



STRATEGIC PLAN 2024-2027

BUILDING A

SUSTAINABLE

FUTURE

TIMELINE

January 2024-January 2027

POSITION DEFINITIONS

CABINET LEAD

Serves as a liaison between the working group and the President's Cabinet, provides strategic guidance to their working group, and provides an annual update to the executive vice president for university strategies for the purposes of tracking and reporting.

CO-LEAD

Organizes and develops the work plan for the group, including timelines and KPIs, manages communication within the group, and reviews the composition of the working group on an ongoing basis to ensure appropriate representation as strategies are advanced.

WORKING GROUP MEMBERS

Provide expertise and perspectives to the implementation strategies, advance the work plan and ensure milestones are met, and identify opportunities for data collection.

OVERARCHING GOAL

THEME: UNIVERSITY SUSTAINABILITY

The overarching goal of the Strategic Plan is the sustainability of RFU and its mission to provide highly trained clinicians and researchers for the future, to be achieved in an interprofessional, collaborative manner using our many partnerships within and outside the university.

STRATEGIC PLAN CATEGORIES

SUSTAINABILITY AND GROWTH: Sustainability is defined as social, human, economic and environmental sustainability. The university wants to sustain our strong mission of health professions education and biomedical discovery. We also want to sustain ourselves into the future, economically, while at the same time maintaining our interprofessional, inclusive and collaborative culture. RFU needs to be a good citizen of the world and enhance our dedication to environmental sustainability. We will educate future clinicians and researchers on the health issues associated with the environment.

WELLNESS AND SAFETY: We want to keep our students, faculty and staff healthy and safe. Evidence supports that health outcomes are tied to a person's lifestyle, wellness and social determinants. Physical and psychological safety have come to the forefront of national conversations about health, and we have seen a need for more mental health services for our students. In addition, we have seen a decrease in student retention. We want our students to progress in their programs of choice so they can reach their goals, and we want to retain good faculty and staff.

ACCESS: Education, health care and research are enriched by fairness and integrity. We are dedicated to improving access to our programs for all students. The university environment must be supportive and inclusive of all students, faculty and staff.



Strategic Plan Point of Contact:

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GOALS

SUCCESS MEASURES

SUSTAINABILITY AND GROWTH

- 1.1 Advance RFU's model of interprofessional education in academic programs, educational research and institutional service to meet the rapidly evolving healthcare landscape. **Cabinet Lead: Jim Carlson; Co-Lead: Charlotte Beyer**
- 1.2 Develop a 5-year financial plan that results in a "break even" operating budget to support a healthy balance sheet and to advance our mission. **Cabinet Lead: Gavin Farry; Co-Lead: Emily Nyblad**
- 1.3 Implement the appropriate capital projects of the Master Campus Plan. **Cabinet Lead: Gavin Farry; Co-Lead: Bob Jackson**
- 1.4 Evaluate the university's academic portfolio. **Cabinet Lead: Jim Carlson; Co-Lead: Bob Intine**
- 1.5 Optimize existing academic programs and develop new programs that are consistent with the university's mission and that meet workforce needs. **Cabinet Lead: Lisa Dutton/Kristin Wiisanen; Co-Lead: Bob Intine**
- 1.6 Develop and implement marketing and recruitment plans for the academic sustainability and growth strategies. **Cabinet Lead: Sarah Kelly; Co-Lead: Bryan Moody**
- 1.7 Leverage the Innovation and Research Park (IRP) and our research centers and departments as drivers of research growth across the university. **Cabinet Lead: Janice Urban; Co-Lead: Bob Marr**
- 1.8 Optimize and fill the industry space in the IRP to enhance biomedical collaborations. **Cabinet Lead: Janice Urban; Co-Lead: Michael Rosen**
- 1.9 Assess clinical services and improve the financial position of the RFU Health Clinics to meet RFU and Lake County needs. **Cabinet Lead: Jeff Espina; Co-Leads: Carla Ranns and Brian Nicholson**
- 1.10 Explore and, as appropriate, integrate AI and other emerging technologies relevant to patient care, education, simulation and research. **Cabinet Lead: Kristin Wiisanen; Co-Lead: Marilyn Hanson**
- 1.11 Develop and implement a plan for expanding our university data assessment capabilities so we strengthen the use of data in decision making. **Cabinet Lead: Dennis DeMasie; Co-Lead: Mihir Chand**
- 1.12 Enhance our curricula by developing educational materials and using best practices in teaching the effects of the environment on health and well-being. **Cabinet Lead: Lisa Dutton; Co-Lead: Susanna Calkins**
- 1.13 Assess current practices and develop an action plan for RFU's role in environmental sustainability. **Cabinet Lead: Gavin Farry; Co-Lead: Bob Jackson**

KPIs will be supported by college- and unit-specific metrics.

- Total enrollment
- Department of Education Composite Score
- Progress against 5-Year Financial Plan
- IRP occupancy percentage
- Extramural funding dollars
- Number of peer-reviewed publication

WELLNESS AND SAFETY

- 2.1 Continue developing and retaining faculty and staff who possess skills that help our students become resilient students and professionals. **Cabinet Lead: Jim Carlson; Co-Lead: Sally Madden**
- 2.2 Evaluate current wellness programs across the university and enhance resources consistent with needs. **Cabinet Lead: Jeff Espina; Co-Lead: Amber Woyak**
- 2.3 Provide employees opportunities for promotion and development. **Cabinet Lead: Gavin Farry; Co-Lead: Kate Nelson**
- 2.4 Optimize use of the Nexus for Faculty Success. **Cabinet Lead: Sarah Garber; Co-Lead: Susanna Calkins**
- 2.5 Develop and implement a comprehensive campus safety plan. **Cabinet Lead: Shelly Brzycki; Co-Lead: Gordon Blanchard**
- 2.6 Develop and implement a comprehensive cybersecurity plan. **Cabinet Lead: Dennis DeMasie; Co-Lead: Dave Moser**

- Satisfaction with wellness services and programs
- Employee sense of belonging
- Student satisfaction: would choose RFU all over again
- Exceeding Healthy Minds Survey as benchmark
- Elements from FORWARD survey

ACCESS

- 3.1 Advance an inclusive institutional culture. **Cabinet Lead: Eric Williams; Co-Lead: Heather Kind Keppel**
- 3.2 Develop academic, clinical and research collaborations that enhance access into our programs for all students. **Cabinet Lead: Stephanie Wu; Co-Lead: Lisa Hopp**
- 3.3 Build clinical partnerships that sustain and advance experiential education for all programs. **Cabinet Lead: Archie Chatterjee; Co-Lead: Frank Maldonado**
- 3.4 Evaluate the quality of our pipeline programs, and make changes based on our evaluation. **Cabinet Lead: Eric Williams; Co-Lead: Cindy Flores**
- 3.5 Use best practices in enrollment management, marketing and financial aid to reach and serve students with varied life experiences and academic journeys. **Cabinet Lead: Sarah Kelly; Co-Lead: Bryan Moody**
- 3.6 Increase financial support of our students through philanthropy. **Cabinet Lead: George Rattin; Co-Lead: Jon Rhodes**
- 3.7 Support access to clinical care in our community by expanding the Community Care Connection and the student-led interprofessional Community Clinic (ICC) through philanthropic donations. **Cabinet Lead: Jeff Espina; Co-Lead: Shella Blue**

- Funds raised in support of student success
- Number of underserved patients served by RFU Health Clinics
- Patient interactions at ICC
- Employee retention