Rush University

Education Strategic Plan

December 2011
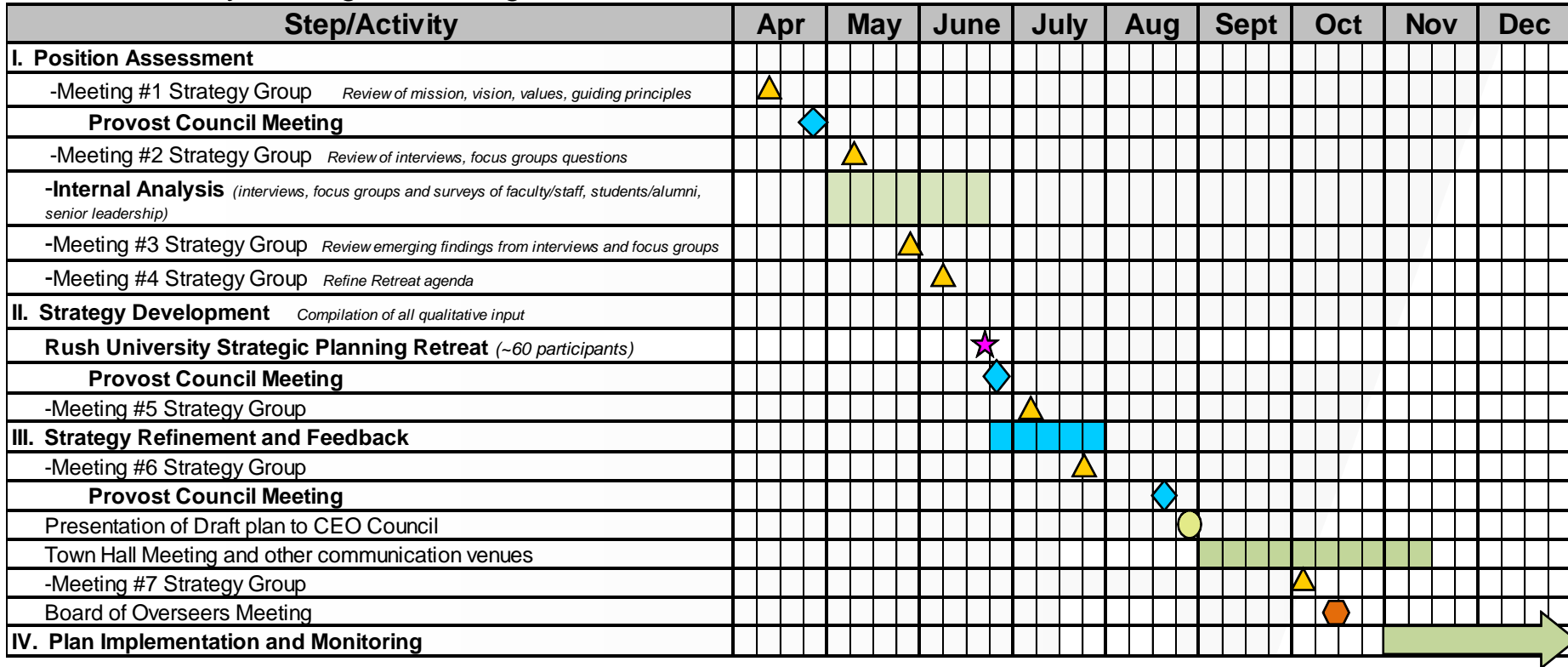
The Planning Process

RUSH UNIVERSITY MEDICAL CENTER

Rush University Strategic Planning

Step/Activity	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
I. Position Assessment									
-Meeting #1 Strategy Group *Review of mission, vision, values, guiding principles*	▲								
Provost Council Meeting		◆							
-Meeting #2 Strategy Group *Review of interviews, focus groups questions*		▲							
-Internal Analysis *(interviews, focus groups and surveys of faculty/staff, students/alumni, senior leadership)*		▬▬	▬▬						
-Meeting #3 Strategy Group *Review emerging findings from interviews and focus groups*			▲						
-Meeting #4 Strategy Group *Refine Retreat agenda*			▲						
II. Strategy Development *Compilation of all qualitative input*									
Rush University Strategic Planning Retreat *(~60 participants)*				★					
Provost Council Meeting				◆					
-Meeting #5 Strategy Group				▲					
III. Strategy Refinement and Feedback				▬▬	▬				
-Meeting #6 Strategy Group					▲				
Provost Council Meeting					◆				
Presentation of Draft plan to CEO Council						●			
Town Hall Meeting and other communication venues						▬▬	▬▬		
-Meeting #7 Strategy Group							▲		
Board of Overseers Meeting							⬡		
IV. Plan Implementation and Monitoring								➡	➡

Legend

- ▲ Strategy Group Meeting
- ★ Planning Retreat
- ◆ Provost Council meetings for input and feedback
- ● CEO Council
- ⬡ Board of Overseers Meeting

Internal Analysis

- Interviews of Board of Overseers and Senior Leadership – 15 people
- Focus Groups with Faculty and Staff – 45 people
- Online Questionnaire of Students and Alumni - 1,000+ responses

Strategy Workgroup

- Jane Grady
- Judy Luborsky
- Lisa Rosenberg
- Lois Halstead
- Robert Higgins
- Rosemarie Suhayda
- Joan Kurtenbach
- Lauren Nyhan

RUSH UNIVERSITY MEDICAL CENTER

Mission

The mission of Rush University is to teach, study and provide the highest quality health care, using a unique and multidisciplinary practitioner-teacher model for health sciences education and research, while reflecting the diversity of our communities in its programs, faculty, students and service.

Vision (Developed in 2005)

The University will be the preferred destination for outstanding and committed faculty and students who are dedicated to excellence, innovation and leadership in health care.

Proposed New Vision Statement for Rush University

