

## **APPENDIX A: Rutgers Strategic Planning**

Rutgers Strategic Plan Overview

Rutgers Aspirant and Peer Institutions

# Overview: Universitywide Strategic Plan

**Aspiration:** To be broadly recognized as among the nation's leading public universities: preeminent in research, excellent in teaching, and committed to community

## Integrating Themes

- Cultures, Diversity, and Inequality – Local and Global
- Improving the Health and Wellness of Individuals and Populations
- Creating a Sustainable World through Innovation, Engineering, and Technology
- Educating Involved Citizens and Effective Leaders for a Dynamic World
  - Creative Expression and the Human Experience

## Strategic Priorities

Envision Tomorrow's  
University

Build Faculty  
Excellence

Transform the  
Student Experience

Enhance Our Public  
Prominence

## Foundational Elements

- Strong Core of Sciences and Humanities
- Inclusive, Diverse, and Cohesive Culture
- Effective and Efficient Infrastructure and Staff
  - Financial Resources Sufficient to Fund our Aspirations
- Robust Shared Governance, Academic Freedom, and Effective Communication

## Rutgers University–New Brunswick's peers and aspirational peers

University of Arizona\*  
**University of California–Berkeley**  
 University of California–Davis\*  
 University of California–Irvine\*  
**University of California–Los Angeles\***  
**University of California–San Diego\***  
 University of California–Santa Barbara  
 University of Colorado\*\*  
 University of Florida\*  
 Georgia Institute of Technology<sup>1</sup>  
**University of Illinois\***

Indiana University\*\*  
 Iowa State University  
 University of Iowa\*  
 University of Kansas\*\*  
 University of Maryland\*\*  
**University of Michigan\***  
 Michigan State University\*  
 University of Minnesota\*  
 University of Missouri\*  
**University of North Carolina\***  
 Ohio State University\*

University of Oregon  
 Pennsylvania State University\*\*  
 University of Pittsburgh\*  
 Purdue University  
 SUNY at Buffalo\*  
 Stony Brook University\*  
 Texas A&M University  
 The University of Texas–Austin\*\*  
**University of Virginia\***  
**University of Washington\***  
**University of Wisconsin\***

**Peers:** We define our peer institutions as the public universities that are members of the Association of American Universities (AAU). These institutions are broadly similar to Rutgers in size, stature, sources of funding, and level of excellence in academic research and in undergraduate, graduate, and professional education.

*Note: Universities in red denote aspirational peers*

*\*Denotes university with a medical school*

*\*\*Denotes university determined by Rutgers to have a medical school that is not counted as part of the AAU campus*

**Aspirational peers:** Our aspirational peer institutions represent the top quarter of public AAU universities. The aspirational peer group was chosen based on selected benchmarking criteria, including academic reputation, size and organizational structure, geographic mix, and academic offerings.

**Note:** Given Rutgers' recent integration with the former University of Medicine and Dentistry of New Jersey (UMDNJ), some of the analyses in the strategic plan focused on public AAU institutions with medical schools. For some trend analysis, data from the previously independent UMDNJ was amalgamated with Rutgers to provide preintegration time points.

## **APPENDIX B: RBHS Strategic Planning Process**

RBHS Strategic Plan Timetable

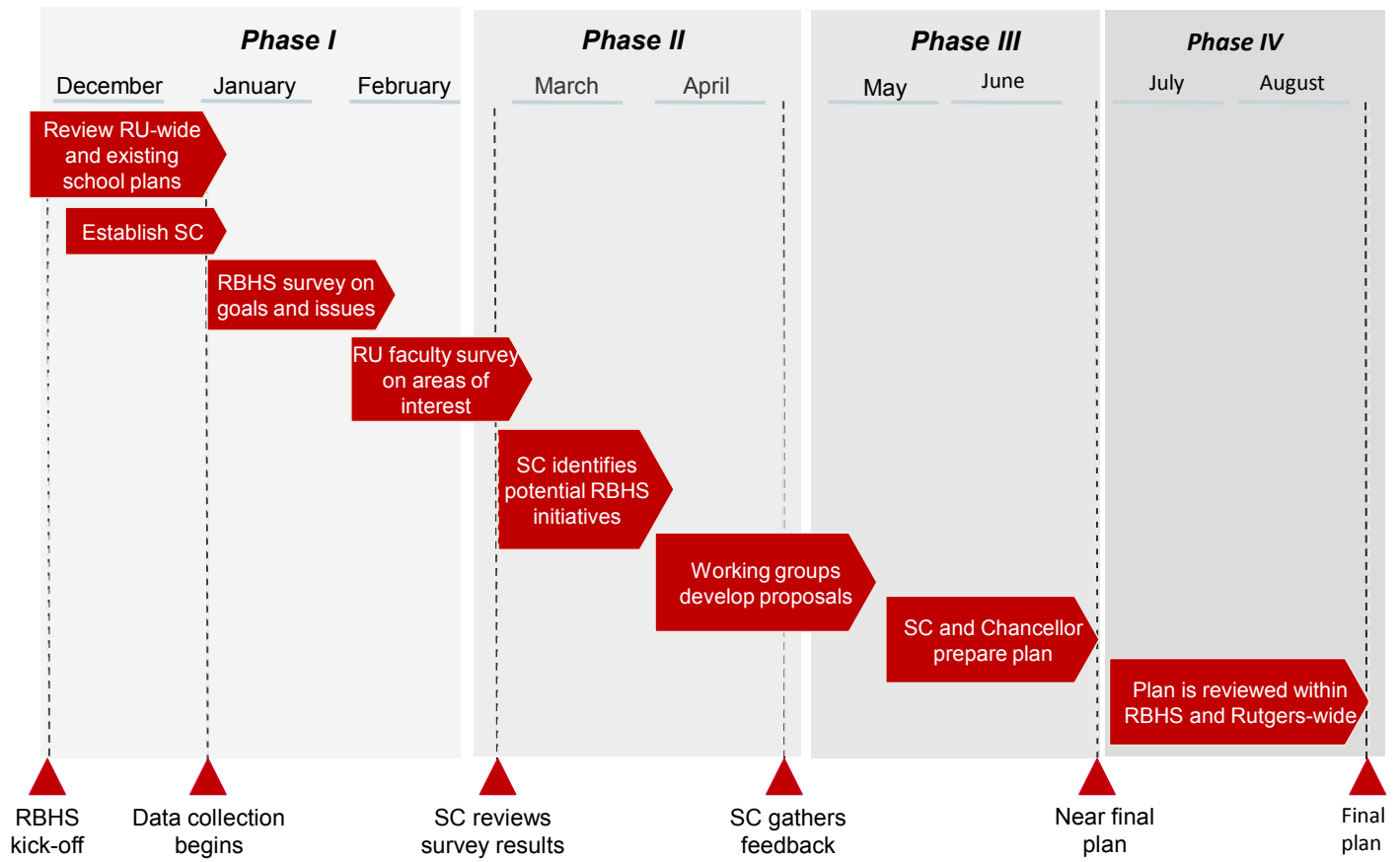
Strategies Employed to Develop the Strategic Plan

The Future of the US Health Delivery System Speaker Series

RBHS Strategic Planning Steering Committee Members

Camden, New Brunswick, and Newark Community Meetings and Participants

# RBHS Strategic Planning Timetable



## **Strategies Employed to Develop the RBHS Strategic Plan**

- Chancellor listening tour of all RBHS schools, institutes, and centers
- RBHS strategic planning steering committee
- Analysis of data collected during the university strategic planning process
- RBHS faculty, staff, and student survey
- Follow-up RBHS faculty, staff, and student survey
- Rutgers faculty survey
- The future of U.S. health delivery system speaker series
- Meetings with Camden, New Brunswick, and Newark community members
- Consultations with state and federal legislators and officials
- Consultations with potential donors and industry representatives
- Meetings with clinical program directors, primary hospital partner leaders, and potential hospital and hospital system leaders
- Formation of working groups to develop proposals for potential signature programs, educational initiatives, and enabling structures
- Consultations with RBHS deans/directors, RBHS Faculty Council, members of the Rutgers Board of Trustees, Board of Governors, the board's Health Affairs Committee, the other Rutgers chancellors, and President Barchi

