

OTHER ENABLING STRUCTURES

Three additional enabling structures have been selected for support and investment during the five-year strategic plan. By advancing institutional stature, supporting faculty development, and addressing facilities challenges, RBHS will confidently support signature programs, complementary programs, and educational initiatives, as well as research, educational, clinical, and community service programs more broadly throughout RBHS.

Advancing Institutional Stature

Stature and reputation are extremely important to RBHS schools, units, and programs. The strategic plan provides a significant opportunity to address current national rankings, most commonly provided by the lay press. While rankings for medical schools are based in part on quantitative data provided by the schools themselves, including faculty research activity, student selectivity, and faculty resources (e.g., ratio of full-time science and clinical faculty to full-time students), all or nearly all rankings for other professional schools, including biomedical sciences, health related professions, nursing, pharmacy, and public health, are based purely on subjective measures such as peer evaluation. Even for medical schools, 40% of the weighted average of *U.S. News and World Report* rankings, the most commonly referenced ranking, is based on peer assessment. No ranking systems exist for dental medicine education.

Regardless of the lack of quantitative merit attributed to the lay rankings, they provide an important window into how the world views RBHS programs. Consequently, rebranding or augmenting the brand of RBHS schools is extremely important and must be addressed in the five-year RBHS strategic plan. Specific plans include:

- educating faculty, senior administrators, and Rutgers alumni regarding the criteria by which RBHS schools and programs are evaluated by national ranking publications, including focusing on achieving metric-based improvements during the implementation of the RBHS strategic plan;
- educating faculty on the importance of the media and coverage of notable research, clinical, educational, and service activities;
- assisting faculty in joining national honor societies and in participating as leaders in national societies;
- developing a marketing and communications strategy;
- developing “Rutgers Health” as a unifying brand for RBHS health care delivery (see above);
- promoting excellence in high quality scholarship, services, and discoveries;
- developing signature programs described above;
- developing new standards and criteria for appointments and promotion;
- limiting solicitation of external faculty promotion evaluations to those more likely to achieve promotion;
- increasing faculty size through creation of additional faculty tracks (see “Faculty Development” below);
- increasing school selectivity by soliciting applications from out-of-state students in those schools not now doing so; and
- selecting one or more peer and one or more aspirant schools, conducting an in-depth study of the methods and metrics utilized and achieved by each to improve or maintain their rankings, then applying the results to developing a plan that will enable RBHS schools to improve their national rankings to levels approaching peer aspirant rankings.

A task force overseen by the chancellor’s office will be created to focus on advancing school stature.