



ROSALIND FRANKLIN  
UNIVERSITY  
*of* MEDICINE AND SCIENCE

# RFU STRATEGIC PLAN 2016–2019

## FINAL UPDATE

### PROGRESS AND ACHIEVEMENTS

#### INTERPROFESSIONALISM, EDUCATIONAL PROGRAMS, CLINICAL AND ACADEMIC PARTNERSHIPS

- The RFU Steering Council for Interprofessionalism was established as the implementation team for the action plan of the university's HLC Quality Initiative project.
- The steering council refined a model for IP education that encompasses the quadruple aim of health care, and also identified focused areas of IP scholarship, including diagnostic excellence, social determinants of health, and the growing opioid crisis (through the Lake County Opioid Initiative).
- The university's Foundations of Interprofessional Practice course was updated with a significant focus on lifestyle health and prevention, which also serves as the basis for a newly developed IP elective.
- Simulation-based instruction has been expanded to improve both formative and summative assessment in Neurology, Psychiatry, Pediatrics, Family Medicine, Internal Medicine, Surgery Clerkships, and more comprehensive clinical skills evaluation in the M3 year.
- Simulation training has been expanded in these academic programs: Doctor of Nursing Practice, Physician Assistant Practice, Pathologists' Assistant, and Doctor of Pharmacy.
- More than 700 learning contact hours of simulation delivered for Centegra Hospital nurses in 2017–2018 and 300 hours of continuing medical education (CME) training provided to Centegra physicians in 2018.
- RFU's simulation education capabilities expanded with the addition of 30,000 square feet of dedicated training space located at the Center for Advanced Simulation in Healthcare at Northwestern Medicine Huntley Hospital in Huntley, Illinois.
- The Department of Healthcare Simulation received full accreditation from The Society for Simulation in Healthcare, with further accreditation in the areas of teaching and assessment.
- The new online Preceptor Enhancement Program for all preceptors at RFU clinical education sites has been beta-tested and will launch in late 2018.
- RFU launched its web-based Preceptor Enhancement Program for the university's clinical preceptors. The clinical-training curriculum is continuing development but has not yet reached full capacity.
- A new alliance with the Lake County Health Department provides obstetric and pediatric clinical training opportunities for CMS and CHP students (Physician Assistant and Counseling programs).
- The university created councils on simulation and research with Northwestern Medicine, as well as a research council with the Lake County Health Department.
- Academic Program Review model was significantly updated and implemented.
- Strategic Program Review process created and launched to evaluate and manage the portfolio of academic programs.



Previously reported



Updates

- A collaborative RFU/RFUHC task force conducted a SWOT analysis that identified successful collaborations between the academic programs and the clinics with opportunities for further collaboration included.
- The Director of Interprofessional Clinical Anatomy position was created and filled to work with RFU faculty to support anatomy curriculum across academic programs.
- Three new pathway agreements created by the Physical Therapy program.
- The academic program review model was revised to be comprehensive and data-driven with clear, specific categories identified for review. To date, three on-campus and three online programs have completed the review process as part of the university's schedule for five-year reviews of all programs.
- The MS in Population Health degree was approved by IBHE on 12/13/16, joining the previously approved certificates in Population Health Strategies (approved 11/13/15) and the Population Health Analytics (approved 2/23/16). These programs are marketed primarily to RFU's internal constituency, as well as regional partners.
- RFU's acquisition of an extramural \$225,000 grant provided funding for a research study using simulation to explore diagnostic accuracy and error in medical students, residents and physician assistants.

## RESEARCH DEVELOPMENT

- Construction of new Innovation and Research Park is underway; new building opens fall 2019.
- The university opened its 100,000 square foot IRP in 2020, with plans to accommodate eventual expansion of up to two additional buildings.
- Reorganization of basic science research structure within the Chicago Medical School to disease-oriented research model.
- Through Federal New Market Tax Credits, received approximately \$4.1 million in funding for construction costs of the Innovation and Research Park building.
- External Advisory Board formed for the Innovation and Research Park comprised of leaders in industry, economic development, health care, and the investment community.
- More than 5,500 square feet of unused lab space was remodeled for use by RFU's HELIX 51, a bioscience incubator that supports start-up and early stage companies in need of research facilities.
- Vigorous support of patent opportunities has helped RFU and its researchers capture their intellectual property discoveries. Eighteen new patents were issued, and 20 pending patent applications were filed.
- RFU successfully recruited an internationally prominent director for the university's Center for Cancer Cell Biology, Immunology and Infection, and initiated the recruitment of three new faculty members for the Brain Science Institute and one for the Center for Genetic Diseases.
- The launch of RFU's Center for Interprofessional Evidence-Based Practice: A JBI Centre of Excellence in 2016 provides faculty with training in a collaborative approach to improving health care through the evaluation of evidence from diverse sources and implementation of best practices.
- Collaboration between CMS, CHP and the Office of the EVP for Research enabled the partial funding of a research-oriented epidemiologist to enhance RFU's Population Health program and facilitate epidemiological research experiences for RFU students.

