RFUMS STRATEGIC PLAN 2016-2019 / GOALS AND OBJECTIVES

MISSION

To serve the population through the interprofessional education of health and biomedical professionals and the discovery of knowledge dedicated to improving the wellness of its people.

EDUCATIONAL PROGRAMS

GOAL 1. Establish a common set of educational themes for teaching and learning in all RFUMS clinical programs.

    1.1   Establish common core themes for all degree programs such as cultural competency, diabetes care, ethics, humanities, geriatric care, and professionalism.

    1.2   Pilot two themes in all programs across the university and share the results with faculty and academic administrators.

    1.3   Facilitate ways for faculty to share information by program and healthcare profession regarding how they educate and assess students for each theme.

GOAL 2. Design and implement a data-driven model for evaluating and managing the portfolio of academic programs to meet the needs of a changing healthcare environment.

    2.1   Identify existing programs with significant strengths and student demand and determine ways to increase their enrollment capacity.

    2.2   Conduct a data-driven comprehensive review of all existing degree and certificate programs, including online programs.

    2.3   Perform an environmental scan to support the development of new face-to-face and online academic programs that leverage the university's mission and strengths to pursue emerging opportunities and trends in healthcare.

    2.4   Administer a feasibility study of philanthropic support for expanded capacity of existing programs and the development of new academic programs.

GOAL 3. Implement a systematic model of academic program review, assessment, and evaluation for all programs offered face-to-face and online.

    3.1   Update the current academic program review model to include a greater emphasis on a common data set with analytics for enhanced assessment and evaluation in all face-to-face and online programs.

3.2 Facilitate the development and implementation of new and existing continuous quality (CQ) plans for all academic programs.

3.3 Ensure that programs with specialized accreditation use the CQ plan to meet or exceed accreditation standards on an ongoing basis.

GOAL 4. Design and launch a new university-wide model of teaching quality and evaluation for faculty in all programs offered face-to-face and online.

4.1 Revive, review, and implement the *Evaluating Teaching Excellence* instrument (2013) and facilitate its adoption by the colleges and schools for all faculty regardless of delivery mode.

4.2 Review and enhance the faculty evaluation process such as the criteria, methods and frequency of evaluation, analysis of results, and creation of an ongoing personalized development plan for teaching excellence.

4.3 Identify and share best practices in teaching for graduate healthcare education through university-wide faculty development programs offered to both face-to-face and online faculty that include internal and external sources of expertise.

4.4 Introduce special recognition and incentives to reward quality teaching by faculty in face-to-face and online settings.

CLINICAL EDUCATION AND PARTNERSHIPS

GOAL 1. Establish a coordinated university approach to create sustainable resources, including sites and preceptors, to support clinical training.

1.1 Identify health system partners and establish regional campuses to increase the quality and quantity of clinical training experiences for RFUMS students enrolled in degree programs requiring clinical training.

1.2 Engage and support alumni to identify and promote new opportunities with clinical partners.

1.3 Create an evaluation tool and process for ongoing assessment of key RFUMS clinical education resource metrics.

1.4 Coordinate a university-wide continuous quality improvement approach for clinical training.

1.5 Develop and implement a robust and sustainable enhancement and incentives program for interprofessional clinical preceptors.

GOAL 2. Implement and assess interprofessional clinical practice educational models that advance team-based clinical education and practice.

2.1 Implement an Interprofessional Collaborative Practice and Education (IPCPE) model with our regional campus partners such as the Billings Clinic and Centegra Health System.

2.2 Measure the impact of the IPCPE model on the student, patient, and practitioner experiences, and future impact on alumni practice patterns.

GOAL 3. Create mutually shared goals with internal and clinical partners related to pathway programs and community engagement.

3.1 Develop pipeline and educational pathway programs with our clinical partners and educational providers in their communities.
3.2 Support the educational development of our clinical affiliates' employees through online educational certificates and degree programs for qualified applicants at a discounted price.
3.3 Partner with clinical affiliates and community leaders to educate the public about wellness, health professions, and student preparation for college, graduate, and professional degree programs.

INTERPROFESSIONALISM

GOAL 1. Increase the university's visibility as the leader in interprofessional education and research for partnership opportunities, enrollment growth, and national recognition.

1.1 Create a comprehensive and cohesive awareness plan about interprofessionalism for internal and external stakeholders such as current and prospective students, alumni, clinical and academic partners, potential donors, and the media.

