

STRATEGIC PLAN 2012-2015 KEY STRATEGIC PRIORITY OUTCOMES

Guided by its Mission, RFUMS is strategically driven toward the future.

INTERPROFESSIONALISM RFUMS will promote learning with, from, and about each other in order to champion team-based health care delivery.

KEY STRATEGIC PRIORITY OUTCOMES

- ✓ Established the DeWitt C. Baldwin Institute for Interprofessional Education in May 2014.
- ✓ TeamSTEPPS, an interprofessional and nationally recognized training program for building and optimizing collaborative healthcare teams, was initiated and further advanced by the Baldwin Institute for RFUMS students, faculty and staff. In 2015, training for all first-year students was launched.
- ✓ The Baldwin Institute increased recognition of the RFUMS interprofessional mission with 18 presentations highlighting various aspects of interprofessionalism, including education, team behavior and formation, and research at regional, state, national and international conferences.
- ✓ The student-run Interprofessional Community Clinic was launched at the RFU Health System in 2013 with student participation from all of the RFUMS clinical programs. Working in interprofessional teams and under the supervision of an interprofessional team of RFUMS faculty and providers, the students serve the underserved and uninsured in Lake County. (See also Partnerships Strategic Priority)
- ✓ The Baldwin Institute has been accepted as a research partner for the National Center for Interprofessional Practice and Education (NEXUS) with a multi-year, interprofessional research project designed to measure the impact of interprofessional education on collaborative practice and patient outcomes.
- ✓ In 2014, a three year quality initiative project focused on interprofessional student learning outcomes for all programs launched as part of the Higher Learning Commission Assessment Academy.
- ✓ Expanded Global Health to become a university-wide opportunity for student and faculty involvement across colleges/schools/programs.



EDUCATIONAL EXCELLENCE RFUMS will implement and assess progressive educational curricula and learning methods in an interprofessional environment.

KEY STRATEGIC PRIORITY OUTCOMES

- ✓ Educational excellence established as a strategic priority in all college/school/program strategic plans; each maintains a monitoring system to track the success of educational offerings.
- ✓ Established an Office of Accreditation and Assessment and hired AVP to work with all colleges/schools/programs to ensure excellence in education, including assessment in student learning.
- ✓ Identified and launched "Educational Metrics for Achieving University Priorities" as a strategic initiative to actively and continuously monitor student achievement and other factors of educational excellence.
- ✓ In 2013, The Higher Learning Commission approved the existing online program at RFUMS and authorized expansion to offer all degree programs in the online format.
- ✓ Best practice standards, Quality Matters, launched for online education programs.
- ✓ ExamSoft, a testing and assessment software package, instituted university-wide to support assessment design and analysis for student learning.

PARTNERSHIPS RFUMS will engage academic and clinical partnerships that advance the vision of the University and support its interprofessional goals.

KEY STRATEGIC PRIORITY OUTCOMES

- ✓ Alliance for Health Sciences, a partnership with DePaul University, launched in 2012.
 - Six RFUMS accelerated degree options approved and launched through the Pathways Honors Program at DePaul. The Pathways program gives RFUMS access to a highly diverse pool of students who will help RFUMS attract applications from under-represented populations in medicine and healthcare.
 - Rothstein Warden Centennial Learning Center built, in part, to house the DePaul Nursing program (see also Growth and Stability Strategic Priority).
 - DePaul's Master's Entry to Nursing Practice program expanded to RFUMS campus.
 - Joint competitive research program launched. (See Research Strategic Priority)
 - Collaboration across the Alliance with DePaul's Colleges of Law, Science and Health, Communication, Computing and Digital Media, and the Driehaus College of Business has resulted in shared courses that enhance RFUMS curricula.
 - DePaul nursing clinical skills lab opened at RFUMS in November 2014.
 - In January 2015, DePaul's School of New Learning began offering a Bachelor's degree completion program for RFUMS staff and community partners on the RFUMS campus.
- ✓ Established clinical rotations and an Internal Medicine residency program with Centegra Health System as a regional partner.
- ✓ A student-run Interprofessional Community Clinic launched at the RFU Health System in 2013 increased interprofessional student clinical experiences for RFUMS students across all clinical programs.