### The Future of US Health Delivery System Speaker Series

Speaker	Current Position	Date of Presentation	Title of Presentation
Joel Cantor, Sc.D.	Director of the Center for State Health Policy, Institute for Health, Health Care Policy and Aging Research; Distinguished Professor of Public Policy, Edward J. Bloustein School of Planning and Public Policy; Rutgers, The State University of New Jersey	March 14, 2014	How will health insurance markets change under the ACA? Learning from two decades of reform in New Jersey.
Steven Wartman, M.D., Ph.D.	President and CEO, Association of Academic Health Centers	March 27, 2014	Mission disruption: the transformation of education, research, and patient care
Derek DeLia, Ph.D.	Associate Research Professor, Center for State Health Policy, Institute for Health, Health Care Policy and Aging Research, Rutgers, The State University of New Jersey	April 10, 2014	Emerging issues in accountable care policy and practice
Louise Russell, Ph.D.	Distinguished Professor, Institute for Health, Health Care Policy and Aging Research, Rutgers Biomedical and Health Sciences, and Department of Economics, School of Arts and Sciences, Rutgers, The State University of New Jersey	April 21, 2014	Value for money: how cost-effectiveness analysis contributes to better health
Stuart Altman, Ph.D.	Sol C. Chalkin Professor of National Health Policy, Heller School for Social Policy and Management, Brandeis University	May 21, 2014	Slower growth in spending will require providers to become more efficient: states can help
David Blumenthal, M.D., M.P.P.	President, The Commonwealth Fund	May 28, 2014	The Affordable Care Act: an update
Mark McClellan, M.D., Ph.D.	Senior Fellow and Director, Initiative on Value and Innovation in Health Care, Brookings Institution	June 16, 2014	Clinician leadership and the future of health care reform

**RBHS Strategic Planning Steering Committee**

<b>Name</b>	<b>Title/Organization</b>
Robert DiPaola, MD (chair)	Director, Cancer Institute of New Jersey; Professor of Medicine, Robert Wood Johnson Medical School
Joseph Barone, PharmD, FCCP	Dean and Professor II, Ernest Mario School of Pharmacy
David Bleich, MD	Professor, Department of Medicine, New Jersey Medical School
Joel Cantor, ScD	Institute for Health, Health Care Policy and Aging Research; Director of the Center for State Health Policy, Distinguished Professor of Public Policy, Bloustein School of Planning and Public Policy
Judith Cohn, MLS	Director, Health Sciences Libraries, George F. Smith Library of the Health Sciences (Newark)
Emanuel DiCicco-Bloom, MD	Professor of Neuroscience and Cell Biology and Pediatrics, Brain Health Institute Director of Autism Research, Robert Wood Johnson Medical School
Francis Dixon	Executive Director, New Hope Baptist Church--New Hope Community Development Corporation (Newark)
Walter Douglas	Chief Operating Officer, New Jersey Medical School
Dr. C. Roy Epps	CEO, The Civic League of Greater New Brunswick
Cecile Feldman, DMD, MBA	Dean, Professor of Community Health, Professor of Restorative Dentistry, School of Dental Medicine
Vincent Joseph, FACHE	Executive Vice President, Robert Wood Johnson University Hospital
Amoli Joshi	Student Representative, New Brunswick; Masters of Public Health student, School of Public Health
Elizabeth Ketterlinus	Interim Vice President for RBHS Development, Rutgers University Foundation
Paul Lioy, PhD	Professor and Vice Chair, Department of Environmental and Occupational Medicine, Robert Wood Johnson Medical School; Director of Exposure Science, Environmental and Occupational Health Sciences Institute
Peter Lobel, PhD	Associate Director, Center for Advanced Biotechnology and Medicine; Professor of Biochemistry and Molecular Biology, Robert Wood Johnson Medical School; Member, Cancer Institute of New Jersey
Kim Manning, MBA	Vice President, University Communications and Marketing
Theresa Miskimen, MD	Vice President for Medical Services, University Behavioral Health Care; Professor, Department of Psychiatry, Robert Wood Johnson Medical School
Pamela Ohman- Strickland, PhD	Associate Dean, Associate Professor of Biostatistics, School of Public Health
Carlos Pratt, PhD, CPRP	Professor, Director of Graduate Studies in Psychiatric Rehabilitation, Director of the Center for the Study and Promotion of Recovery from Severe Mental Illness, School of Health Related Professions
Mark Robson, PhD, MPH	Dean of Agricultural and Urban Programs, Professor of Plant Biology and Pathology, School of Environmental and Biological Sciences; Professor of Environmental and Occupational Health, School of Public Health
Barbara Romig	Student Representative, Newark, PhD in Health Sciences Program, School of Health Related Professions
Althea Stillman, PhD	postdoctoral student; Vice President, Robert Wood Johnson Medical School Postdoctoral Student Association
Patricia Turiello	Director, Physician Relations, University Hospital
Suzanne Willard, PhD, RN, APNC, FAAN	Associate Dean for Advanced Practice, Clinical Associate Professor, College of Nursing



**Camden, New Brunswick, and Newark Community Meetings and Participants**Camden Community Providers Meeting  
May 23, 2014

Name	Title	Organization
Lynn Brown	Executive Director	Planned Parenthood of Southern New Jersey
Joan Gray	Director, Ambulatory Health Services	Virtua Family Health Center
Patricia Hearey	Health Educator	Camden County Health Department
Eileen Henderson	Chief Operating Officer	Center for Family Services
Mark Humowiecki	General Counsel and Director of Governmental Affairs	Camden Coalition of Healthcare Providers
Paschal Nwako	Health Officer	Camden County Health Department
Carol Wolff	Executive Director	Camden Area Health Education Center

New Brunswick Community Member Meetings  
February 26, 2014 and May 27, 2014

Name	Title	Organization
Sandra Adams	Executive Director	Eric B. Chandler Community Health Center
Kathy Ahearn-O'Brian	Executive Director	Hyacinth AIDS Foundation
David Blevins	Director	Youth Services System, City of New Brunswick
John Dowd	Coordinator of Public Health	Department of Public Health and Safety
Roy Epps (New Brunswick Community Representative for the RBHS Strategic Planning Steering Committee)	President/CEO	Civic League of Greater New Brunswick
Deborah Gash	Director of Nursing	Nursing Division, Department of Public Health and Safety
David Harris	Executive Director	Greater New Brunswick Day Care Council
Sean Hewitt	Coordinator of Youth Leadership Initiatives	Civic League of Greater New Brunswick
Richard Kaplan	Superintendent of Schools	New Brunswick Board of Education
Mariam Merced	Director	Community Health Promotions Program, RWJUH
Ed Spencer	Director	New Brunswick Hub Teen Center
Jeffrey Vega	President	New Brunswick Tomorrow

**Camden, New Brunswick, and Newark Community Meetings and Participants  
(Continued)**

Newark Community Member Meeting  
March 6, 2014

Name	Title	Organization
Roland Anglin	Director, Joseph C. Cornwall Center for Metropolitan Studies	Rutgers University – Newark
Robert Budsock	President and CEO	Integrity Inc.
Richard Cammarieri	Director for Special Projects	New Community Corporation
Margaret Cammarieri	N.J./N.Y. Metro Regional Vice President	Health Equity/Multicultural Initiatives American Heart Association
Pamela Clark	President and CEO	Newark Community Health Centers
Cathy Cooper	Essex County Representative	Sisters Network Inc.
Gee Cureton	President	Georgia King Village Planning & Implementation Committee
Francis Dixon (Newark Community Representative for the RBHS Strategic Planning Steering Committee)	Executive Director	New Hope Now Community Development Corp.
Antoinette Ellis-Williams	Associate Professor	Women's and Gender Studies Department, New Jersey City University
Dorothy Givens	Chair	Health Ministry, Bethany Baptist Church
Chip Hallock	President & CEO	Newark Regional Business Partnership
Diane Hill	Assistant Chancellor for Community Partnerships	Rutgers University – Newark
Desiree James-Barber	Director	School Based Youth Services Program
Frank Jordan	Administrative Consultant	Urban Healthcare Initiative Program
Celia King	Executive Director	Leadership Newark Inc.
Sylvia Kirkland	Captain	Salvation Army
Machelle Lassiter	Manager of Agency Relations & Capacity Building	United Way of Essex and West Hudson
Gloria Maxwell	Community Advisory Board Member	Jordan & Harris Community Health Center
Isaac O'Neal	Member	North Jersey Medical Society
Vincent Perez	Community Member	University Heights Science Park Inc.
Robert Stern	Acting Medical Director	Essex County Department of Health/Rehabilitation