Rush University will use a practitioner-teacher model to develop health care leaders who collaboratively translate and develop knowledge into outstanding health care outcomes.

Values

Innovation

Collaboration

Accountability

Respect

Excellence

Guiding Principles:

- The Rush University Medical Center Mission, Vision and Values will drive the Rush University strategic plan and priorities

- Rush University's focus on diversity and inclusiveness will be evident throughout the plan

- The plan should reflect and emphasize two key elements of our differentiation: the integrative model of research, education and practice and the practitioner-teacher model

- The plan should be developed in a participative/collaborative manner and be communicated to all stakeholders

- The vision should be motivational and move the organization forward; the plan should be achievable

- The plan should enable the University and RUMC to take competitive advantage of the unique organization and operating model

- The success of the plan should be measurable, by and large, by goals and include performance metrics

- Individual College plans should support the overall Rush University vision and plan and during their next planning update cycle, should be consistent in structure, organization and implementation framework

Strategic Vision: Rush University will use a practitioner-teacher model to develop health care leaders who collaboratively translate and develop knowledge into outstanding health care outcomes.

By 2015, the following statements will be measurably true.

1. Education, Research and Clinical Integration

Rush University Is fully integrated with Rush University Medical Center through focused collaboration between educators, researchers, clinicians and students.

2. Faculty Development and Excellence

Rush University has a world-class faculty dedicated to research, education and mentoring in the service of excellence in health care.

3. Student Life and Learning

Rush University provides a rich university experience for students and academically exceptional programs that help them become among the best in their respective fields.

4. Diversity and Inclusiveness

Rush University celebrates a multicultural educational environment in which all students, faculty and staff feel welcome and valued.

5. Community Involvement and Partnership

Rush University is a vital part of its community and focuses on improving the health of its neighbors. It advances the Rush mission through research, education and service by its students and faculty.

