RUSH UNIVERSITY

TRANSFORMING HEALTH CARE

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CHICAGO 1972

Rush University

2017-2022

Strategic Plan

ACKNOWLEDGEMENTS

Leaders at Rush University would like to thank the hundreds
of individuals who have taken time to provide feedback
during the strategic planning process.

TRANSFORMING HEALTH CARE:
RUSH UNIVERSITY 2017-2022 STRATEGIC PLAN

Rush University is one of a small number of not-for-profit universities that is focused entirely on health care. Our approach is to bring together great minds to work collaboratively for the benefit of our future health care leaders. Thus, at a time of continuous change in health care, Rush University is particularly well positioned to identify innovations that make a lasting difference. In our educational programs, tomorrow's health professionals are educated for the new realities of health care through curriculum delivered not from a podium, but at the patient's bedside — in our ambulatory clinics and in the community. In our research, students work alongside skilled laboratory scientists and clinicians to ask the right questions, engineer once-improbable solutions and quickly translate them into treatment breakthroughs. And in the community partnerships we've built, we come together with our partners to address the systemic challenges that have led to health care inequities.

Our focus to transform health care gives us an advantage when it comes to providing our students with what they need most: an integrated educational experience. Rush University students learn alongside world-renowned health care practitioners in an environment where knowledge is continually advanced, and collaboration and openness are valued. Rush students are taught to seek out and share knowledge, as well as to make lifesaving decisions with speed and confidence.

The field of health care is constantly evolving, and highly educated health care workers are at a premium. With our forward-thinking, learner-centered programs, Rush University will be the world leader in training tomorrow's health care leaders to adapt to change and be ready for whatever the future holds.

Guided by a new mission and vision, adopted in 2015, Rush University will build legacy to carry out our primary purpose: **to transform health care.**

Mission:	Rush University provides outstanding health sciences education and conducts impactful research in a culture of inclusion, focused on the promotion and preservation of the health and well-being of our diverse communities.
Vision:	The Rush learning community will be the leading health sciences university committed to transforming health care through innovative research and education.

Rush University will achieve this vision by becoming the following:

1. The premier university for health care delivery and health sciences education

2. The national leader in health sciences scholarship and discovery

3. A model for a vibrant and dynamic university experience

This plan represents a multiyear strategy culminating in 2022, the 50th anniversary of our University. Through thoughtful oversight of our resources and an unwavering commitment to the strategic goals outlined in this plan, we will achieve our vision and make Rush University the nation's premier institution for integrated health sciences care, education and discovery.

Rush University will foster a progressive culture that encourages innovation and collaboration in health care delivery and health sciences education. Rush University will educate students to be innovators and leaders throughout their careers.

Create a Rush University Agile Learning Model

The University will create an agile learning model that addresses current and future health needs by conducting the following:

- Fostering innovative curricula, programs and degrees that meet the present and future needs of health care delivery
  - Test and implement new learning models such as self-directed learning, informal learning, simulations, team-based learning and experiential learning
  - Enhance the use of contemporary educational technology for instructional delivery
  - Ensure every education experience is led by an outstanding educational professional
  - Launch transparent course evaluations

- Designing state-of-the-art learning environments
  - Create the Transformation Office for Facilities, Technology and Innovation, which will advise and prioritize current technologies, facility and space needs, and new learning methodologies
  - Enhance and continuously modernizing simulation opportunities
  - Incorporate students and other learners into new and existing clinical spaces

- Providing resources and opportunities for collaborative learning and discovery
  - Implement a new unified University calendar
  - Align courses and curricula across the University
  - Leverage the Rush University website to promote faculty and student collaboration internally and externally
  - Stimulate collaboration among faculty, staff and students and health care professionals through educational space design, forums and other events

Become a Leader in Health Care Innovation

The University will establish the Rush University Institute of Health Care Innovation. This Institute will be a catalyst and enable Rush's vision to transform health care. The Institute will be team-based, life-long health science learning and leadership infusing technology with humanity and application to the real world.

- The Institute will be a resource for Rush, the Rush System and the broader community. The Institute will carry out the following:
  - Provide thought leadership on health care delivery and policy.
  - Serve as an expertise consulting resource for Rush.
  - Offer Rush non-degree development, education and leadership programs for internal and external audiences.
  - Create industry and community partnerships.
  - Develop data and technology innovations and partnerships that drive transformation
  - Deploy Rush University expertise throughout the country and around the world.