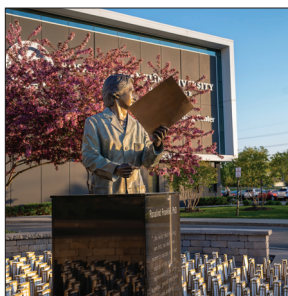


## DIVERSITY AND INCLUSION

- The Human Resources Department has established contacts with various veterans' organizations and has attended 10 job fairs whose focus has been on veterans and diverse candidates.
- A representative with from Human Resources now meets with each Search Committee to ensure there is a diversity advocate assigned and included in the search process.
- All five colleges and schools are establishing specific diversity inclusion efforts for their students, faculty, and staff.
- The online diversity module, which is the first of four modules, has been created to supplement cultural content in curricula.
- The Faculty Search Policy was updated to make it more succinct and operational. Human Resources and the Office of Diversity and Inclusion have developed Diversity Advocate training to ensure a fair and equitable hiring process for all candidates.
- Student recruitment plans incorporated strategic outreach to undergraduate institutions to create sustainable pathways for students underrepresented in the health professions.
- New resource groups were started at RFU to encourage community, networking and a sense of belonging among individuals of color.

## FINANCIAL RESOURCES AND PHILANTHROPY

- Refinanced debt to improve cash flow by \$1.3 million annually for 15 years; eliminated restrictive debt covenants.
- BBB+/stable credit rating from public rating agencies Fitch and Standard & Poor's.
- Philanthropy FY18 revenue of \$4.4 million was a 51% increase above FY17 and an 81% increase above the five-year average for FY13 through FY17.
- Donor retention of 56% in FY18 outpaces the national average of 48% in the higher education sector of philanthropy.
- There was a 20% in Leadership level donors, i.e., \$1K+ in FY18 for a five-year average; 95% of all current revenue comes from donors of \$1k+.
- New Financial Literacy Counselor joined the Office of Student Financial Services.
- Process improvements in the Office of Student Financial Services include the online Exit Interview Course for graduating students, a financial aid dashboard for students, implementation of the person proxy, automation of Satisfactory Academic Progress, and the new Health Insurance Literacy course for students.
- Refinanced the university's bond debt by capitalizing on the public markets to obtain lower interest rates, eliminate a costly debt swap agreement and remove burdensome bank-initiated debt covenants.
- A master plan for maintenance and improvement of ongoing facilities operations was completed for RFU's existing buildings. The implementation of new automation systems resulted in a 15% annual savings in utility expenses.



- \$4.3M in philanthropic revenue was secured in 2019 to fund a range of initiatives that enhance financial aid packages; advance medical research innovation; expand simulation and other essential learning resources; deliver high quality health promotion and wellness services for our students and campus community; improve our community impact on wellness, the local economy and workforce development; and create a margin of excellence for all university operations.
- Institutional Advancement and the Office of the Executive Vice President for Research collaborated on philanthropic efforts in support of the IRP, and procured funding from private donors and multiple industry sources with gifts and pledges totaling over \$1M.

## STRATEGIC MARKETING AND AWARENESS

- The 2017 institutional marketing campaign for recruitment led to a 158% increase in traffic to the website compared to one year ago; career guide became the top-visited webpage with open house RSVP webpage as second most visited.
- New strategic communication materials from inquiry to admission were developed for prospective students, including an RFU-branded healthcare career guide for prospective students.
- A research park promotional video for prospective tenants and collaborators was developed.
- A new Scholl College recruitment video was developed and won a national award from the University Photographers' Association of America; also used by American Association of Colleges of Podiatric Medicine for career awareness.
- Established new communication vehicles to promote university news, e.g. "Discover," a research-focused newsletter that highlights science across the university and is emailed to 4,000+ leaders and influencers.
- Government relations program reinvigorated and reintroduced the university to all state representatives and senators in the area. Senators Duckworth and Durbin and Representative Schneider visited campus.
- Redeveloped the RFU Health Clinics website; established a visual identity for Scholl Foot & Ankle Center; and established a visual identity and key messaging for the Health Professions Education Consortium (HPEC).
- Additional resources were secured to partner with an external consultant to align strategic outreach, digital marketing and applicant communication for priority academic programs.
- Developed and implemented the publication of an annual issue of RFU's Helix magazine dedicated entirely to highlighting the university's research enterprise, including all scholarly activity authored by RFU faculty and students and the extramural funding that they procured during the past academic year.



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