RUSH UNIVERSITY MEDICAL CENTER

Vision	Rush University will use a practitioner-teacher model to develop health care leaders who collaboratively translate science into outstanding health care outcomes					
Strategic Goals	Education, Research and Clinical Integration	Faculty Development and Excellence	Student Life and Learning	Diversity and Inclusiveness	Community Involvement and Partnership	Infrastructure and Facilities
Strategic Initiatives	A. Develop mechanism(s) to routinely surface and develop integration opportunities and priorities between University and Medical Center. B. Enhance and expand interdisciplinary education, interprofessional training and continuing education for employees to mirror evolving clinical care team processes that deliver best quality outcomes and patient experience. C. Fully develop or refine the practitioner-teacher model.	A. Expand and strengthen mentorship program for junior faculty. B. Develop faculty enrichment plan that also includes fellows and residents. C. Evaluate the concept of a Rush "academy," whereby people of different educational specialties come together to collaborate and improve education and research.	A. Enhance the teaching and learning environment B. Develop infrastructure for students that is important to the quality of their educational experience C. Create a rich student life experience at Rush. D. Expand and commit to academic support to better serve students.	A. Improve recruitment and retention of a diverse student and faculty body. B. Improve culture and climate to attract and retain a diverse student and faculty body. C. Structure Student Financial Aid to support the creation of a more diverse educational environment for our students.	A. Align efforts of Rush University with RUMC's Community Benefits plan. B. Utilize existing structures to coordinate and focus efforts on community health C. Expand integrated educational programs with Stroger Hospital. D. Explore opportunities with other community hospitals and systems in the Chicago market to support graduate medical education programs. E. Pursue comprehensive philanthropic, grants and other funding to sustain community health efforts, long term.	A. Develop master plan for space, facilities and technology for Rush University that encourages successful and optimal growth and edcellence of education at Rush.
Measures of Success	• Faculty satisfaction • Faculty retention • Quality outcomes	• Faculty "growth" and excellence markers • Faculty's professional leadership positions, nationally	• Students and alumni satisfaction	• Retention and graduation of underreprsented minority students • HLC evaluation of cultural competency	• Community research funding • Survey of students and alumni--Is your community experience valuable?	

Strategic Goal #1: <u>Education, Research and Clinical Integration</u>

Rush University Is fully integrated with Rush University Medical Center through focused collaboration between educators, researchers, clinicians and students.

Importance of the Goal
As an integral part of Rush University Medical Center, Rush University provides the academic environment and structure that enables Rush to provide excellent and constantly improving patient care. The ability of Rush to connect students and faculty to clinical, research and educational opportunities is significant and is one of the most important reasons faculty and students select Rush. By continuing to focus on the integration of our missions of education, research, clinical care and community, Rush will educate health science professionals (clinicians, educators, researchers) and equip them with the knowledge, research skills and practical experience to meet future healthcare challenges.

RUSH UNIVERSITY MEDICAL CENTER

Strategic Goal #1:   Education, Research and Clinical Integration
Rush University is fully integrated with Rush University Medical Center through focused collaboration between educators, researchers, clinicians and students.

Initiatives to Achieve Strategic Goal by FY 2015:

A. Develop mechanism(s) to routinely surface and develop integration opportunities and priorities between Rush University and the Medical Center.
   1. Leverage University curricula and research to address quality outcomes and patient experience--strategic priorities of RUMC that are critical to achieve its vision by 2015.
   2. Establish Council to provide stewardship related to program development decisions across Colleges to ensure fit with Rush's strategic direction, strategic workforce needs for RUMC and stated priorities of the University.
   3. Leverage Graduate Medical Education to acknowledge the value of GME to Rush, to optimize the physician training experience, and to and foster a long term commitment to Rush.