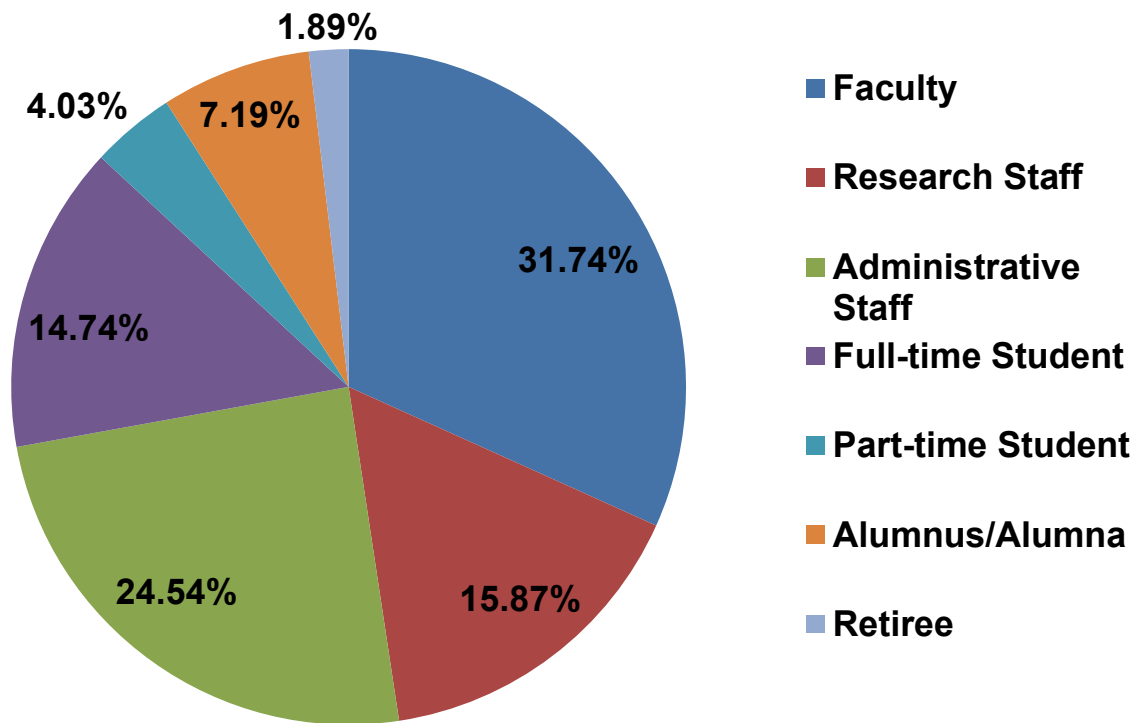
## **APPENDIX C: RBHS Faculty, Staff, and Student Survey**