RESEARCH RFUMS will promote and expand basic science, translational, educational and clinical research.

KEY STRATEGIC PRIORITY OUTCOMES

- ✓ RFUMS-DePaul University Joint Research Program launched in 2013 with 25 grants awarded \$2 million over two rounds of applications.
- ✓ Eleven full time research faculty strategically recruited in targeted, diverse research areas across the University's colleges/schools/programs.
- ✓ The grant incentive program of the School of Graduate and Postdoctoral Studies significantly increased extramural funded research conducted by graduate students and postdoctoral fellows.
- ✓ Comprehensive research compliance policies and procedures developed to advance "best practice utilization" in all areas of research. A new leadership position for research compliance will provide oversight as of November 2015.
- ✓ Strategic investments made in interdisciplinary research via seed funding contributed to an outstanding success rate of 21% funded applications with six of twenty-eight submitted multi-principal investigator extramural grant applications funded.
- ✓ Translational research collaborations increased substantially with the James A. Lovell Federal Health Care Center and Advocate Lutheran General Hospital. Research collaborations with industry partners, including Abbvie and Lundbeck, continue to expand.
- ✓ Key investments in research infrastructure were made including purchase of qrt-PCR instrumentation enabling establishment of the *Molecular Quantification Core Facility*, partial support for the purchase of a new mass spectrometer in the *Midwest Proteome Center*, upgrading equipment in the *Human Performance Laboratory*, establishment of the *Movement Analysis and Behavioral Science Laboratory* in the Physical Therapy Department, and expansion of the *Biological Resource Facility*.
- ✓ Undergraduate and high school student mentoring increased by 53% since 2012.



ENROLLMENT MANAGEMENT RFUMS will implement a unified plan which incorporates all of the University's programs, practices, and planning related to achieving the optimal recruitment, retention and graduation of students.

KEY STRATEGIC PRIORITY OUTCOMES

- ✓ Established the Division of Strategic Enrollment Management with a new Vice President appointed to lead the efforts to achieve university-wide enrollment goals.
- ✓ Established the Multiple Mini Interview (MMI) to enhance the process of admissions with a progressive, evidenced-based scientific approach to student selection.
- ✓ The newly created Division of Marketing and Brand Management hired a digital communication specialist to ensure that program-specific marketing is linked to enrollment management strategies.
- ✓ All recruitment marketing materials for all programs assessed and redeveloped.
- ✓ An audit conducted of all communication touch points for prospective students and specific recommendations and implementation plans outlined to enhance the prospective student RFUMS experience.
- ✓ University-wide taskforce re-developed the student satisfaction survey and the results are significantly above the national average benchmarks for chosen criteria.

DIVERSITY RFUMS will foster open thought, respect, dignity, and collaboration among persons and professions to enhance learning and healthcare practice.

KEY STRATEGIC PRIORITY OUTCOMES

- ✓ The Division of Student Affairs expanded to include diversity and inclusion with a newly appointed Vice President to guide the growth and development of these endeavors university-wide.
- ✓ Hired a director of diversity training and education and implemented a university-wide diversity training program in which all university community members are encouraged to engage. Eighty-six percent of all full time employees were trained in the first year of the program which exceeded the 75% goal.
- ✓ Restructured EEO, Title IX and employment search policies for better process management and compliance across the institution's constituents.
- ✓ Under-represented faculty, staff and student populations identified and a framework was put in place for strategic recruitment, selection and hiring with processes, resources, guidelines and policies defined and allocated.
- ✓ A comprehensive diversity action plan was implemented including pipeline endeavors, training, mentoring, development, and awareness and marketing campaigns.
- ✓ Cultural competency in the curriculum and diversity engagement assessments conducted and action plans implemented.



RECOGNITION RFUMS will be recognized as a distinctive health sciences University with dedication to the highest standards of academic excellence and discovery.