B. Enhance and expand interdisciplinary education and research, interprofessional training and continuing education to mirror evolving clinical care team processes that deliver the best quality outcomes and patient experience
   1. Explore new structures and interdisciplinary experiences that may be developed in practice in lieu of the traditional model which involves combining disciplines in class room setting.
   2. Define areas that lend themselves to interdisciplinary possibilities.
   3. Discuss with openness, across the University, the commitment to interdisciplinary education to determine if it is desirable across all colleges.
   4. Continue to engage healthcare professionals in the community to provide high value continuing education programs to enable them to advance their careers.
   5. Enhance University financial and organizational structure to encourage cross college integration.

RUSH UNIVERSITY MEDICAL CENTER

Strategic Goal #1:   Education, Research and Clinical Integration

Rush University Is fully integrated with Rush University Medical Center through focused collaboration between educators, researchers, clinicians and students.

C.   Fully develop or refine the practitioner-teacher model:
1. Define the model and how important it is to Rush's overall success.
2. Evaluate how the model applies and should be utilized with each College.
3. Determine how to sustain model.
4. Set expectations for how the model is to be implemented with current and new faculty.
5. Discuss reasonable variations of the model that allow flexibility to attract and retain the best faculty.

D.   Develop master plan for space, facilities and information technology for Rush University,
1. Focus on optimization and strategic use of existing space, facilities and technology that are currently available.
2. Project future growth, changes in education models, research space needs as growth occurs, etc., for Rush University by 2016 and develop plan accordingly.
3. Estimate the financial resources that may be required.
4. Focus on efficiency of business processes across the University.

Strategic Goal #1:   Education, Research and Clinical Integration
    Rush University Is fully integrated with Rush University Medical Center through focused collaboration between educators, researchers, clinicians and students.

DRAFT Measures of Success:

1) Faculty satisfaction
2) Faculty retention
3) Quality outcomes of the Medical Center

Strategic Goal #2: <u>Faculty Development and Excellence</u>

Rush University has a world-class faculty dedicated to research, education and mentoring in the service of excellence in health care.

Importance of the Goal
This strategic goal is important for Rush University because it serves as our primary strategic differentiator in the market of education. If we achieve the goal, we will have the basis for interdisciplinary synthesis of the patient care continuum across colleges of the University. Developing faculty at Rush enables us to plan for succession, thus enabling the self-perpetuation of excellent faculty. It will also lead to increased faculty satisfaction, retention and morale, in turn leading to greater research, educational achievement and enhanced integration with the rest of Rush University Medical Center.

By focusing on faculty development, we believe we can increase the prestige and recognition of Rush University, so that the University, together with the Medical Center, is a national draw for talented researchers, educators and clinicians.

RUSH UNIVERSITY
MEDICAL CENTER

Strategic Goal #2: <u>Faculty Development and Excellence</u>

Rush University has a world-class faculty dedicated to research, education and mentoring in the service of excellence in health care.

Initiatives to Achieve Strategic Goal by FY 2015:

A. Expand and strengthen mentorship program for junior faculty
    1. Commit resources to "events" that encourage and educate faculty on mentoring.
    2. Encourage general research presentations that highlight important studies occurring at Rush.
    3. Recognize the value of mentoring in the University as a critical component of the enterprise.
    4. Support social events that allow junior faculty the opportunity to meet and develop professional relationships with other faculty.
    5. Mobilize Chairs to support and facilitate collaborations and best practices related to mentoring.
    6. Support exchange of new ideas, approaches to education, research and clinical care from new arrivals.

B. Develop faculty enrichment plan:
    1. Raise participation in educational programs and research to the level of recognition of clinical practice
    2. Professionalize the educator's role; dispel the myth that one is a good teacher just because one is a expert in his/her respective field.
    3. Develop "Supportive network" program for all faculty.
    4. Consider time release for faculty.
    5. Evaluate broadened scope of potential philanthropy sources to support programs.
    6. Improve marketing of research and teaching missions to attract faculty.
    7. Evaluate opportunity for a scholar-in-residence program.