RBHS Faculty, Staff, and Student Survey Results

RBHS Survey Response by Position

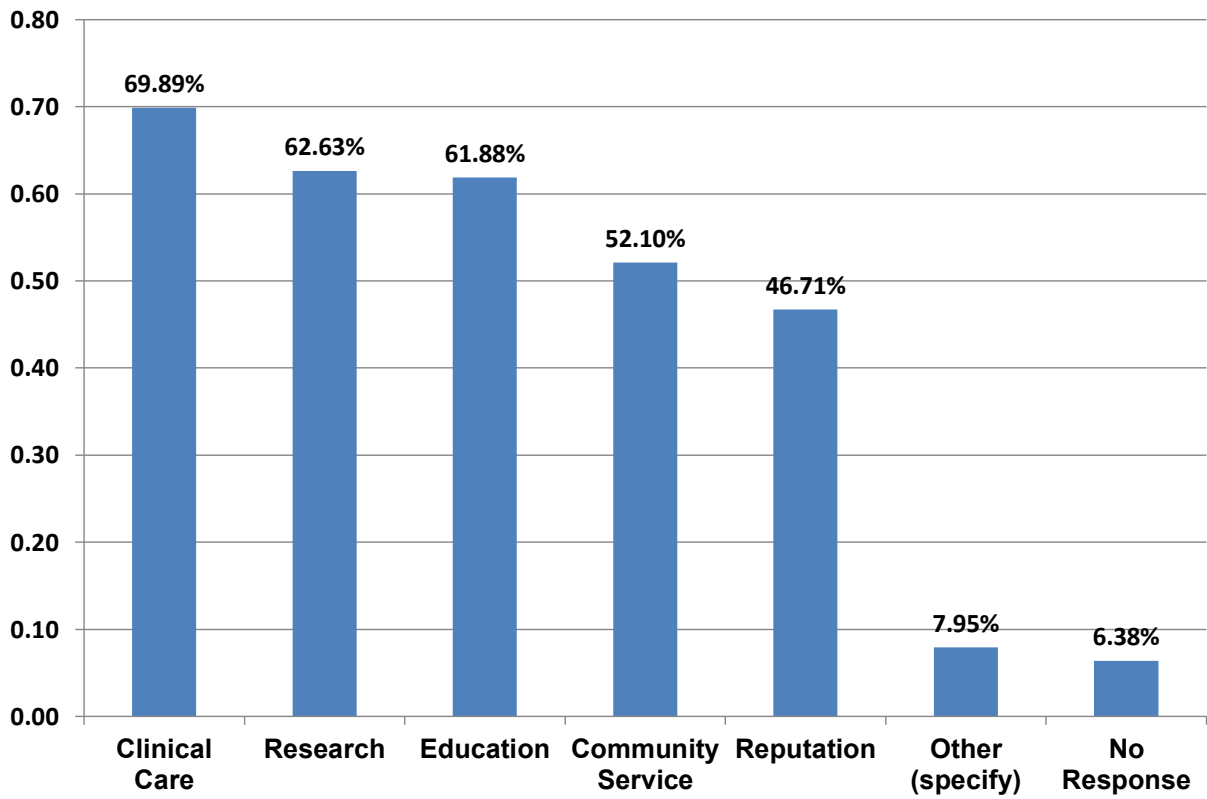
RBHS Survey Response Goals

# RBHS Faculty, Staff, and Student Respondents: Current Position



**Total Responses = 3447**

# RBHS Faculty, Staff, and Student Goals (% of Respondents)



Respondents selected all that applied

## **APPENDIX D: Rutgers Faculty Survey**

### Rutgers Faculty Survey Results

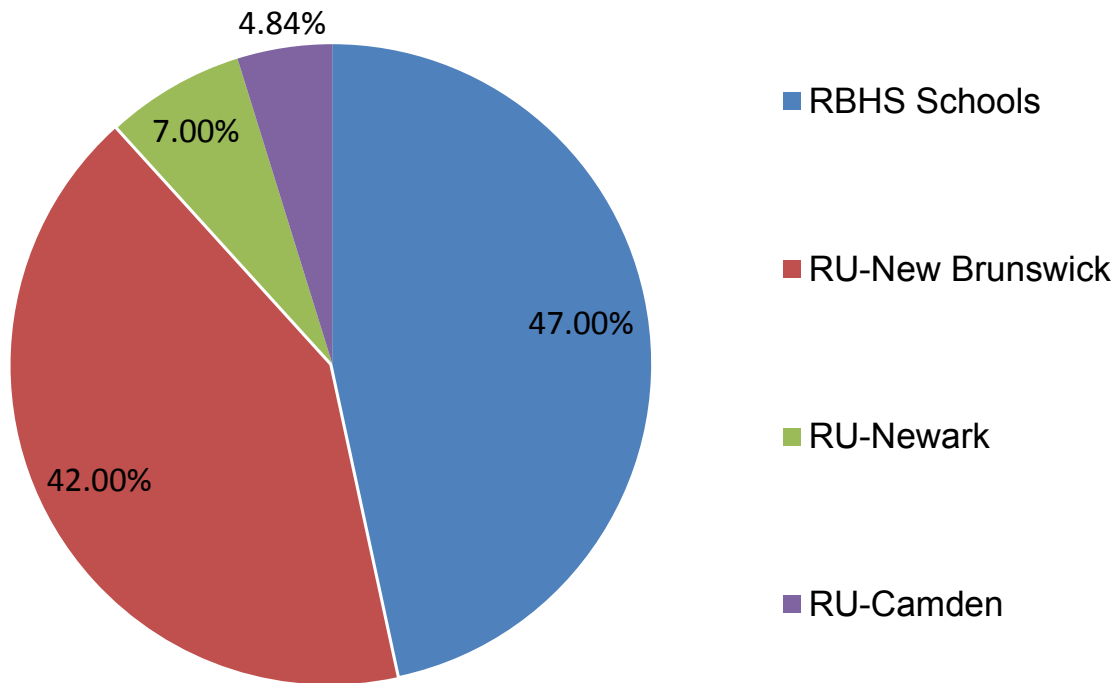
Rutgers Faculty Respondents' Primary Academic Affiliation

Rutgers Faculty Respondents' Funding in Potential Signature Areas

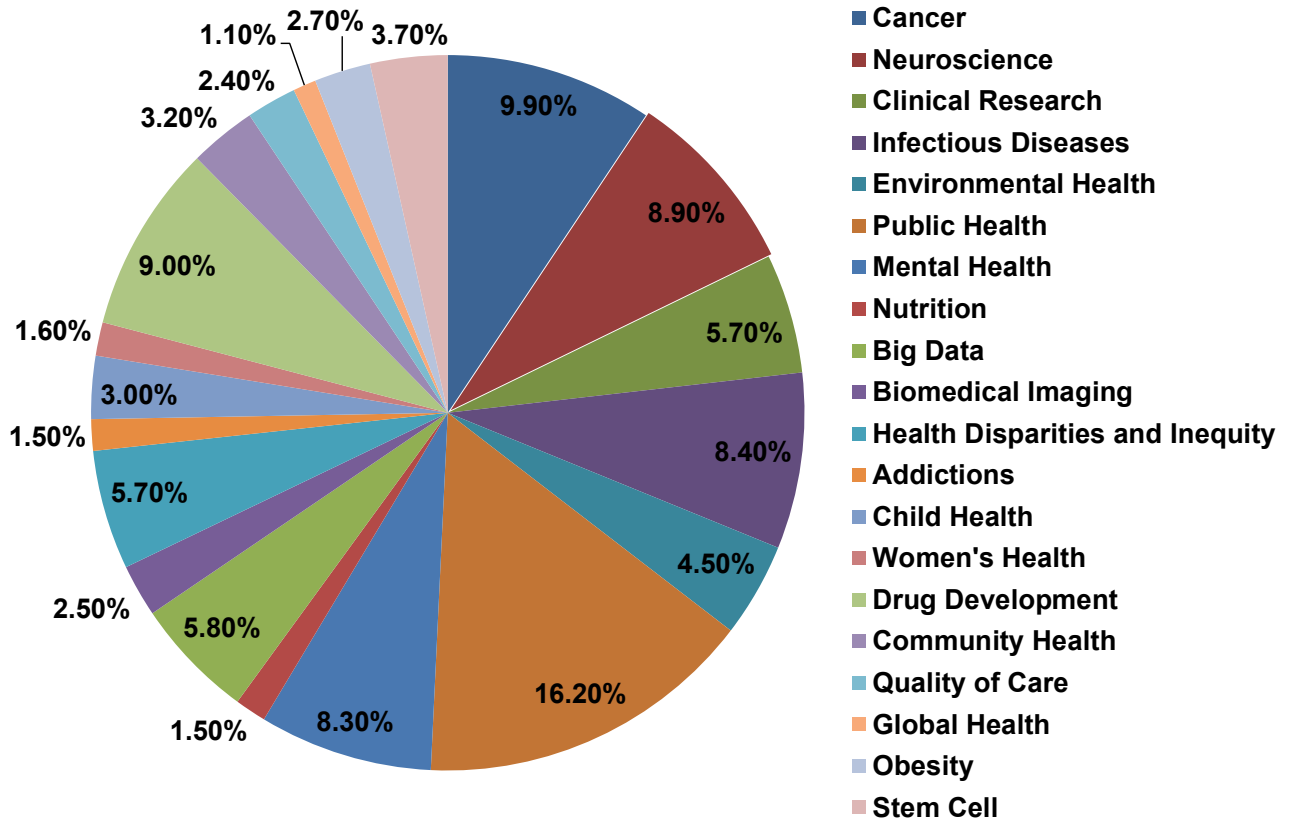
Rutgers Faculty Respondents' Interest in Potential Educational Initiatives