- To launch the Institute, the following will be conducted:
  - Tightly align existing and new programs with Rush System needs and strategies.
  - Develop new, non-degree programs for continuing education.
  - Create the Rush Center of Innovation, with the mission to develop health care for the future. This Center would pull together faculty, students, policy experts, politicians, entrepreneurs, industry partners and others.
  - Create the Rush Quality Center as the home for quality care research and education.
  - Continue to support the Rush Center for Community Health Equity for research and training on social determinants of health, unconscious bias, and strategies to address the biggest issues of health care inequities by a combination of collaboration and scientific rigor.

STRATEGIC GOAL NO. 2:
NATIONAL LEADER IN HEALTH SCIENCES SCHOLARSHIP AND DISCOVERY

Research and education are fundamental components of the institution, and constitute strategic differentiators of Rush in this time of rapid change in the world of health care.

Rush's vibrant research activities are a key reason why many students, faculty and patients come to Rush. Rush University will develop and sustain transformative programs of discovery that improve the health of our communities. Today at Rush, researchers are conducting more than 1,600 basic, clinical and population projects. These efforts range from elucidating the underlying mechanisms of diseases to developing innovative minimally invasive treatments, as well as to establish interventions in the community to help people live healthier lives.

Clinical Excellence and Research Excellence Go Hand In Hand

Rush has significant and emerging research clusters. These clusters reflect the combined research efforts and collaborations of the clinical and biomedical science departments of Rush University's colleges. Many clinical services have elements that are embedded throughout multiple clusters. These research clusters must be supported by an infrastructure of enabling capabilities, and by critically important community linkages and partnerships. The intent of this strategic plan is to strengthen our current research within our established clusters and invest and build our emerging clusters to achieve the vision of "transforming health care through innovative research."

The University will build upon its research strengths by doing the following:

- Aligning investments and recruitments to existing and emerging research clusters
- Aligning academic and research programs to create a robust environment for discovery
- Integrating clinical research with patient-centered care throughout the Rush System
- Aligning the Graduate College, the Colleges of Nursing and the College of Health Sciences tracks with research clusters

Enabling Capabilities

Rush University will invest in the infrastructure necessary to support its research efforts through the following strategies:

- Enhancing research communications to make investigators aware of activities and opportunities across the University
- Establishing the Rush Center for Research Support and Data Management, which will include the following:
    - Centralized biorepository to support translational research
    - Bioinformatics/biostatistics core to strengthen the University's informatics and biostatistics capabilities
- Increasing the University's competitiveness in securing new research funding through pilot grants
- Supporting development of faculty research competencies through mentoring and development programs
- Implementing best practices for clinical trials to expand and sustain the clinical research enterprise, such as centralized clinical trials and clinical trials management system
- Empowering the Scientific Leadership Council to be a voice for Rush University researchers
- Launching the Rush Early Investigator Awards Program and the One Big Idea Grant to increase funds available to early investigators, and create an endowment for a single, large grant to any investigator
- Providing research mentors for students and junior faculty
- Creating a sustainable funds-flow methodology that incentivizes extramural research while enabling startup and bridge funding
- Developing a technology transfer program that supports commercialization of research
- Enabling EHR data readily available for research
- Leveraging local, regional and national partnerships to support research

Rush University will be known for a vibrant experience and culture that promotes development, communication, collaboration, diversity and inclusion, and a just and ethical culture. The Rush University experience and culture will be the cornerstones on which our graduates, faculty and staff build their careers, and it will differentiate Rush University from other institutions.

Enhance the Rush University Experience

The University will enhance the satisfaction and engagement for all faculty, students, residents, fellows and staff by through the following:

- Providing consistent communication opportunities to engage students, faculty and staff
  - Strengthen open channels of communication and feedback across all levels of the University
  - Provide open, regular forums for faculty to offer feedback to leaders at the university, college and department levels
  - Develop an ombudsman approach for acute student and faculty concerns
  - Launch annual faculty and student satisfaction surveys
  - Standardize policies and procedures throughout the University

- Supporting an engaged University community that contributes to the vibrancy of campus life by doing the following:
  - Support a positive work environment that reflects the University's core I CARE values (Innovation, Collaboration, Accountability, Respect and Excellence)
  - Identify additional ways to recognize faculty teaching and research excellence
  - Develop new student housing options
  - Expand Rush-funded student research experiences
  - Organize informal events for faculty, staff and students to come together

Develop the Faculty

Rush University will enhance its capacity for faculty development and retention through the following strategies:

- Tailoring faculty-centered mentoring and career development programs
  - Build a University center of teaching excellence to provide support in instructional design, online education, improving teaching skills, and teaching innovation that will capitalize on existing strengths, such as the McCormick Educational Technology Center and the Library of Rush University Medical Center.
  - Expand instructional design capabilities to help faculty develop and enhance existing and new virtual and on-campus courses
  - Provide mentoring and educational opportunities for faculty members to develop research expertise

