across mission areas.**

#### **Suggested Initiatives (Objectives):**

- 1. Implicit Bias and Diversity Training:**
  - Increase the number of examples and training, particularly on implicit bias. Make these trainings mandatory, like sexual harassment training, but with a positive approach.



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**2. Establish a DEI Officer Position:**

- Establish a Diversity, Equity, and Inclusion (DEI) officer position to oversee and implement DEI initiatives.

**3. Granular Analysis of DEI Concerns:**

- Conduct more detailed and methodologically sound analyses to understand the concerns of smaller groups, such as Hispanic students, who may feel their concerns are ignored in broader surveys.

**4. Community Service Clinics Enhancement:**

- Enhance community service clinics, including behavioral health care, and implement academic pathways to support these initiatives.

**5. Justice Equity Diversity and Inclusion (JEDI):**

- Prefer the term JEDI (Justice, Equity, Diversity, and Inclusion), emphasizing that justice requires action.

**6. Authentic and Driven DEI Initiatives:**

- Ensure DEI initiatives are authentic and driven by those affected, avoiding a "checking a box" approach. Leadership must understand and address the challenges faced by faculty and students.

**7. Inclusive Community:**

- Foster an inclusive community within Rutgers SHP that supports individuals from diverse backgrounds.

**8. Recruitment and Retention of Diverse Faculty and Students:**

- Recruit and retain diverse faculty candidates and a diverse student body across SHP programs.

**9. Inclusivity for All:**

- Uphold inclusivity by including everyone in DEI efforts.

**10. Culture of Belonging:**



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- Create and measure a culture of belonging within the institution.

### **11. Support for Faculty of Color:**

- Hire and support faculty of color, providing leadership and administrative support for DEI initiatives. Increase the presence of faculty of color in leadership roles.

### **Counts of Conceptual Categories**

- 1. Implicit Bias and Diversity Training: 1 initiative**
- 2. DEI Officer and Leadership: 2 initiatives**
- 3. Granular DEI Analysis: 1 initiative**
- 4. Community Service Clinics: 1 initiative**
- 5. JEDI Framework: 1 initiative**
- 6. Authentic DEI Initiatives: 1 initiative**
- 7. Inclusive Community: 1 initiative**
- 8. Recruitment and Retention: 1 initiative**
- 9. Inclusivity for All: 1 initiative**
- 10. Culture of Belonging: 1 initiative**
- 11. Support for Faculty of Color: 1 initiative**

These categories cover the range of strategic planning initiatives suggested, focusing on implicit bias and diversity training, DEI leadership, detailed DEI analysis, community service clinics, the JEDI framework, authentic DEI efforts, inclusivity, recruitment and retention, culture of belonging, and support for faculty of color.

**Increase internal knowledge-sharing and networking.**

### **Suggested Initiatives (Objectives):**

- 1. Networking and Professional Development:**



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- Create networking banks for faculty and professionals.
- Expand professional development offerings for licensed or certified healthcare professionals/alumni to enhance networking opportunities and improve program marketing.
- Introduce health research initiative exchanges for junior and mid-level faculty to join research teams.
- Host informal networking sessions to share recent projects and scholarly work.
- Develop opportunities for social interactions among faculty on campus and virtually.

### **2. Disseminate School-Wide Scholarship Activities:**

- Organize school-wide scholarship activities and accomplishment days for faculty to build collaboration, avoiding mid-week or lunchtime slots.
- Provide monthly reports of faculty/student accomplishments to keep the community informed and engaged.

### **3. Collaboration and Live Meetings:**

- Increase opportunities and events for collaboration, such as lunch-and-learns, retreats, and showcase days.
- Bring back on-campus meetings and activities to facilitate networking, reducing reliance on virtual meetings.

### **4. Departmental Coordination and Communication:**

- Assign a point person in each department to collect accomplishments and areas of interest, reporting to a central SHP location for dissemination.
- Invite new and junior faculty to participate in higher-level committees.
- Increase the number of faculty conferences, research presentations, and brainstorming opportunities during work hours for networking.

### **5. Leveraging Technology for Improved Communication:**





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- Improve communication throughout SHP using technology to collect data and reflect understanding. Survey faculty before meetings to ensure information dissemination.
- Consider scheduling networking and knowledge-sharing events around existing SHP meetings or retreats, being mindful of major events and deadlines.

### **6. Repositories and Regular Information Sharing:**

- Provide a repository where projects or works can be posted to share interests across departments.
- Establish regular information-sharing and networking events around key areas.

### **7. Virtual Networking and Publication Sharing:**

- Organize quarterly SHP virtual networking events outside scheduled SHP meetings, focusing on research collaboration.
- Identify and share colleagues' publications through automated emails to facilitate collaboration.

### **8. Regular Social Networking Activities:**

- Host regularly scheduled social networking activities or outings in New Brunswick or Newark, separate from work meetings, quarterly or semester.

### **Counts of Conceptual Categories**

- 1. Networking and Professional Development: 5 initiatives**
- 2. School-Wide Scholarship Activities: 2 initiatives**
- 3. Collaboration and Live Meetings: 2 initiatives**
- 4. Departmental Coordination and Communication: 3 initiatives**
- 5. Leveraging Technology for Improved Communication: 1 initiative**
- 6. Repositories and Regular Information Sharing: 2 initiatives**
- 7. Virtual Networking and Publication Sharing: 2 initiatives**



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### **8. Regular Social Networking Activities: 1 initiative**

These categories cover the range of strategic planning initiatives suggested, focusing on networking, professional development, school-wide scholarship activities, collaboration, departmental coordination, improved communication, information sharing, virtual networking, and regular social networking activities.