Rutgers Faculty Respondents' Primary Service Areas of Focus

## Faculty Respondents' Primary Academic Appointment

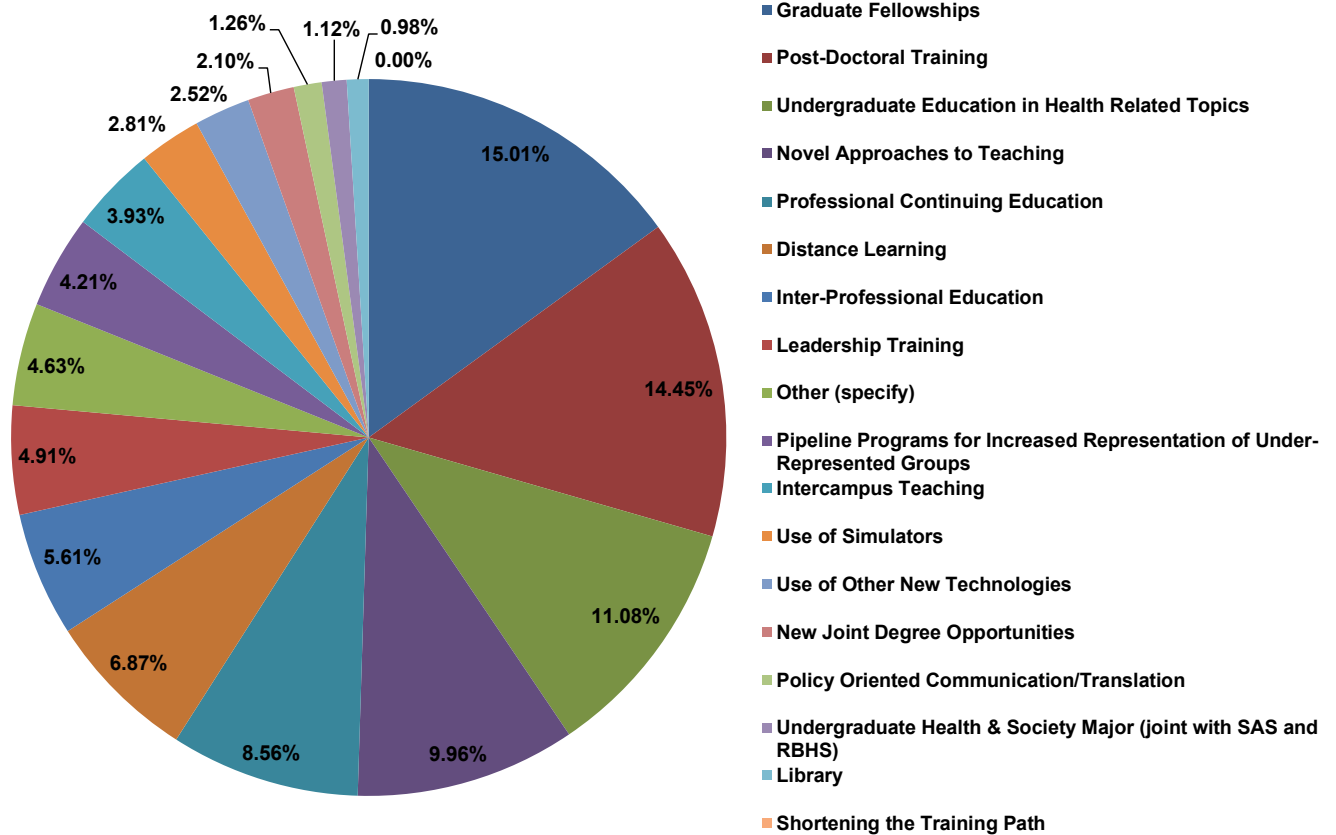


# Rutgers Faculty Respondents' NIH Funding: Potential RBHS Signature Areas

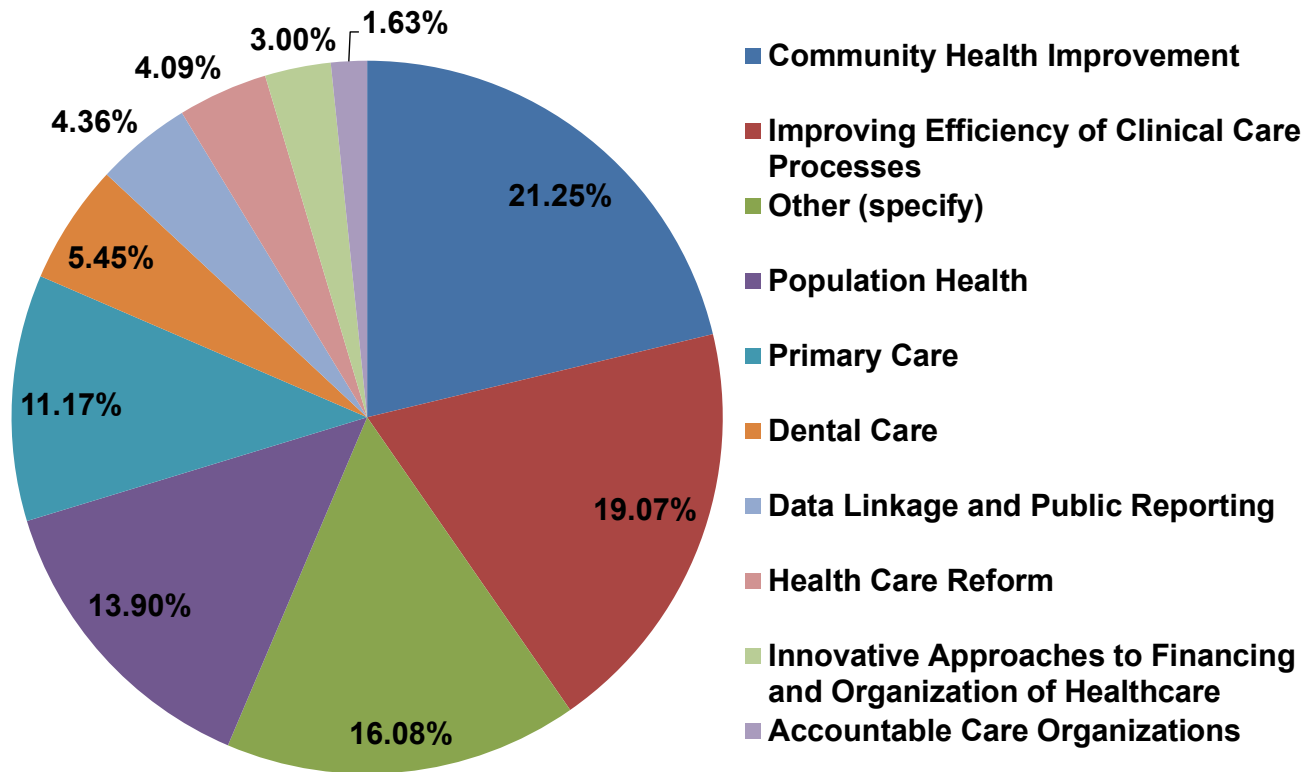




# Rutgers Faculty Respondents' Primary Area of Focus: Potential Educational Initiatives



# Rutgers Faculty Respondents' Primary Area of Focus: Service



## **APPENDIX E: RBHS Strategic Plan Working Groups**

RBHS Strategic Planning Working Groups and Co-Chairs

Campus, Schools, and Departments Represented by Working Group Participants

## RBHS Strategic Plan Working Groups and Co-Chairs

<b>Working Group</b>	<b>Co-Chair</b>	<b>School/Center/Institute</b>
Cancer	Edmund Lattime, PhD	Cancer Institute of New Jersey, Robert Wood Johnson Medical School
	Gwendolyn Mahon, PhD, MSc	School of Health Related Professions
Neuroscience	Cheryl Dreyfus, PhD	Robert Wood Johnson Medical School
	Teresa Wood, PhD	New Jersey Medical School
Clinical Research	Jeffrey Carson, MD	Robert Wood Johnson Medical School
	Howard Kaufman, MD	Cancer Institute of New Jersey
Infection and Inflammation	David Alland, MD, MSc	New Jersey Medical School
	William Gause, PhD	New Jersey Medical School
	Derek Sant'Angelo, PhD	Robert Wood Johnson Medical School, Child Health Institute of New Jersey, Cancer Institute of New Jersey
Environmental and Occupational Health	Michael Greenberg, PhD	Edward J. Bloustein School of Planning and Public Policy, Environmental and Occupational Health Sciences Institute
	Clifford Weisel, PhD, MS	Environmental and Occupational Health Sciences Institute, Robert Wood Johnson Medical School
Public Health	Cristine Delnevo, PhD, MPH	School of Public Health, Cancer Institute of New Jersey
	Marian Passannante, PhD	New Jersey Medical School, School of Public Health
Mental Health	Jeff Dickert, PhD, MSW	University Behavioral Health Care
	Petros Levounis, MD, MA	New Jersey Medical School
Nutrition	Peter Gillies, PhD	Institute for Food, Nutrition & Health, School of Environmental and Biological Sciences
	Riva Touger-Decker, PhD, RD	School of Health Related Professions, Rutgers School of Dental Medicine
Informatics	David Foran, PhD	Cancer Institute of New Jersey, Robert Wood Johnson Medical School
	Manish Parashar, PhD	School of Engineering
Bioengineering	Patrick O'Connor, PhD	New Jersey Medical School
	David Shreiber, PhD	School of Engineering
Health Disparities	Robin Eubanks, PhD	School of Health Related Professions
	Shawna Hudson, PhD	Robert Wood Johnson Medical School
Alcohol, Tobacco, and Other Drugs	Danielle McCarthy, PhD	Institute for Health, Health Care Policy and Aging Research; School of Arts and Sciences
	Michael Steinberg, MD, MPH	Robert Wood Johnson Medical School, Cancer Institute of New Jersey

