



OneRBHS: The Way Forward
Rutgers Health Strategic Plan
(2022–2027)

Progress Report for Year 3

May 2025

Since the release of the strategic plan, Rutgers Biomedical and Health Sciences has adopted a new name: Rutgers Health, effective July 2023. This streamlined, singular brand reflects our enduring commitment to excellence and responds directly to the plan's call for a unified, distinctive identity that brings together all facets of Rutgers' health mission.



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With gratitude to the [strategic plan committees](#), [implementation committee](#), and all members of the Rutgers Health community who continue to bring the plans' vision to life. Joseph A. Barone, Strategic Plan Co-Chair; Shawna Hudson, Strategic Plan Co-Chair; M. Bishr Omary, Senior Vice Chancellor for Academic Affairs and Research; Brian L. Strom, Chancellor.

The 2022-2027 strategic plan for Rutgers Health, OneRBHS: The Way Forward, provides an innovative blueprint as we work together to define and shape The Way Forward. At the center of our strategic plan is the idea that the whole is greater than the sum of our parts. By acting as one, we will be able to set a new standard for excellence in health sciences education, research, and patient care.

Mission

Provide exceptional health care, education and training, research, and discovery for the people of New Jersey and beyond.

Vision

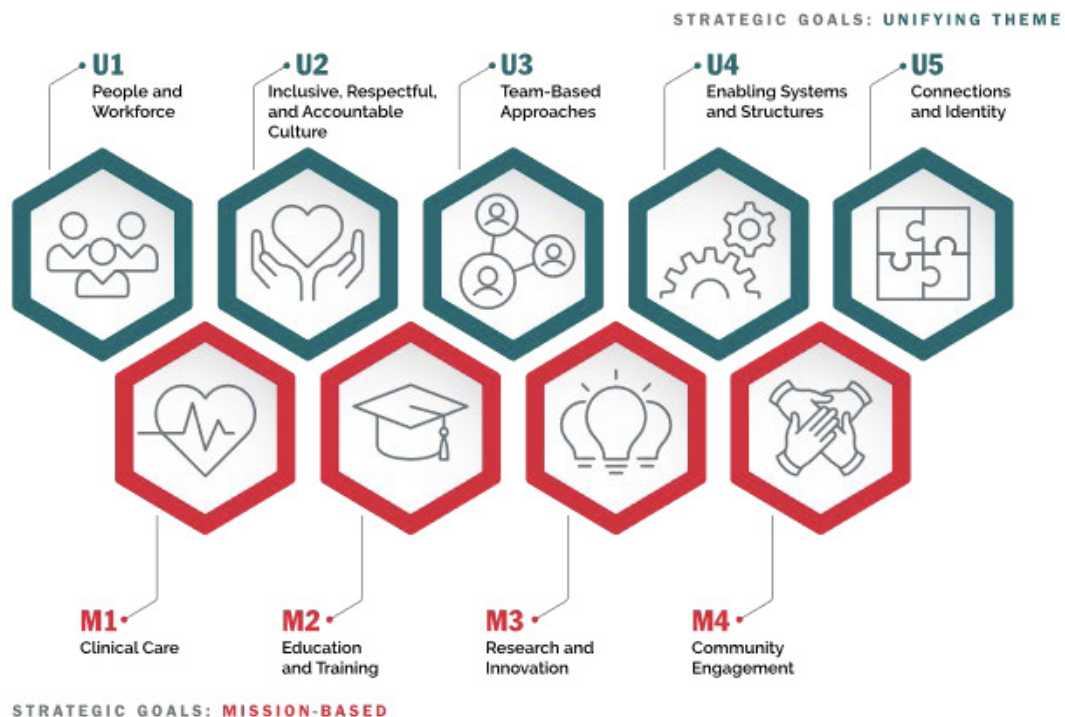
To be a distinguished national model for health care access and quality, research and innovation, interprofessional education and healthcare, and community service and engagement.

Values

Dedicated to respect, collaboration, inclusion, excellence, innovation, and accountability in all that we do.



The 2022–2027 Strategic Plan focuses on advancing our vision through five Unifying Theme-Based (“U”) goals and four Mission-Based (“M”) goals.