Strategic Goal #2: <u>Faculty Development and Excellence</u>
Rush University has a world-class faculty dedicated to research, education and mentoring in the service of excellence in health care.

Initiatives to Achieve Strategic Goal by FY 2015:

C. Evaluate the concept of a Rush "academy," whereby people of different educational specialties come together to collaborate and improve education and research
    1. Explore the feasibility of a university based education center
        I. Consider a master's in education
        II. Consider additional faculty development opportunities at a level of commitment less than a master's degree
    2. Seek new ways to engage RUMC's workforce to take advantage of Rush's unique health sciences university opportunities to enhance their own career paths.
    3. Evaluate opportunities to expand Rush University's continuing education for healthcare professionals in the broader community.
    4. Focus on development of better on-line teaching.

Strategic Goal #2: <u>Faculty Development and Excellence</u>
    Rush University has a world-class faculty dedicated to research, education and mentoring in the service of excellence in health care.

DRAFT Measures of Success

1) Faculty "growth" and excellence markers
2) Faculty professional leadership positions, locally and nationally

RUSH UNIVERSITY
MEDICAL CENTER

Strategic Goal #3: <u>Student Life and Learning</u>

Rush University provides a rich university experience for students and academically exceptional programs that help them become among the best in their respective fields.

Importance of the Goal

Rush University is in constant pursuit of academic excellence that makes it an outstanding educational experience for students. Students are attracted to Rush because of this academic excellence and by the opportunity to work with and learn from people who practice their profession or skills every day.

This strategic goal is important to Rush University because it will bring individuals to Rush who share our values and strengths (e.g., ICARE). It is our responsibility to provide society with excellent health care and science based leaders. Focusing on students enriches the intellectual and clinical environment for all stakeholders in the communities and populations that Rush services. Having excellent students attracts the best faculty and it helps develop better teachers, who are encouraged and pushed by talented students. This is an important goal for future success of Rush University, as well, because it provides a self-perpetuating legacy for future students and teachers. It contributes to an environment that "incubates" ideas, innovation and excellence. Ultimately, it positions Rush University Medical Center to lead health-related scientific and practice changes that could have local, regional and global effects. In addition to the importance of an excellent and engaging education at Rush, is the importance of student life at Rush.

RUSH UNIVERSITY
MEDICAL CENTER

Strategic Goal #3: <u>Student Life and Learning</u>
Rush University provides a rich university experience for students and academically exceptional programs that help them become among the best in their respective fields.

Strategic Activities to Achieve Strategic Goal by FY 2015:

A.   Enhance the teaching and learning environment
   1.   Faculty development to increase quality of pedagogy, including use of innovative technologies
   2.   Increased two-way student communication with faculty so students can see their own investment in the curriculum
   3.   Dual degree programs and course sharing across colleges
   4.   Curricular oversight to monitor educational trends and disseminate to faculty
   5.   Interdisciplinary curriculum that focuses on current topics such as quality outcomes, patient safety and patient experience
   6.   Cultural competency as critical component of overall Rush University curricula across all colleges
   7.   Expansion of partnerships between students, faculty and alumni to enrich the educational experience

B.   Develop infrastructure for students that is important to the quality of their educational experience
   1.   Infrastructure in support of teaching and learning to rival competing health sciences institutions.
   2.   Utilization of cutting edge educational technologies.
   3.   Space (e.g., classroom, laboratory, simulation) that is technologically fit for today's healthcare environment.
   4.   Dedicate information systems support for enhancing, developing and supporting information systems that facilitate student informatics training.
   5.   Communications-focused learning center (e.g., informatics, writing skills, learning systems).
   6.   Rush-sponsored online writing website.
   7.   Update media services, using latest technology tools for education, including a laptop initiative for students.

Strategic Goal #3: Student Life and Learning
Rush University provides a rich university experience for students and academically exceptional programs that help them become among the best in their respective fields.