**RBHS Strategic Plan Working Groups and Co-Chairs (Continued)**

<b>Working Group</b>	<b>Co-Chair</b>	<b>School/Center/Institute</b>
Pediatric Health	Paulette Forbes, MPH, MS	Cancer Institute of New Jersey
	John Nelson, PhD	School of Nursing, François-Xavier Bagnoud Center
Women's Health	Gloria Bachmann, MD, MMS	Robert Wood Johnson Medical School
	Lisa Pompeo, MD	New Jersey Medical School
Drug Development	David Kimball, PhD	Ernest Mario School of Pharmacy
	Lawrence Williams, PhD	School of Arts and Sciences
Community and Urban Health	William Halperin, MD, MPH, DrPH	New Jersey Medical School, School of Public Health
	Eric Jahn, MD	Robert Wood Johnson Medical School
Quality and Safety	Benjamin Crabtree, PhD	Robert Wood Johnson Medical School, Cancer Institute of New Jersey
	Edna Cadmus, PhD	College of Nursing (now School of Nursing)
Global Health	Virginia Allread, MPH	School of Nursing, François-Xavier Bagnoud Center
	Stephan Schwander, MD, PhD	School of Public Health, Center for Global Public Health
Obesity and Diabetes	Ian Marshall, MD	Robert Wood Johnson Medical School, Child Health Institute of New Jersey
	Andrew Thomas, PhD	New Jersey Medical School
Regenerative Medicine	Joseph Bertino, MD	Robert Wood Johnson Medical School, Cancer Institute of New Jersey
	Pranela Rameshwar, PhD	New Jersey Medical School
Novel Approaches to Teaching	Sabrina Chase, PhD	School of Nursing
	Siobhan Corbett, MD	Robert Wood Johnson Medical School
Inter-Professional Education	Kim Fenesy, DMD	Rutgers School of Dental Medicine
	Patricia Findley, DrPH, MSW	School of Social Work
	Jeanette DeCastro, PhD	Rutgers School of Dental Medicine
Undergraduate Health-Related Education	Dona Schneider, PhD, MPH	Edward J. Bloustein School of Planning and Public Policy, School of Public Health, Environmental and Occupational Health Sciences Institute
	Ann Tucker, EdD	School of Health Related Professions
Leadership Training	Amy Spagnolo, PhD	School of Health Related Professions
	William Waldman, MSW	School of Social Work
URM Pipeline Programs	Sonia Laumbach, MD	Robert Wood Johnson Medical School
	Rosa Chaviano-Moran, DMD	Rutgers School of Dental Medicine

**RBHS Strategic Plan Working Groups and Co-Chairs (Continued)**

<b>Working Group</b>	<b>Co-Chair</b>	<b>School/Center/Institute</b>
New Joint Degree Programs	Patricia Dalton, Esq.	New Jersey Medical School
	Padmini Salgame, PhD	New Jersey Medical School
Professional Educational Programs	Evelyn Hermes-deSantis, PharmD	Ernest Mario School of Pharmacy
	Andrea Norberg, MS, RN	School of Nursing, François-Xavier Bagnoud Center
Financial Opportunities and Development	Kathleen Bramwell, MBA	RBHS Administration
	Nevin Kessler, MA	Rutgers University Foundation, Development and Alumni Relations
Advancing Institutional Stature	Paul Lioy, PhD	Environmental and Occupational Health Sciences Institute, Robert Wood Johnson Medical School
	Alfred Tallia, MD, MPH	Robert Wood Johnson Medical School, Cancer Institute of New Jersey
Roles of Centers and Institutes	Stephen Burley, MD, DPhil	School of Arts and Sciences, Cancer Institute of New Jersey
	Howard Kipen, MD, MPH	Robert Wood Johnson Medical School, Environmental and Occupational Health Sciences Institute
Reorganizing the Basic Sciences	Stephen Burley, MD, DPhil	School of Arts and Sciences, Cancer Institute of New Jersey
	Howard Kipen, MD, MPH	Robert Wood Johnson Medical School, Environmental and Occupational Health Sciences Institute
Faculty Retention	Kenneth Gill, PhD, MPhil, MS	School of Health Related Professions
	Ann Stock, PhD	Center for Advanced Biotechnology and Medicine, Robert Wood Johnson Medical School

**Departments, Schools, Institutes, and Campuses Represented by RBHS Working Group Members**

<b>Department/Program/Unit</b>	<b>School/Institute</b>	<b>Campus</b>
Adult Critical Care Nurse Practitioner Program	School of Nursing	Newark
Adult Gerontology Primary Care Nurse Practitioner Program	School of Nursing	Newark
	Center for Advanced Biotechnology and Medicine	New Brunswick
Advanced Food Technology, Center for	New Jersey Agricultural Experiment Station	New Brunswick
Advanced Practice	School of Nursing	New Brunswick
Advanced Proteomics Core, Center for	New Jersey Medical School	Newark
Africana Studies, Department of	School of Arts and Sciences	New Brunswick
Aging, Division on	Institute for Health, Health Care Policy and Aging Research	New Brunswick
	Center of Alcohol Studies	New Brunswick
Alcohol Studies, Center for	Robert Wood Johnson Medical School	New Brunswick
Anesthesiology	New Jersey Medical School	Newark
Animal Science, Department of	School of Environmental and Biological Sciences	New Brunswick
Applied Genomics, Center for	New Jersey Medical School	Newark
Basic Science Department	New Jersey Medical School	Newark
Basic Science Unit	Cancer Institute of New Jersey	New Brunswick
Behavioral Research and Training Institute, Training and Consultation Resources	University Behavioral Health Care	New Brunswick/Newark
Biochemical Engineering, Department of	School of Engineering	New Brunswick
Biochemistry, Department of	New Jersey Medical School	Newark
Biochemistry and Molecular Biology, Department of	Robert Wood Johnson Medical School	New Brunswick
Biochemistry & Molecular Biology, Department of	New Jersey Medical School	Newark
Bioethics Research Collaborative	Institute for Health, Health Care Policy and Aging Research	New Brunswick
Bioinformatics Shared Resource	Cancer Institute of New Jersey	New Brunswick
Biological Sciences	Newark College of Arts and Sciences	Newark
Biology, Department of	Faculty of Arts and Sciences – Camden	Camden
Biomedical Engineering, Department of	School of Engineering	New Brunswick
Biomedicine Imaging and Modeling, Center for	Cancer Institute of New Jersey	New Brunswick
Biomedical Informatics and Computational Imaging	Robert Wood Johnson Medical School	New Brunswick
Biomedical Informatics Unit	Cancer Institute of New Jersey	New Brunswick
Biometrics Shared Resource	Cancer Institute of New Jersey	New Brunswick
Biophysical Pathology, Center for	New Jersey Medical School	Newark
Biostatistics, Department of	School of Public Health	New Brunswick
Biostatistics/Biometrics Unit	Cancer Institute of New Jersey	New Brunswick
Bone Marrow Transplantation Unit	Cancer Institute of New Jersey	New Brunswick
BSN Programs	School of Nursing	Newark
Campaign and Development Operation	Rutgers University Foundation	New Brunswick
Cancer Institute of New Jersey Network Unit	Cancer Institute of New Jersey	New Brunswick
Cancer Metabolism and Growth Research Program	Cancer Institute of New Jersey	New Brunswick
Cancer Pharmacology and Pre-clinical Therapeutics	Robert Wood Johnson Medical School	New Brunswick
Cancer Pharmacology Research Program	Cancer Institute of New Jersey	New Brunswick
Cancer Prevention and Control	Robert Wood Johnson Medical School	New Brunswick
Cancer Prevention and Control Research Program	Cancer Institute of New Jersey	New Brunswick
Cardiovascular Research Institute	New Jersey Medical School	Newark