**Faculty and Staff Development (Goal): Recruit, develop and retain exceptional faculty and staff.**

**Suggested Initiatives (Objectives):**

#### **1. Recognition and Needs Analysis:**

- Increase recognition of participants in leadership and mentoring programs.
- Focus on retaining and developing faculty before recruiting new ones.
- Perform a needs analysis to determine the areas in which lower-level and mid-level faculty want offerings.
- Foster alumni early in their careers who may want to enter academia.

#### **2. Environmental Scan and Compensation:**

- Perform an environmental scan of current wages across health professions.
- Offer stronger packages to recruit quality faculty, including support for attending conferences and publishing open access.
- Monitor and prevent salary compression.
- Identify academic trends in employment to develop marketing strategies for recruiting exceptional faculty.
- Recruit high-performing alumni and highly regarded providers in their fields.
- Increase salaries and offer tenure to be competitive with other universities.

#### **3. Accountability and Culture:**



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- Conduct needs assessment based on those who left or would have liked to stay and build a culture of accountability where conscientious staff are rewarded.
- Establish clear standards for retaining exceptional faculty, considering both teaching and research excellence.
- Remain competitive regarding compensation and benefits.
- Implement a holistic review process for faculty, weighing course evaluations more heavily.
- Introduce flexible work arrangements based on accomplishments rather than a traditional 9-5 schedule.
- Reduce faculty workload to improve retention.
- Support faculty scholarship by providing more time than the current 10% FTE for developing expertise and innovation.

#### **4. Addressing Toxic Culture:**

- Address toxic culture in departments to improve retention.
- Create a safe space for faculty to discuss concerns and foster growth without retaliation.

#### **5. Support Systems and Growth Opportunities:**

- Provide access to an ombudsman or human resources contact for conversations outside the program director or department chair.
- Enact a 360-degree review of program directors and department chairs with protection from retaliation.
- Support a culture of growth for faculty and staff through programs that improve skills.
- Foster a culture of non-punitive discussion of errors to improve teaching, research, and service.
- Allow access to the dean's office without restricting faculty opinion.



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### **6. International Collaborations and Flexibility:**

- Create mechanisms for faculty to collaborate internationally.
- Promote flexible workload and work schedules to make faculty feel valued.
- Recognize faculty publicly for their contributions.

### **7. Additional Faculty Support:**

- Provide guaranteed parking spaces for faculty behind the Bergen building.
- Create a faculty lounge to improve work conditions.

### **Counts of Conceptual Categories**

- 1. Recognition and Needs Analysis: 3 initiatives**
- 2. Environmental Scan and Compensation: 6 initiatives**
- 3. Accountability and Culture: 7 initiatives**
- 4. Addressing Toxic Culture: 2 initiatives**
- 5. Support Systems and Growth Opportunities: 4 initiatives**
- 6. International Collaborations and Flexibility: 3 initiatives**
- 7. Additional Faculty Support: 2 initiatives**

These categories cover the suggested strategic planning initiatives, focusing on recognition, needs analysis, compensation, accountability, addressing toxic culture, support systems, international collaborations, monitoring salary, and additional faculty support.

**Partnerships (Goal): Engage and leverage community partners, corporate partners, and alumni to benefit SHP and SHP students.**

### **Suggested Initiatives (Objectives):**

#### **1. Corporate and Strategic Sponsorship:**

- Seek corporate sponsorships for various initiatives within SHP.



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- Recruit new strategic partners and engage with current partners to introduce new programs that address workforce shortage needs and co-sponsor such programs with Rutgers-SHP.

### **2. Alumni Engagement:**

- Support staffing to focus on alumni engagement.
- Hire a dedicated person to cultivate students as future contributing alumni.
- Seek sponsorships with Newark businesses to name rooms, research labs, or other initiatives and provide student-led onsite screenings at firms.
- Engage SHP faculty and students in global opportunities, creating awareness and promoting global clinical, academic, and scholarly endeavors.
- Leverage the large alumni pool by regularly highlighting alumni achievements and hosting events like alumni BBQs.

### **3. Mutual Community Benefits:**

- Ensure mutual benefits for community partners, articulating how partnerships with SHP benefit them.
- Provide community partners, corporate partners, and alumni with incentives to support SHP and students, such as access to Rutgers libraries.
- Increase grant funding for scholarly and clinical activities from community organizations.

### **4. Building the Rutgers Health Brand:**

- Invest in building the Rutgers Health brand, fostering a mindset of unity across SHP and its departments.
- Enhance partnerships with the Office of Student Affairs and other programs to combine alumni outreach efforts.
- Use technology to create a database of contribution opportunities, including lectures, sites, and projects needing support.



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### **5. Office of Community Engagement:**

- Develop an office of community engagement to oversee these goals, collaborating with existing Rutgers offices.
- Develop a community engagement core/center/institute/board to expand and build relationships in the community for shared problem-solving in education, clinical care, research, and capacity building.

### **6. Shift from SHP-centric Focus to Community and Partnerships Focus:**

- Reword the priority area to emphasize strengthening community and partnerships, benefiting SHP and its partners.
- Focus on benefiting both SHP and the community.

### **Counts of Conceptual Categories**

- 1. Corporate and Strategic Sponsorship: 2 initiatives**
- 2. Alumni Engagement: 5 initiatives**
- 3. Mutual Community Benefits: 3 initiatives**
- 4. Building the Rutgers Health Brand: 3 initiatives**
- 5. Office of Community Engagement: 2 initiative**
- 6. Shift from SHP-centric Focus to Community and Partnerships Focus: 2 initiative**

These categories cover the range of strategic planning initiatives suggested, focusing on corporate sponsorship, alumni engagement, mutual community benefits, building the Rutgers Health brand, establishing an office of community engagement, and emphasizing community and partnerships.



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