Strategic Activities to Achieve Strategic Goal by FY 2015:

C.   Create a rich student life experience at Rush
1.   Explore opportunities for students in global experiences.
2.   Ensure constant improvement of business practices that impact students before, during and after their Rush experience.
3.   Ensure that space is technologically "fit" for high quality student experience.
4.   Increase two-way student communication so they can see their own investment in the curriculum.
5.   Evaluate future need for space for students devoted to enhancing their overall experience at Rush, e.g., where they live, eat, study and recreate.
6.   Evaluate and monitor pricing of Rush University education to ensure the price is competitive, reasonable and enables us to attract and retain students

D.   Expand and commit to academic support to better serve students
1.   Develop program for academic and social support for English as second language and diverse students.
2.   Develop tutoring program for students, using students, faculty and alumni tutors.
3.   Develop mentoring program, using students, faculty and alumni.
4.   Expand counseling services.
5.   Enhance student organizations.
6.   Strengthen nurturing clinical environments that promote mentoring and learning for diverse students; treat as "junior colleagues".
7.   Evaluate type and level of mentoring available in clinical environments at Rush.
8.   Partner with alumni and clinical staff to become mentors for students.

Strategic Goal #3: Student Life and Learning

Rush University provides a rich university experience for students and academically exceptional programs that help them become among the best in their respective fields.

DRAFT Measures of Success

1) Student and alumni satisfaction

Strategic Goal #4: <u>Diversity and Inclusiveness</u>

Rush University celebrates a multicultural educational environment in which all students, faculty and staff feel welcome and valued.

Importance of the Goal

Demographic trends indicate that future U.S workers will increasingly be persons of color. At the same time, many minority groups are poorly represented in the health professions relative to their overall proportions in the U.S population. These groups also tend to be less healthy, experience greater barriers to accessing health care and often receive a lower quality and intensity of health care. This disparity presents a significant challenge to the health professions and to educators, as they seek to develop resources to meet future health care demands. Increasing the diversity of health professionals is a complex issues requiring multiple strategies to recruit, admit and retain qualified students and recruit qualified faculty and staff to support the educational endeavor.

It is the goal of Rush University to be known for creating and promoting a nurturing multicultural environment in which faculty, students and staff from all backgrounds embody and respect the attributes, values and diverse perspectives which reflect the communities in which we live and serve.

Diversity and Inclusiveness

Strategic Goal #4: <u>Diversity and Inclusiveness</u>
   Rush University celebrates a multicultural educational environment in which all students, faculty and staff feel welcome and valued.

Strategic Activities to Achieve Strategic Goal by FY 2015:

A.   Improve recruitment and retention of a diverse student and faculty body
   1.   Increase the number of underrepresented minority students who complete an application to Rush through a variety of tactics:
      I.   Sending staff to recruitment events where high percentage of minority students attend college,
      II.   Advertisement s of Rush in magazines and with search firms dedicated to recruitment of underrepresented faculty,
      III. Affiliation with undergraduate institutions that graduate a high percentage of qualified minority students
      IV.   Development of long-term partnerships with undergraduate colleges to create educational opportunities for students from underserved populations

   2.   Increase the number of underrepresented minority students who matriculate to Rush
      I.   Base admissions decisions on comprehensive review of each applicant and balance consideration of quantitative and qualitative data
      II.   Hold a minority "Second Look" day
      III. Develop an alumni network to assist in recruitment of a diverse student body
      IV.   Identify scholarship dollars that can be used in the recruitment process
      V.   Involve the Rush Chapters of the Student National Medical Association and the National Network for Latino American Medical Students in the process.

Strategic Goal #4: <u>Diversity and Inclusiveness</u>
Rush University celebrates a multicultural educational environment in which all students, faculty and staff feel welcome and valued.