**Departments, Schools, Institutes, and Campuses Represented by RBHS Working Group Members (Continued)**

<b>Department/Program/Unit</b>	<b>School/Institute</b>	<b>Campus</b>
Cell Biology and Molecular Medicine, Department of	New Jersey Medical School	Newark
Cell Biology and Neuroscience, Department of	School of Arts and Sciences	New Brunswick
Cell Biology and Neuroscience, Department of	Robert Wood Johnson Medical School	New Brunswick
Cellular Neurobiology	Newark College of Arts and Sciences	Newark
Chemical and Biochemical Engineering, Department of	School of Engineering	New Brunswick
Chemical Biology	Ernest Mario School of Pharmacy	New Brunswick
Chemistry and Chemical Biology, Department of	New Jersey Medical School	Newark
Chemistry and Chemical Biology, Department of	School of Arts and Sciences	New Brunswick/New Brunswick
Child Development, Institute for the Study of	Robert Wood Johnson Medical School	New Brunswick
Child Health Institute	Robert Wood Johnson Medical School	New Brunswick
Child Services	University Behavioral Health Care	New Brunswick/Newark
Civil and Environmental Engineering	School of Engineering	New Brunswick
Clinical Affairs, Office of	Rutgers School of Dental Medicine	Newark
Clinical Informatics Unit	Cancer Institute of New Jersey	New Brunswick
Clinical Investigations and Precision Therapeutics Research Program	Cancer Institute of New Jersey	New Brunswick
Clinical Laboratory Sciences, Department of	School of Health Related Professions	Newark
Clinical Nutrition and Patient Services	School of Health Related Professions	Newark
Clinical Program	School of Law	Newark
Clinical Psychology	Graduate School of Applied and Professional Psychology	New Brunswick
Clinical Research and Occupational Medicine Division, Division of	Environmental & Occupational Health Sciences Institute	New Brunswick
Clinical Science Unit	Cancer Institute of New Jersey	New Brunswick
Collaborative Neuroscience, Center for	School of Arts and Sciences	New Brunswick
Communications, Department of	School of Communication and Information	New Brunswick
Community Programs, Department of	School of Nursing	Newark
Computer Science	School of Arts and Sciences	New Brunswick
Computer Science, Department of	School of Engineering	New Brunswick
Computer Science, Computational Biomedicine Imaging and Modeling	School of Arts and Sciences	New Brunswick
Community Health, Department of	Robert Wood Johnson Medical School	New Brunswick
Continuing Education, Office of	School of Social Work	New Brunswick
Dean's Office	Edward J. Bloustein School of Planning and Public Policy	New Brunswick
Dean's Office	Ernest Mario School of Pharmacy	New Brunswick
Dean's Office	New Jersey Medical School	Newark
Dean's Office	Newark College of Arts and Sciences	Newark
Dean's Office	Rutgers School of Dental Medicine	Newark
Dean's Office	School of Health Related Professions	Newark
Dean's Office	School of Law	Camden
Dean's Office	School of Social Work	New Brunswick
Development	Rutgers University Foundation	New Brunswick/Newark
Diagnostic Sciences, Department of	Rutgers School of Dental Medicine	Newark
Discovery Informatics Institute	School of Engineering	New Brunswick
Diversion and Inclusion, Office of	Graduate School New Brunswick	New Brunswick



**Departments, Schools, Institutes, and Campuses Represented by RBHS Working Group Members (Continued)**

<b>Department/Program/Unit</b>	<b>School/Institute</b>	<b>Campus</b>
Diversity and Academic Success in the Sciences, Office for	School of Arts and Sciences	New Brunswick
Dynamic Data Analytics, Center for	School of Arts and Sciences	New Brunswick
Earth and Planetary Sciences, Department of	School of Arts and Sciences	New Brunswick
Ecology, Evolution, and Natural Resources, Department of	School of Environmental and Biological Sciences	New Brunswick
Education, Office of	Robert Wood Johnson Medical School	New Brunswick
Education and Training Unit	Cancer Institute of New Jersey	New Brunswick
Electrical and Computer Engineering, Department of	School of Engineering	New Brunswick
Elimination of Health Disparities, Institute for the	School of Public Health	New Brunswick
Emergency Medicine, Department of	New Jersey Medical School	Newark
Emergency Medicine, Department of	Robert Wood Johnson Medical School	New Brunswick
Enterprise Infrastructure Services	Office of Information Technology	New Brunswick
Environmental Analysis and Communications Group	Edward J. Bloustein School of Planning and Public Policy	New Brunswick
Environmental Epidemiology and Biostatistics, Division of	Environmental and Occupational Health Sciences Institute	New Brunswick
Environmental Health Policy, Division of	Environmental and Occupational Health Sciences Institute	New Brunswick
Environmental and Occupational Health, Department of	School of Public Health	New Brunswick
Environmental and Occupational Medicine, Department of	Robert Wood Johnson Medical School	New Brunswick
Environmental Sciences, Department of	School of Environmental and Biological Sciences	New Brunswick
Epidemiology, Department of	School of Public Health	New Brunswick
Eric B. Chandler Health Center	Robert Wood Johnson Medical School	New Brunswick
Exercise Science & Sport Studies, Department of	School of Arts and Sciences	New Brunswick
Exposure Science, Division of	Environmental and Occupational Health Sciences Institute	New Brunswick
Faculty Development and Assessment Programs	School of Arts and Sciences	New Brunswick
Family and Community Health Sciences, Department of	School of Environmental and Biological Sciences	New Brunswick
Family Medicine, Department of	New Jersey Medical School	Newark
Family Medicine and Community Health, Department of	Robert Wood Johnson Medical School	New Brunswick
Finance and Administration	Rutgers Biomedical and Health Sciences	New Brunswick
Finance Unit	Cancer Institute of New Jersey	New Brunswick
Food, Nutrition, and Health, Institute for	School of Environmental and Biological Sciences	New Brunswick
Food Policy, Institute of	New Jersey Agricultural Experiment Station	New Brunswick
François-Xavier Bagnoud Center	School of Nursing	Newark
Functional Genomics Shared Resource	Cancer Institute of New Jersey	New Brunswick
Genetics, Department of	School of Arts and Sciences	New Brunswick
Genome Instability and Cancer Genetics Research Program	Cancer Institute of New Jersey	New Brunswick

**Departments, Schools, Institutes, and Campuses Represented by RBHS Working Group Members (Continued)**

Department/Program/Unit	School/Institute	Campus
	Centers for Global Advancement and International Affairs	New Brunswick
Global Health, Office of	Robert Wood Johnson Medical School	New Brunswick
Global Public Health, Center for	School of Public Health	New Brunswick
Global Tuberculosis Institute	New Jersey Medical School	Newark
Graduate Programs	Graduate School of Biomedical Sciences	Newark
Graduate Studies	School of Nursing	Newark
Graduate Studies	Graduate School of Social Work	New Brunswick
Greater New Brunswick Community Health Collaborative	Institute for Health, Health Care Policy and Aging Research	New Brunswick
Health, Division on	Institute for Health, Health Care Policy and Aging Research	New Brunswick
Health Beliefs and Behavior, Center for the Study of	Institute for Health, Health Care Policy and Aging Research	New Brunswick
Health Education & Behavioral Science, Department of	School of Public Health	New Brunswick
Health Informatics	School of Health Related Professions	Newark
Health Policy, Division on	Institute for Health, Health Care Policy and Aging Research	New Brunswick
Health Services Research on Pharmacotherapy (Center for), Chronic Disease Management and Outcomes	Institute for Health, Health Care Policy and Aging Research	New Brunswick
Health Systems & Policy, Department of	School of Public Health	New Brunswick
Hematologic Malignancies Unit	Cancer Institute of New Jersey	New Brunswick
High Performance Computing	Information Services and Technology	Newark
Histopathology Shared Resource	Cancer Institute of New Jersey	New Brunswick
HIV/Aids Nursing Care	School of Nursing	Newark
Human Ecology, Department of	School of Environmental and Biological Sciences	New Brunswick
Immunity and Inflammation, Center for	New Jersey Medical School	Newark
Industrial and Systems Engineering, Department of	School of Engineering	New Brunswick
	Information Management, Integration, and Connectivity, Center for	Newark
Integrative Proteomics Research, Center for	School of Arts and Sciences	New Brunswick
Interdisciplinary Studies, Department of	School of Health Related Professions	Newark
Interprofessional Programs	Rutgers Biomedical and Health Sciences	New Brunswick
Jordan and Harris Community Health Center	School of Nursing	Newark
Labor Studies and Employment Relations	School of Management and Labor Relations	New Brunswick
Library and Information Science, Department of	School of Communication and Information	New Brunswick
Life Long Learning, Center of	School of Nursing	Newark
Management	Rutgers School of Business-Camden	Camden
Management Science and Information Systems, Department of	Rutgers School of Business	New Brunswick
Marine and Coastal Sciences, Department of	School of Environmental and Biological Sciences	New Brunswick
Mathematics, Department of	School of Arts and Sciences	New Brunswick
Medical Imaging, Department of	School of Health Related Professions	Newark
Medical Oncology Unit	Cancer Institute of New Jersey	New Brunswick