GOAL 2. Support and promote new and enhanced scholarly activities throughout the university that focus on Interprofessionalism, Interprofessional Education, and Interprofessional Collaborative Practice.

2.1 Identify needs and pursue opportunities for enhanced interprofessional scholarly activities across all colleges and schools.

GOAL 3. Advance interprofessionally-focused educational opportunities that prepare students for their chosen profession.

3.1 Develop and implement an RFUMS Model of Interprofessional Education (IPE).
3.2 Strengthen and enhance existing interprofessional educational offerings and promote the development of new, innovative approaches to IPE.
3.3 Create faculty development programming that supports efforts to educate students in an interprofessional environment to prepare them for collaborative clinical practice.

GOAL **4.** Promote effective partnerships between academic programs within RFUMS to maximize educational resources.

      4.1   Identify opportunities for cross-college teaching and assessment.
      4.2   Promote long-term and sustainable inter-college collaborations and academic partnerships.
      4.3   Maximize the development of shared resources to support interprofessional and inter-college initiatives.

DIVERSITY AND INCLUSION

GOAL **1.** Develop research and scholarship on the interface between diversity and interprofessional education and practice in order to further the educational mission of the university.

      1.1   Create a database to collect existing and ongoing research/scholarship related to the interface between diversity and interprofessional education and practice.
      1.2   Develop a university-wide team to establish a research plan/agenda and initial projects.
      1.3   Support participation at appropriate national/international meetings as well as publication.
      1.4   Develop a funding source (grant initiatives) to provide resources for this work.

GOAL **2.** Increase at all levels the diversity and inclusion of our faculty, staff and students.

      2.1   Determine current level of potential Value-Added Groups in the marketplace and pursue appropriate action steps for parity within each college or program.
      2.2   Enhance employee recruitment efforts to attract competitive applicants from Value-Added Groups for various faculty levels/ranks and staff positions.
      2.3   Identify by program/college the appropriate and desirable levels of student enrollment from the Value-Added Groups for enhanced alignment with the marketplace profile.
      2.4   Analyze targeted efforts to recruit identified student groups and establish plans to increase the number or percentage of qualified applicants among the various programs and colleges as determined by their current profiles.
      2.5   Analyze efforts to retain and promote individuals within Value-Added Groups across colleges and departments.

GOAL **3.** Promote and sustain an inclusive campus culture for educational and administrative priorities and practices.

      3.1   Strengthen partnerships across diverse groups of faculty, student, and staff members.

3.2 Establish divisional goals (all departments), objectives and tactics that support the work of the university strategic plan for diversity and inclusion.

3.3 Evaluate diversity and inclusion in current and future organizational partnerships.

GOAL 4. Enhance the student achievement of learning outcomes for cultural competence.

4.1 Institutionalize core cultural competencies for all faculty and staff.

4.2 Institutionalize core cultural competencies for all students.

4.3 Establish learning outcomes and related assessment strategies within populations and academic programs.

4.4 Develop objective, structured clinical examinations (OSCEs) to evaluate whether a student is culturally competent.

ACADEMIC PARTNERSHIPS

GOAL 1. Sustain and grow the portfolio of academic partnerships to promote enrollment stability, diversity, and quality.

1.1 Implement existing and new DePaul Pathway programming.

1.2 Create partnerships with academic institutions leading to new educational pathways for current and prospective students.

1.3 Launch academic partnerships that provide opportunities for non-traditional applicants such as current healthcare professionals, career changers**,** and online students.

GOAL 2. Expand simulation-based education and research to further RFUMS as a regional and national leader in interprofessional education and practice.

2.1 Develop an accredited simulation center/virtual health system that will meet RFUMS main and regional campus needs.

2.2 Use the virtual health system/simulation programming to conduct educational and interprofessional research.

2.3 Establish the virtual health system to serve as a platform to promote quality, safety, and population health initiatives.

GOAL 3. Establish RFUMS as a regional and national leader in the field of Population Health education, research, and practice.

3.1 Design and institute Population Health educational programming to meet university and regional partner goals.

3.2 Conduct Population Health-oriented research and practice to advance the field and improve regional health outcomes.

GOAL 4. Partner with the Rosalind Franklin University Health Clinics (RFUHC) to strategically enhance the university's educational programs.

    4.1   Educate the campus community about services provided by the RFUHC.
    4.2   Pursue areas of collaboration between the academic programs and the clinic that contribute to each other's mission.