Strategic Activities to Achieve Strategic Goal by FY 2015:
A. Improve diversity in student and faculty recruitment. Provide academic support to improve minority student retention **(Continued…)**

   3. Increase the number of underrepresented minority faculty who are recruited to Rush and minority students who graduate

      I. Develop mentoring program for faculty and students with special emphasis on supporting minority students

      II. Organize college-wide programs, workshops, training sessions and events for students, faculty and staff members to promote diversity

      III. Make available guidelines to clinical placement sites and preceptors that provide students with the knowledge, attitude and skills to function effectively in multicultural workplaces and social environments

      IV. Establish clinical placement sites which would provide students with a diverse and multicultural experience

      V. Increase faculty awareness of culturally bound learning/communication styles of underrepresented minorities. Faculty should serve as role models, assisting students to respond appropriately to diverse experiences and expectations

      VI. Develop an alumni mentoring network for minority student support

      VII. Include diversity goals for chair and faculty in annual performance evaluations

      VIII. Understand that the definition of health and illness are culturally defined

      IX. Review curriculum for "thread" of cultural competency related content throughout, not just in one course. Understand that cultural competence is not a "stand alone" outcome, but must be integrated into the entire organization.

Diversity and Inclusiveness

Strategic Goal #4: <u>Diversity and Inclusiveness</u>

Rush University celebrates a multicultural educational environment in which all students, faculty and staff feel welcome and valued.

Strategic Activities to Achieve Strategic Goal by FY 2015:

B. Improve culture and climate to attract and retain a diverse student and faculty body
  1. Provide mentoring to faculty and students aimed at improving culture and climate
     I. Create academic and co-curricular activities designed to promote increased interaction between students within and across academic programs and disciplines
        i. Organize university wide programs, workshops, training sessions and events for student, faculty and staff members to ensure faculty, staff and students have access to knowledge and conceptual frameworks required to think critically about human diversity
        ii. Develop interdisciplinary courses and projects to increase opportunity for students to interact across disciplines
        iii. Develop an evidence-based mentorship program for students, faculty and staff to match underrepresented minorities who are interested in career development with those who have followed similar paths
        iv. Structure classroom and clinical experiences to expose students to diverse students within their programs and colleges
  2. Develop an Office of Multicultural Affairs with a full-time director and adequate resources and support staff.
  3. Assure that curricular attention to diversity issues (race, age, SES?, gender, LGBT, disability) is integrated into required courses and overseen by the curriculum committees of the respective colleges.
  4. Establish more clinical placement sites, to provide students with a diverse and multicultural experience, knowledge, attitude and skills to function effectively in multicultural workplaces and social environments.

Strategic Goal #4: <u>Diversity and Inclusiveness</u>
   Rush University celebrates a multicultural educational environment in which all students, faculty and staff feel welcome and valued.

Strategic Activities to Achieve Strategic Goal by FY 2015:

B. Improve culture and climate to attract and retain a diverse student and faculty body **(Continued…)**

1. Establish minority student organizations that have representation across colleges and increase administrative and financial support for these organizations
2. Enhance awareness and training of current systems that allow anonymous reporting of faculty or staff who behave inappropriately or who make racist/sexist/homophobic comments at Rush
3. Establish student/faculty/staff awards that acknowledge diversity
4. Employ comprehensive strategies in the areas of recruitment, tenure and promotion of underrepresented minority faculty
5. Establish process to monitor the Rush University cultural climate and mentoring efforts
    I. Collect data to address four dimensions-access, excellence, retention and institutional receptivity
    II. Incorporate a focus on diversity in succession planning to ensure that our community embraces and supports individuals from all racial, ethnic, religious, sexual orientation, class, disability, and nationality groups in their chosen pursuits
    III. Incorporate University efforts with Diversity Leadership Group efforts that are Rush University Medical Center-wide.

Strategic Goal #4: <u>Diversity and Inclusiveness</u>
   Rush University celebrates a multicultural educational environment in which all students, faculty and staff feel welcome and valued.