**Departments, Schools, Institutes, and Campuses Represented by RBHS Working Group  
Members (Continued)**

<b>Department/Program/Unit</b>	<b>School/Institute</b>	<b>Campus</b>
Medical Services	University Behavioral Health Care	New Brunswick/Newark
Medicinal Chemistry, Department of	Ernest Mario School of Pharmacy	New Brunswick
Medicine, Department of	New Jersey Medical School	Newark
Medicine, Department of	Robert Wood Johnson Medical School	New Brunswick
Microbiology and Molecular Genetics, Department of	New Jersey Medical School	Newark
Molecular and Behavioral Neuroscience, Center for	Newark College of Arts and Sciences	Newark
Molecular Genetics and Microbiology, Department of	Robert Wood Johnson Medical School	New Brunswick
Neurology, Department of	Robert Wood Johnson Medical School	New Brunswick
Neurology and Neurosciences, Department of	New Jersey Medical School	Newark
Neuroscience and Cell Biology, Department of	Robert Wood Johnson Medical School	New Brunswick
Neurodegenerative and Neuroimmunologic Diseases, Center for	Robert Wood Johnson Medical School	New Brunswick
Neuroscience and Cell Biology, Department of	Robert Wood Johnson Medical School	New Brunswick
Neurosurgery, Department of	New Jersey Medical School	Newark
Nursing, New Jersey Collaborating Center for	School of Nursing	New Brunswick
Nursing Leadership	School of Nursing	Newark
Nutritional Sciences, Department of	Robert Wood Johnson Medical School	New Brunswick
Nutritional Sciences, Department of	School of Environmental and Biological Sciences	New Brunswick
Nutritional Sciences, Department of	School of Health Related Professions	Newark
Obstetrics, Gynecology and Reproductive Sciences, Department of	Robert Wood Johnson Medical School	New Brunswick
Obstetrics, Gynecology & Women's Health, Department of	New Jersey Medical School	Newark
Operations Unit	Cancer Institute of New Jersey	New Brunswick
Ophthalmology & Visual Science, Department of	New Jersey Medical School	Newark
Oral Biology, Department of	Rutgers School of Dental Medicine	Newark
Oral and Maxillofacial Surgery, Department of	Rutgers School of Dental Medicine	Newark
Organizational Development and Leadership, Center for	School of Communication and Information	New Brunswick
Orthopedics, Department of	New Jersey Medical School	Newark
Otolaryngology, Department of	New Jersey Medical School	Newark
Pathology and Laboratory Medicine, Department of	New Jersey Medical School	Newark
Pathology and Laboratory Medicine, Department of	Robert Wood Johnson Medical School	New Brunswick
Pediatric Dentistry, Department of	Rutgers School of Dental Medicine	Newark
Pediatric Nursing Unit	Cancer Institute of New Jersey	New Brunswick
Pediatrics, Department of	New Jersey Medical School	Newark
Pediatrics, Department of	Robert Wood Johnson Medical School	New Brunswick
Pharmaceutics, Department of	Ernest Mario School of Pharmacy	New Brunswick
Pharmacokinetics and Pharmacodynamics		
Pharmacology, Department of	Robert Wood Johnson Medical School	New Brunswick
Pharmacology and Physiology, Department of	New Jersey Medical School	Newark
Pharmacology and Toxicology, Department of	Ernest Mario School of Pharmacy	New Brunswick
Pharmacy Practice and Administration, Department of	Ernest Mario School of Pharmacy	New Brunswick
Physician Assistant Program	School of Health Related Professions	Newark

**Departments, Schools, Institutes, and Campuses Represented by RBHS Working Group Members (Continued)**

<b>Department/Program/Unit</b>	<b>School/Institute</b>	<b>Campus</b>
Physics and Astronomy, Department of	School of Arts and Sciences	New Brunswick
Population Science Unit	Cancer Institute of New Jersey	New Brunswick
Pre-Licensure Studies	School of Nursing	Newark
Preventive Medicine and Community Health, Department of	New Jersey Medical School	Newark
Primary Care	School of Health Related Professions	Newark
Professional Development, Center for	School of Nursing	Newark
Project L/EARN	Institute for Health, Health Care Policy and Aging Research	New Brunswick
Psychiatric Mental Health	School of Nursing	Newark
Psychiatric Rehabilitation and Counseling Professions, Department of	School of Health Related Professions	Newark
Psychiatry, Department of	New Jersey Medical School	Newark
Psychiatry, Department of	Robert Wood Johnson Medical School	New Brunswick
Psychology, Department of	Faculty of Arts and Sciences – Camden	Camden
Psychology, Department of	School of Arts and Sciences	New Brunswick
Psychology, Department of	Newark College of Arts and Sciences	Newark
Public Health Practice, Office of	School of Public Health	New Brunswick
Public Health Research Institute	New Jersey Medical School	Newark
Radiation Oncology, Department of	Robert Wood Johnson Medical School	New Brunswick
Radiation Oncology, Department of	New Jersey Medical School	Newark
Radiation Oncology Unit	Cancer Institute of New Jersey	New Brunswick
Radiology, Department of	Robert Wood Johnson Medical School	New Brunswick
Radiology, Department of	New Jersey Medical School	Newark
Rehabilitation and Movement Sciences, Department of	School of Health Related Professions	Newark
Restorative Dentistry, Department of	Rutgers School of Dental Medicine	Newark
School & Community-Based Research and Education, Center for	School of Public Health	New Brunswick
Sociology, Department of	School of Arts and Sciences	New Brunswick
Spanish and Portuguese, Department of	School of Arts and Sciences	New Brunswick
State Health Policy, Center for	Institute for Health, Health Care Policy and Aging Research	New Brunswick
Statistics, Department of	School of Arts and Sciences	New Brunswick
Surgical Oncology Unit	Cancer Institute of New Jersey	New Brunswick
Surgery, Department of	Robert Wood Johnson Medical School	New Brunswick
Surgery, Department of	New Jersey Medical School	Newark
Systems Biology Unit	Cancer Institute of New Jersey	New Brunswick
Technology Commercialization, Office of	Office of Research and Economic Development	New Brunswick
Tobacco Surveillance and Evaluation Research, Center for	School of Public Health	New Brunswick
Toxicology, Division of	Environmental and Occupational Health Sciences Institute	New Brunswick
Undergraduate Internships	Edward J. Bloustein School of Planning and Public Policy	New Brunswick
University Correctional Health Care	University Behavioral Health Care	New Brunswick/Newark
Urban Education, Department of	Newark College of Arts and Sciences	Newark
Urban Health and Wellness Institute	Rutgers Biomedical and Health Sciences	New Brunswick

**Departments, Schools, Institutes, and Campuses Represented by RBHS Working Group  
Members (Continued)**

<b>Department/Program/Unit</b>	<b>School/Institute</b>	<b>Campus</b>
Urban and Public Service, Center for	School of Public Affairs and Administration	Newark
Urban Planning and Policy Development	Edward J. Bloustein School of Planning and Public Policy	New Brunswick
Urban Systems	School of Nursing	Newark
Urban Youth and Families, Center for	School of Nursing	Newark
Urologic Oncology Unit	Cancer Institute of New Jersey	New Brunswick
Violence Against Women and Children, Center for	School of Social Work	New Brunswick
Women's and Gender Studies, Department of	School of Arts and Sciences	New Brunswick
Women's Health Institute	Robert Wood Johnson Medical School	New Brunswick
4-H Youth Development, Department of	School of Environmental and Biological Sciences	New Brunswick