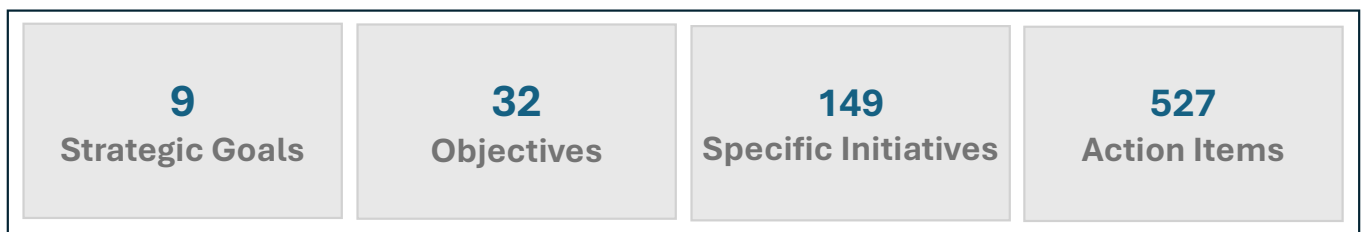
OneRBHS: Year 3

In the third year of the Rutgers Health Strategic Plan, we deepened our commitment to improving health for all—through groundbreaking research, innovative clinical care, transformative education, and meaningful community engagement.

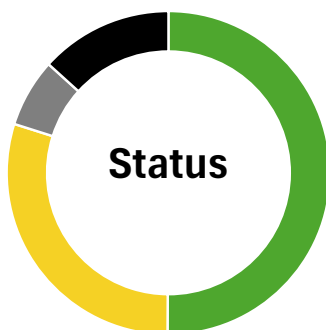
This update highlights the many ways we advanced our strategic goals while making a tangible impact on the communities we serve.

Below, we share key accomplishments mapped to our strategic objectives. Together, we are shaping the future of health—one breakthrough, one patient, and one community at a time.

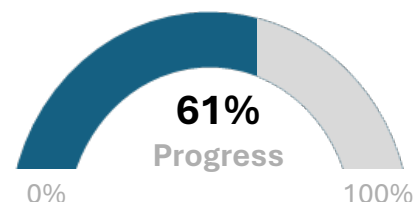
Overall Progress 2025



Overall Summary



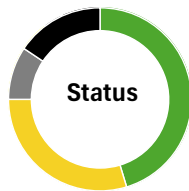
■ Complete	50.1%
■ In Progress	29.8%
■ Upcoming	6.8%
■ Discontinued	13.3%



Items deemed limited impact or no longer applicable were discontinued

M Goals Progress 2025

Strategic Goal 1



	%	#
Complete	45.3	29
In Progress	29.7	19
Upcoming	9.4	6
Discontinued	15.6	10

Objectives: 5

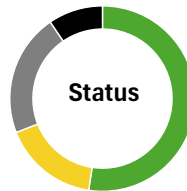
Specific Initiatives: 22

Act on Items: 64

M1 – People and Workforce

Actualize interprofessional synergies to improve clinical care and The patient experience

Strategic Goal



	%	#
Complete	52.4	22
In Progress	16.7	7
Upcoming	21.4	9
Discontinued	9.5	4

Objectives: 3

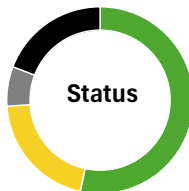
Specific Initiatives: 11

Act on Items: 42

M2 – Education and Training

Educate, train, and prepare a diverse New Jersey biomedical and Health sciences workforce