Strategic Activities to Achieve Strategic Goal by FY 2015:

C. Structure student financial aid to support the creation of a more diverse educational environment for our students
   1. Establish recruitment goals for under represented minorities (URM) as part of three year plan

   2. Determine financial aid plans available for targeted recruitment of URM from each College
      I. Review current student demographics by college and program in October of each year (Deans)
      II. Determine areas for targeted recruitment by fall of each year
      III. Coordinate recruitment efforts between Colleges and University Admissions
      IV. Determine expected fund balances by January 31 of each year (Office of Student Financial Affairs)
      V. Determine amount of funds for targeted recruitment by February 15 of each year (Deans and Office of Financial Affairs)

   3. Increase University funds to support underrepresented minority student recruitment
      I. Develop University-wide goals for future philanthropic efforts aimed at URM.
      II.   Develop coordinated plan with Department of Philanthropy to procure these funds.

Strategic Goal #4: <u>Diversity and Inclusiveness</u>

Rush University celebrates a multicultural educational environment in which all students, faculty and staff feel welcome and valued.

DRAFT Measures of Success:

1) Retention and graduation of underrepresented minority students
2) HLC evaluation of cultural competency

Strategic Goal #5: <u>Community Involvement and Partnership</u>

Rush University is a vital part of its community and focuses on improving the health of its neighbors. It advances the Rush mission through research, education and service by its students and faculty.

Importance of the Goal:
Commitment and responsiveness to our community is integral to the successful education and research of students at Rush University. In addition to providing the community with needed services extending well beyond the care provided on our campus, Rush University conducts important research focused on determining how to best improve community health. In addition, through our training programs in the community across the continuum of care, we enable our students to attain a broad spectrum of problem solving, clinical reasoning skills and innovation beyond what they attain in a standard medical center setting. The need in our immediate communities is immense and Rush believes our educational model for health care professionals should illustrate the disparities in health care that are prevalent in our communities. Rush University's community service and research is a key differentiating factor for students and faculty as they make decisions related to selecting a university. Rush seeks to develop a leadership role in regards to developing evidence-based models of health care delivery that are appropriate and cost effective for our communities.

Strategic Goal #5: <u>Community Involvement and Partnership</u>
Rush University is a vital part of its community and focuses on improving the health of its neighbors. It advances the Rush mission through research, education and service by its students and faculty.

Strategic Activities to Achieve Strategic Goal by FY 2015:

A. Align efforts of Rush University with Rush University Medical Center's Community Benefits plan

B. Utilize and optimize existing structures and programs within Rush to better coordinate and focus efforts in community health
    1. Re-name and actualize the Urban Health Institute plan as a recognized center of community research excellence within Rush, recognizing that future national funding priorities may more fully support community health initiatives.
    2. Fully support the Office of Community and Global Health; Consider the development of an interdisciplinary student-community placement plan that integrates and optimizes efforts of Office of Community and Global Health and the College of Nursing Faculty Practice
    3. Leverage the University as a resource to develop, implement and test innovative and best practice models to address community health issues.
    4. Develop clear communications strategy around the purpose and re-launch of these efforts.

C. Expand integrated educational programs with Stroger Hospital to serve the underserved and disenfranchised populations of Cook County.

D. Explore opportunities with other organizations (hospitals, health systems, schools, community organizations, etc.) in the Chicago market to place Rush's students, researchers, residents, and other clinicians and develop mutually beneficial partnerships. Evaluate opportunities to take a more active role in educating the broader community, such as the health care academy concept with Chicago Public School

E. Pursue philanthropy, grants and other funding to support the launch of community health efforts. As possible, secure creative funding mechanisms to sustain programs.

Strategic Goal #5: <u>Community Involvement and Partnerships</u>

     Rush University is a vital part of its community and focuses on improving the health of its neighbors. It advances the Rush mission through research, education and service by its students and faculty.

DRAFT Measures of Success:

1. Community research funding
2. Survey of students and alumni- Is your community experience valuable?