- Providing development to improve the quality of instruction
  - Delineate best practices for teaching in online and face-to-face formats
  - Develop a support mechanism/grants through the University Center of Excellence/Faculty Affairs to foster educational excellence, innovation and educational research
  - Develop a process for certifying faculty to teach in online and face-to-face formats

- Creating an annual review process to set and track progress on an academic career path for each faculty member, including career advising and development, faculty retention strategies, succession planning, and mentoring (career, teacher, researcher/scholar, practitioner)
  - House the process in the Office of Faculty Affairs.
  - Recruit all University faculty through the Office of Faculty Recruitment.
  - Office of Faculty Recruitment, in collaboration with the Office of Faculty Affairs, should analyze the trends, identify the state of faculty retention, and develop strategies to improve recruitment and retention, especially of a diverse faculty.
  - Create mentoring and promotions committees within each department, assign mentors to each new faculty (especially junior faculty), consider protected time for mentors, develop expectations for each and create a formal agreement. The Office of Mentoring Programs should be used as an advisory expert resource.
  - Mentoring should be part of promotion requirements and annual performance review.

- Standardizing promotion and tenure policies and processes across the University wherever practical, and creating a transparent faculty contract and compensation process to establish equity across all demographic categories.
  - Establish the task force on University promotion and track academic/leadership promotions
  - Develop uniform faculty contracts, approach to benefits, merits and incentive bonuses

Support Students, Faculty and Alumni Throughout Their Lives and Careers

Graduating from Rush University is just the beginning of being a member of the Rush University family. As such, Rush University will support alumni throughout the course of their lives and careers through the following:

- Fostering student success
  - Establish a University-wide Academic Support Center
  - Expand advising and mentoring programs for students

- Reducing the financial barriers to education by lowering the debt burden across our colleges
  - Grow scholarship, work-study and grant opportunities for students
  - Implement a timely scholarship distribution process
  - Reduce costs by evaluating and employing new, cost-effective instructional delivery methods
  - Develop financial management programs for students and alumni

- Developing alumni throughout their lives
  - Enhance communication to strengthen the connection to Rush alumni
  - Open the Rush Library of Rush University Medical Center to alumni
  - Provide in-person and virtual continuing education and professional development programs
  - Create a Rush University Alumni Association
  - Develop lifelong career and mentoring for alumni

- Expanding mentoring programs for students, faculty and alumni

Foster Team Collaboration and Leadership

The University will foster collaboration and leadership by engaging in the following strategies:

- Ensuring all students, faculty and staff acquire leadership and collaboration competencies
  - First-year University interprofessional curriculum
  - Joint accreditation for interprofessional continuing education

- Supporting team-based learning and practice
  - Develop team assessments linked to Rush's I CARE values

- Expanding mentorship and leadership opportunities within the Rush System available to faculty and students

- Expanding continuing education and professional development activities to all health professionals at Rush

Promote Diversity and Inclusion

The University aims to reflect the diversity of our external community and to create an inclusive environment for all faculty, students and staff by doing the following:

- Creating a cohesive approach to improving diversity throughout the University

- Modernizing Rush University disability services to make sure all technical requirements have been updated and that communications to applicants include a clear outreach to students with disabilities

- Enhancing recruitment and retention efforts to ensure our faculty, students, residents, fellows and staff represent our diverse community

- Supporting a positive work environment and promoting a just and ethical culture reflecting Rush's I CARE values

Embrace Social Responsibility

Rush University has a long history of community engagement and an ongoing commitment to the community, especially the diverse and underserved communities on the West Side and Near South Side of Chicago. This commitment encompasses multiple community partnerships, and active engagement in programs to address social determinants that impact access to care and optimal health and well-being. The cornerstone of Rush University's community engagement is our commitment to create health care professionals who are dedicated to providing compassionate, collaborative and scientifically excellent patient care.

- Creating meaningful experiential learning opportunities within the health system and community
  - Development of effective and mutually beneficial community partnerships
  - Expanding community-based experiences and service learning for Rush students to enhance their ability to care for diverse populations within the health system and local neighborhoods

- Improving the health of the communities we serve
  - Support pilot demonstration projects in each of Rush University's four colleges (or with larger awards across colleges) to test models that focus on concrete measures to improve community health outcomes
  - Engage in community-based research
  - Assessment of community health needs, and coordination of Rush resources and programs that address community needs
  - Ongoing evaluation to monitor Rush program effectiveness in meeting community-needs program objectives
  - Communication of Rush's community engagement efforts for internal and external audiences
  - Leverage critical resources, such as with Capricorn or collaborations with other institutions, to coordinate research and share the dissemination of relevant best practices
  - Support the evolution of new learning platforms where students are embedded into community experiences