Strategic Goal 3



	%	#
Complete	53.4	39
In Progress	20.6	15
Upcoming	6.9	5
Discontinued	19.2	14

Objectives: 5

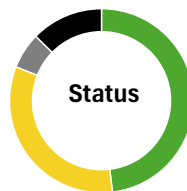
Specific Initiatives: 26

Act on Items: 73

M3 – Research and Innovation

Build on BH strengths and opportunities to excel in discovery and innovation

Strategic Goal 4



	%	#
Complete	48.1	38
In Progress	32.9	26
Upcoming	6.3	5
Discontinued	12.7	10

Objectives: 3

Specific Initiatives: 14

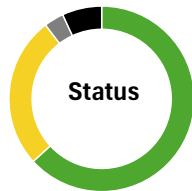
Act on Items: 79

M4 – Community Engagement

Engage meaningfully with local and global communities

U Goals Progress 2025

Strategic Goal 5



	%	#
Complete	63.2	55
In Progress	26.4	23
Upcoming	3.4	3
Discontinued	6.9	6

Objectives: 3

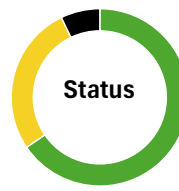
Specific Initiatives: 15

Act on Items: 87

U1 – People and Workforce

Grow and support an exceptional, compassionate, and diverse workforce

Strategic Goal 6



	%	#
Complete	65.0	26
In Progress	25.0	10
Upcoming	10.0	4
Discontinued	10.0	4

Objectives: 3

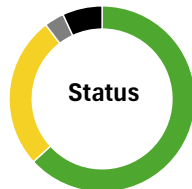
Specific Initiatives: 15

Act on Items: 87

U2 – Inclusive, Respectful, and Accountable Culture

Foster a culture of respect that prioritizes inclusion and accountability

Strategic Goal 7



	%	#
Complete	32.7	17
In Progress	30.8	16
Upcoming	3.9	2
Discontinued	32.7	17

Objectives: 4

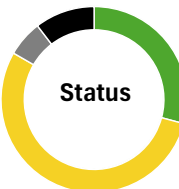
Specific Initiatives: 20

Act on Items: 52

U3 – Team-Based Approaches

Emphasize team-based and collaborative approaches across all mission areas

Strategic Goal 8



	%	#
Complete	29.2	14
In Progress	54.2	26
Upcoming	6.3	3
Discontinued	10.4	5

Objectives: 3

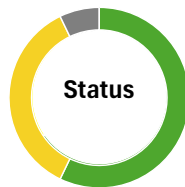
Specific Initiatives: 15

Act on Items: 48

U4 – Enabling Systems and Structures

Increase the effectiveness of enabling systems, structures, and processes

Strategic Goal 9



	%	#
Complete	57.1	24
In Progress	35.7	15
Discontinued	7.1	3

Objectives: 3

Specific Initiatives: 13

Act on Items: 42

U2 – Connections and Identity

Develop and promote a shared sense of BH Identity

2025 Rutgers Health Strategic Plan: Year 3 Accomplishments

M1 Clinical Care



- [The Patient Rights](#) and Responsibilities Standard developed to promote clear communication, equitable access, and high-quality care for patients and providers. This standard ensures that all patients, guests, and health care professionals experience a safe, inclusive, and respectful environment in Rutgers Health clinical spaces.
- Created leadership positions for non-physicians on the Joint Committee, Health Education Executive Committee, Interprofessional Program Advisory Committee, and other Rutgers Health leadership committees.
- Leveraged the Clinical and Translational Science Awards (CTSA) for key projects that support population health strategies, including oncology, cardiovascular care, and health services research.
- Joined the CMS Making Care Primary initiative, a 10.5-year value-based care model, improving access to coordinated, high-quality primary care.
- Led by Rutgers New Jersey Medical School (NJMS) physicians, University Hospital's Liver Transplant Program was recognized as the nation's leader in [three-year liver transplantation](#) survival.
- University Behavioral Health Center's (UBHC) Center for Integrated Care received a [\\$2.6 million grant](#) from the Health Resources and Services Administration (HRSA) to provide training for integrated care and substance use disorder treatment.
- Rutgers Cancer Institute of New Jersey was redesignated as the state's only Comprehensive Cancer Center by the National Cancer Institute.
- Robert Wood Johnson Medical School recruited from Johns Hopkins University Jeanne M. Clark as the chair of the Department of Medicine and, from Washington University, St Louis, Vikas Dharnidharka as the chair of the Department of Pediatrics and as physician-in-chief of the Bristol-Myers Squibb Children's Hospital at Robert Wood Johnson University Hospital.
- The Rutgers School of Dental Medicine is in its second year of the grant-funded Vet Smiles program offering free dental treatment to New Jersey military veterans with profound gratitude to those who have selflessly served our nation.

