



ROSALIND FRANKLIN UNIVERSITY

OF MEDICINE AND SCIENCE

STRATEGIC PLAN 2007–2011 2010 Refresh

MISSION

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

VISION

RFUMS will be a premier interprofessional health sciences University that advances academic excellence, furthers innovative research, serves with integrity, and respects diversity.

CORE VALUES

Excellence • Integrity • Communication • Professionalism
Scholarship • Scientific Curiosity • Diversity

STRATEGIES AND GOALS

STRATEGY 1: EDUCATION

The University shall foster a premier interprofessional learning environment for the education and development of competent, innovative, and compassionate health sciences professionals.

- E1 Strategically develop new programs and schools consistent with the University Mission and Vision. *T. Albright. Champions: G. Meredith, J. Stoecker, S. Tappert*
- E2 Expand and continue to integrate interprofessional education experiences. *W. Rheault. Champions: S. Garber, S. Tappert, J. Tomkowiak*
- E3 Identify, embrace and utilize effective and innovative educational tools and models. *W. Rheault. Champions: J. Carlson, J. Stoecker*
- FA** E4 Advance the University's interprofessional strength and distinctiveness in clinical rotations through new partnerships and community collaboration. *A. Ross. Champions: P. Knott, C. Lazarus*

STRATEGY 2: RESEARCH

The University shall promote and expand biomedical research.

- R1 Establish research institutes that complement and enhance basic science, clinical and educational strengths. *M. Sarras. Champion: D. Peterson*
- R2 Provide opportunities that enhance active research participation for faculty, students and trainees. *M. Sarras. Champions: K. Neet, M. Oblinger*
- R3 Cultivate collaborations to identify new sources of research support. *M. Sarras. Champions: R. Kaplan, M. Oblinger*
- R4 Continue development of infrastructure to enhance/support recruitment and retention of top research talent (grants office, immigration, core labs, building support, etc.). *M. Sarras. Champions: D. Espinosa, R. Kaplan*
- FA** R5 Establish through clinical affiliations joint translational research programs between clinicians and basic scientists that will provide opportunities for extramural funding to enhance research at RFUMS. *M. Sarras. Champion: K. Neet*

STRATEGY 3: OUTREACH

The University shall engage its external community through partnerships, alliances and collaborations.

- O1 Collaborate with community partners to enhance mutually beneficial educational, research and service opportunities. *T. Erickson. Champions: M. Bates, D. Bridges, K. Mason*
- FA** O2 Develop an academic pipeline plan with partnerships that build upon the strengths and needs of both the University and the external community. *T. Hansen. Champions: D. Hernandez, C. Lopez, K. Mason, H. Rasgado-Flores*

STRATEGY 4: QUALITY

The University shall be recognized as a health sciences University with dedication to the highest standards.

- Q1 Design a quality assessment process that measures outcomes and provides feedback for improvement for programs and support services throughout the University. *W. Rheault. Champions: J. Lenz (Business/Administrative Units), J. Vitale (Academic Units)*
- Q2 Provide organizational infrastructure for wellness, health promotion, disease prevention and a safe and secure environment within the University and Health System communities. *M. Surridge. Champions: G. Daun, R. Durkin*
- Q3 Develop a comprehensive plan and infrastructure that recognizes, fosters, and rewards quality. *T. Hansen. Champion: J. Lenz*
- Q4 Advance a University-wide plan that promotes environmental sustainability, and incorporation of "green" policies. *M. Surridge. Champions: M. Ariano, D. Esta, R. Jackson, M. Oblinger*

STRATEGY 5: STEWARDSHIP

The University shall continue to invest in its faculty, staff, students, and educational growth while maintaining a strong financial position and enhancing revenue sources.

- IP** S1 Develop and implement a comprehensive institutional advancement program that advances the University's Mission, Vision, and strategic initiatives. *T. Erickson. Champions: M. Bates, C. Lopez, M. Russell, W. Ulbricht, K. Vitale*
- FA** S2 Strengthen the infrastructure necessary to support the mission and vision of the University. *M. Surridge. Champions: M. Abel, D. Esta, R. Loesch*
- S3 Optimize capital and human resource allocation. *M. Surridge. Champions: T. Buns, D. Esta, J.W. Smith*
- S4 Develop comprehensive recruitment and retention plans for administration, faculty, staff and students. *M. Surridge. Champions: M. Ariano, S. Bagno, A. Hodgson, M. Meinhardt, S. Weiland*
- FA** S5 Strengthen the financial position of the University. *R. Lane. Champions: T. Buns, G. Daun, R. Durkin, S. Bagno*

STRATEGY 6: DIVERSITY

Foster an institutional environment that enhances learning and promotes respect and dignity for all individuals.

- D1 Advance and integrate educational initiatives that foster and promote multicultural awareness in the classroom, workplace and at the bedside. *W. Rheault. Champion: S. Garber*
- D2 Create a culture of diversity and respect through training and education of faculty, staff and students. *W. Rheault. Champion: S. Garber*

- IP** D3 **Increase collaboration on diversity related activities and build strong relations with entities within the local community.** *T. Hansen. Champions: M. Bates, S. Blohowiak*
- D4 **Develop institution-wide programs that contribute to the development of a welcoming environment.** *M. Surridge. Champions: S. Bagno, S. Garber*

Goal Operationalized

FA - Focus Area

IP - In Progress

Linked goals

E4, R1, and S1 – E4 is designated to establish new partnerships and community collaboration. In parallel with this process, R1 will help identify clinician researchers with these new partnerships to complement basic science research programs at RFUMS. Additionally research collaborations can be fostered and facilitated through an internal funding program which collaborates with S1. These research partnerships will focus on specific human diseases to form the basis for fund raising in the communities most impacted by these diseases.

O1, O2, and D3 – While we have independently developed Strategic Goals O1, O2 and D3 it has become apparent that there is considerable congruence of mission among these three goals. They are not identical goals, but they share many aspects, including an emphasis on community outreach, strong interactions with entities in the local community, using the community to develop academic pipelines to serve local students, and mutually beneficial opportunities with community partners. The demographics of our host communities, such as North Chicago and Waukegan, support the University’s core value of diversity. Because of the overlapping aspects of these three goals, the responsible leads (VP Erickson and VP Hansen) and respective champions have joined together to work on the three goals collaboratively.