



STRATEGIC PLAN 2024-2027

BUILDING A SUSTAINABLE FUTURE

TIMELINE

January 2024-January 2027

FOUNDATION OF OUR PLAN

MISSION

To improve the wellness of all people through innovative, interprofessional education of health and biomedical professionals and the discovery and implementation of knowledge.

VISION

To lead the nation in developing interprofessional healthcare education and biomedical discovery to advance an equitable, healthy society.

CORE VALUES

Collaboration · Excellence
Innovation · Integrity · Justice
Respect · Scholarship

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 AND EQUITY: Diversity is essential for education, health care and research. We are dedicated to improving access to our programs to students who are underrepresented in health care. Our faculty and staff also need to represent the students we serve. The university environment must be supportive and inclusive of all students, faculty and staff.



Strategic Plan Point of Contact:

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GOALS

MEASURES OF SUCCESS

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.
- 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.
- 1.3 Implement the appropriate capital projects of the Master Campus Plan.
- 1.4 Evaluate the university's academic portfolio.
- 1.5 Optimize existing academic programs and develop new programs that are consistent with the university's mission and that meet workforce needs.
- 1.6 Develop and implement marketing and recruitment plans for the academic sustainability and growth strategies.
- 1.7 Leverage the Innovation and Research Park (IRP) and our research centers and departments as drivers of research growth across the university.
- 1.8 Optimize and fill the industry space in the IRP to enhance biomedical collaborations.
- 1.9 Assess clinical services and improve the financial position of the RFU Health Clinics to meet RFU and Lake County needs.
- 1.10 Explore and, as appropriate, integrate AI and other emerging technologies relevant to patient care, education, simulation and research.
- 1.11 Develop and implement a plan for expanding our university data assessment capabilities so we strengthen the use of data in decision making.
- 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.
- 1.13 Assess current practices and develop an action plan for RFU's role in environmental sustainability.

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.
- 2.2 Evaluate current wellness programs across the university and enhance resources consistent with needs.
- 2.3 Provide employees opportunities for promotion and development.
- 2.4 Optimize use of the Nexus for Faculty Success.
- 2.5 Develop and implement a comprehensive campus safety plan.
- 2.6 Develop and implement a comprehensive cybersecurity plan.

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

ACCESS AND EQUITY

- 3.1 Advance an inclusive institutional culture.
- 3.2 Develop academic, clinical and research collaborations that enhance access into our programs for all students.
- 3.3 Build clinical partnerships that sustain and advance experiential education for all programs.
- 3.4 Evaluate the effectiveness of our pipeline programs in matriculating a diverse student population, and make changes based on our evaluation.
- 3.5 Use best practices in enrollment management, marketing and financial aid to enroll a diverse student population.
- 3.6 Increase financial support of our students through philanthropy.
- 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.
- 3.8 Develop and implement an action plan for increasing faculty and staff diversity.

- **Funds raised in support of student success**
- **Number of underserved patients served by RFU Health Clinics**
- **Patient interactions at ICC**
- **Employee retention**
- **Diversity is valued at RFU (FORWARD survey)**