M2 Education and Training



- [Angela Starkweather](#) joined Rutgers Health as the new dean of the School of Nursing (SON). In addition, the SON celebrated 50 years of its well-established midwifery program that expands the profession in NJ and consistently graduates a diverse class of midwives reflective of the state's population.
- Rutgers Health received full continued accreditation as a sponsoring institution for Graduate Medical Education following an enterprisewide accreditation site visit.
- [Amy Murtha](#) was selected to serve as founding dean of the future Rutgers School of Medicine and as administrative contact for the Liaison Committee on Medical Education (LCME) accreditation.
- Perry Halkitis, dean of the Rutgers School of Public Health, received the 2024 [Helen Rodriguez-Trías Social Justice Award](#) from the American Public Health Association for his advocacy work and research aimed at improving the health of LGBTQ+ people and populations.
- The Ernest Mario School of Pharmacy and Robert Wood Johnson Medical School marked ten years of the pharmacy and medicine (PharmD/MD) dual-degree program, the only such program in the nation.
- The NJMS Pathway to Scientist Programs continue to expose Newark high school and Rutgers-Newark undergraduate students to [biomedical research careers](#), preparing the next generation of scientists and health care professionals.
- The Green Lab Group sustainability initiative created a lab sustainability training module, which will be integrated into Rutgers' standard lab safety training, ensuring future researchers adopt environmentally responsible practices.
- The Rutgers Health Chancellor's Office hosted its annual summit with a dedicated focus on the education mission. Leaders from across Rutgers Health reviewed education-related goals within the strategic plan, celebrated progress, identified ongoing challenges, and developed specific, actionable steps for implementation, all shaped by broad input from educational leaders.

M3 Research and Innovation



- The [Center for Biomedical Informatics and Health AI](#) was established to advance innovation in data-driven health care and biomedical research. Supported by the Roadmaps for Collective Academic Excellence initiative from University Academic Affairs, the center serves as a catalyst for positioning Rutgers as a national and international leader in computational medicine and health AI.

- Rutgers Health’s research portfolio totaled \$564 million in research and sponsored program awards in fiscal year 2024. This remarkable growth reflects the dedication of our research community and the impact of our work across diverse fields of health sciences.
- The inaugural Learning Health System Scientist Training and Research Program (LHS STAR NJ) research awards supported projects that use LHS science to develop and implement real-world solutions for health system improvement.
- Rutgers Health, together with RWJBarnabas Health (RWJBH), launched the [Center for Climate, Health, and Healthcare](#). Their mission is to “improve the health and health care of people and communities in New Jersey, nationally, and globally by combatting the climate health crisis through research, education, and community-oriented climate action.”
- Rutgers Brain Health Institute [celebrated ten years](#) of advancing neuroscience and brain health research, marking a decade of innovation with an awards ceremony honoring faculty.
- Rutgers Center for State Health Policy celebrated its 25th anniversary, having established itself as a trusted partner in the formulation and evaluation of health policy in New Jersey.
- New Jersey Medical School made investments in state-of-the-art research technology, including next-generation sequencing (NovaSeq X plus) and new proteomics and imaging platforms, providing researchers with advanced tools to conduct innovative studies.
- The Rutgers-NYU Resource Center for Alzheimer’s and Dementia Research in Asian and Pacific Americans (RCASIA) and the Rutgers-NYU Center for Asian Health Promotion and Equity (CAHPE) awarded grants to support research on the health of Asian older adults, as well as studies on cardiometabolic and mental health in diverse Asian populations.

M4 Community Engagement



- The [Rutgers Health Service Corps \(RHSC\)](#) was established to connect health professions students with university health professionals, resources, and partners, creating impactful service-learning opportunities. Through screenings, health education, and prevention programs, the initiative has reached thousands, advancing health equity while preparing the next generation of health care and public health leaders.
- Rutgers Health Food Pantry and pantry+ at [Rutgers University-Newark received HOPE Awards](#) from the Community Food Bank of New Jersey, which recognized their efforts to address college student hunger and improve the health of students in need through nutritious food and supportive services.