RESEARCH DEVELOPMENT

Goal 1. Strengthen the commitment to research across the university.

    1.1   Increase research productivity.
    1.2   Pursue grants and other types of new funding.
    1.3   Enhance efforts to retain existing RFUMS research faculty.
    1.4   Increase philanthropy to support research.

GOAL 2. Recruit faculty to enhance the current research enterprise and develop strategically identified new areas of research opportunity.

    2.1   Support and expand core areas of basic science research strength and opportunity.
    2.2   Increase development of interprofessional and other types of educational research.
    2.3   Maintain support for the CLEAR-PT Translational Research Initiative.
    2.4   Develop a robust research component for the Population Health program.

GOAL 3. Enhance the RFUMS brand by increasing awareness of the research accomplishments of faculty and students.

    3.1   Increase the awareness of research accomplishments of faculty, staff, students, board members, and alumni within the university community.
    3.2   Increase the awareness of RFUMS research accomplishments throughout external communities.

FINANCIAL RESOURCES AND PHILANTHROPY

GOAL 1. Align and deploy resources in keeping with the university vision to effectively maximize productivity, improve efficiency, and achieve higher quality and value.

1.1   Evaluate current systems, policies, and processes to identify opportunities to best optimize university resources by eliminating redundancies and by increasing automation and system functionality.

1.2   Streamline and improve the procurement process to maximize its value to the campus community and realize cost-saving opportunities at both the unit and university level.

1.3   Continue the fulfillment of university space demands by planning, designing, and updating academic and administrative spaces.

1.4   Develop a campus master plan for all university property and space including an analysis of current usage, ongoing maintenance costs, and opportunities for consolidation.

1.5   Maintain the practice of precision budgeting.

GOAL 2. Shape institutional culture that promotes donor-centric, mission-driven philanthropy to drive innovation and excellence.

2.1   Fully implement Raiser's Edge software to develop business intelligence and empower donor cultivation/solicitation processes.

2.2   Increase lifelong engagement and philanthropy among university stakeholders including alumni, faculty, staff, trustees, corporate, and community partners and friends.

2.3   Strengthen relationships with community partners to engage key influencers and promote the attraction of corporate investments.

2.4   Create outreach and engagement programs to share healthcare education and biomedical research advances with area communities.

2.5   Seek philanthropic support through grant funding for faculty, students, and programs.

GOAL 3. Address growing debt and affordability issues thus enabling students to pursue their professional goals without untenable financial burden.

3.1   Assess student need, accounting processes across divisions, and stewardship to better align scholarship resources.

3.2   Assess the impact of the reauthorization of Higher Education Act.

3.3   Involve the entire campus community in promoting greater financial understanding by launching a financial literacy campaign and establishing an Office for Financial Success.

3.4   Prioritize scholarships and financial aid in fundraising efforts.

3.5   Continue to pursue practical initiatives to help increase retention and graduation rates while decreasing student borrowing and the cost of a degree.

3.6   Explore rural and underserved training options to promote service loan forgiveness programs.

GOAL 4. Ensure the sustainability of the RFUMS regional campus financial model in order to expand clinical education and thereby address the workforce demands of key local, regional, and global organizations.

4.1   For the purposes of fundraising, assess and embark upon mutually beneficial and financially sound relationships with new institutional partners as opportunities for support arise.

4.2   Coordinate community relations to yield engagement and influencer exposure.

4.3   Deploy relevant and successful strategies for philanthropy and stewardship to advance regional partnerships.

STRATEGIC MARKETING AND AWARENESS

GOAL 1. Gain national recognition from the external community for the RFUMS brand and leadership in health professions education with an emphasis on the interprofessional model and the research enterprise.

1.1   Create a cohesive marketing and awareness plan for prospective students, donors, research investors, decision influencers, and community partners.

1.2   Create a marketing and awareness plan for new and existing clinical partners.

1.3   Establish recruitment marketing plans that leverage interprofessionalism as a brand differentiator and as a highly-desirable attribute for current and future health care professionals.

GOAL 2. Provide a supportive and positive experience for prospective students through all phases of their search including inquiries, application, and admission to an RFUMS program.

2.1   Develop a data-driven recruitment plan that focuses on application cultivation through analytics, targeted advertising, and strategic marketing and outreach.

GOAL 3. Meet and exceed the digital experience expectations of today's digitally-savvy consumer.

3.1   Expand the digital transformation efforts to better engage RFUMS audiences and provide user-centric communication technologies and tools.