KEY STRATEGIC PRIORITY OUTCOMES

- ✓ Vice President appointed for the new Division of Marketing and Brand Management.
- ✓ The University's visual identity/brand refreshed in 2015.
- ✓ Instituted a sustainable digital marketing strategy to include social media and redevelopment of the University's website to speak to today's digital customer.
- ✓ Engaged in brand strategy research and developed an operations plan for all future efforts.
- ✓ Launched strategic advertising campaigns to support brand awareness and student recruitment.
- ✓ Alumni engagement expanded which included a 26% increase in on campus visits and a 99% increase in attendance for alumni training events since FY13.
- ✓ Since 2012, RFUMS has been a lead partner for the Health Professions Education Consortium which works to meet regional healthcare needs by expanding opportunities in medical and health sciences education and careers and improving college and career readiness of students matriculating into higher education. A local example is the University's partnership with the North Chicago Community High School in the Healthcare Careers Academy Pathway program launched in 2014.

GROWTH AND STABILITY RFUMS will strategically grow new and existing programs; will strengthen its financial position and capital infrastructure; will invest in its faculty, staff and students.

KEY STRATEGIC PRIORITY OUTCOMES

- ✓ The Rothstein Warden Centennial Learning Center was completed in 2014 to expand innovative, interactive learning space and provide for dedicated student recreational space and a state-of-the-art fitness center for students, faculty and staff.
- ✓ The Margot A. Surridge Student Welcome Center opened in 2014 as part of the new student and enrollment suite of services to enhance the experience of prospective students and more conveniently and efficiently serve RFUMS students and alumni.
- ✓ Philanthropic growth in dollars increased by 43% in FY13 – FY15, \$2.7 million more than the projected budget.
- ✓ The Centennial Scholarship Campaign raised more than \$7 million, exceeding the initial goal of \$5 million.
- ✓ The University's first annual Day of Giving grew the pool of donors by 32%.
- ✓ Student Financial Services centralized to provide critical debt management, financial advising and financial resources across all colleges/schools/programs.
- ✓ The Tuition Assurance and Tuition Installment Plans implemented to assist students to better plan their debt load.
- ✓ Business intelligence reporting launched through an institutional data warehouse for university-side reporting, benchmarking, and predictive analysis to improve distribution of financial aid data.
- ✓ Income earned endowment dollars were authorized for scholarship funding, with Board of Trustees approval, to promote access and affordability for need-based students.
- ✓ The Doctor of Nurse Anesthesia Practice (DNAP) program launched as the first nurse anesthesia program in the state of Illinois or Wisconsin to offer the DNAP in lieu of the Doctor of Nursing Practice (DNP) degree. The program becomes the 10th program of its kind in the nation.
- ✓ A New Academic Programs Task Force established to explore new program development, the expansion of program offerings, and diversification of existing programs. Potential new programs have been identified, including two certificates and a master of science in Population Health.
- ✓ Staff Professional Development Program launched with two new programs, STAR (**S**taff **T**uition **A**ssistance and **R**eimbursement) and LEARN (**L**eadership, **E**ducation, **A**ction, **R**esources, **N**etwork), a program designed to promote the professional development of the University's workforce.
- ✓ A comprehensive and collaborative faculty development program launched to expand upon existing initiatives, centralize and focus efforts, and incorporate current and emerging pedagogy and topics of interest to enhance teaching excellence.
- ✓ Strategic Resources Allocation Committee (SRAC) instituted to establish criteria for strategic resource allocation and provide continuous oversight of financial resources.
- ✓ Financial Sustainability Task Force instituted to work with SRAC and University leadership to improve and maintain the University's financial standing for the future.
- ✓ An algorithm was created for the allocation of shared institutional costs to each educational program. Financial reports now include this allocation and reflect more accurate expenses of each program.
- ✓ Precision Budgeting model implemented for SRAC to identify and reallocate budget monies into strategic endeavors.



Thank You to the many individuals who diligently worked to achieve and advance the strategic priorities set forth in the RFUMS 2012 – 2015 Strategic Plan and to the University leadership for their resolute sponsorship and support of these endeavors.