- New Jersey Medical School students [launched the Bergen Barbers program](#) to improve hospitalized patients' outlook by providing haircutting and shaving services.
- Rutgers Health [formed the Asthma Corps](#), using education to end pediatric asthma deaths in Newark and beyond, a partnership between the Ernest Mario School of Pharmacy and working with the Greater Newark Health Care Coalition to conduct online and in-person training in community centers to teach asthma basics.
- Developed student-run clinics to provide free primary care and health prevention services to uninsured patients as well as asylee services and advocacy in the Greater New Brunswick area.
- Collaborated with staff at the Rutgers Alumni Association to develop systematic ways to engage alumni as community members to share their experience within the classroom, as mentors, and in career networking efforts to enrich the educational experience for students and faculty.
- The Human Papillomavirus (HPV) Vaccination Campaign, led by Rutgers Student Health and the Office of Population Health, collaborated with Rutgers Communications and Marketing (R-Comm) and the School of Communication and Information to create strategic health messages, improving vaccination outreach efforts.
- Rutgers Health and partners were awarded a five-year cooperative agreement from the Centers for Disease Control and Prevention's Office of Readiness and Response to enhance public health preparedness by creating a regional center for Health and Human Services Region 2 (New York, New Jersey, Puerto Rico, and the U.S. Virgin Islands).
- The Rutgers School of Dental Medicine marks its 31st year with Ryan White grant-funded programs and has treated 1,074 people living with HIV/AIDS this reporting year in Newark and Community-based clinics in Southern New Jersey.

U1 People and Workforce



- The Fifth Annual [Chancellor Awards](#) celebrated the outstanding contributions of Rutgers Health faculty and staff across all mission areas and roles. The Lifetime Distinguished Service Award for Staff recognized Sally Marshall (Center for Advanced Biotechnology and Medicine), and the Lifetime Distinguished Achievement Award for Faculty recognized Distinguished Professors Jeffrey Laskin (Director of the Division of Toxicology at Environmental & Occupational Health Sciences Institute) and Tamara Minko (Chair, Department of Pharmaceutics at the Ernest Mario School of Pharmacy).

- [Iris Udasin](#), professor at Rutgers School of Public Health, was recognized with the Federal Law Enforcement Officers Foundation’s “Service Above Self” award for her work as director of Rutgers World Trade Center Health Program providing compassion and care for survivors of the 9/11 attacks.
- Antonina Mitrofanova, associate professor of health informatics and associate dean for research at the Rutgers School of Health Professions, was awarded the 2025 Presidential Early Career Award for Scientists and Engineers (PECASE), the highest honor granted by the U.S. government to early-career scientists and engineers.
- [Shawna Hudson](#), vice chancellor for dissemination and implementation science at Rutgers Health, senior associate dean for population health research, and Henry Rutgers Professor of Family Medicine and Community Health at Robert Wood Johnson Medical School, was elected to the National Academy of Medicine for her “seminal work to address vital U.S. health system implementation challenges for vulnerable populations.”
- The Rutgers Health Student Affairs Wellness Initiative provided students with free access to all New Brunswick and Piscataway recreation centers for fitness classes and open gym spaces, among other offerings.
- [Denise Rodgers](#), vice chancellor for interprofessional programs at Rutgers Health, was named the 2025 Martin Luther King Jr. Steward of the Dream Award recipient by the New Jersey Performing Arts Center and the Newark chapter of the NAACP in recognition for her work addressing health disparities.
- [Patricia Devitt Risse](#), an alumna of the Ernest Mario School of Pharmacy whose innovative work in cancer treatment has helped bring to market a wide range of new cancer drugs that save lives, was inducted into the Rutgers Hall of Distinguished Alumni on April 25.
- [Steven Libutti](#), director of the Rutgers Cancer Institute of New Jersey (CINJ), was named the inaugural William N. Hait Director at the Rutgers CINJ, honoring his impactful contributions to oncology.

U2 Inclusive, Respectful, and Accountable Culture



- The [Office of the Promotion of Well-being](#) was created to serve as a central hub for wellness activities at Rutgers Health, dedicated to advancing health and well-being for both our internal and external communities.
- Rutgers Health was awarded the prestigious American Association for the Advancement of Science (AAAS) [SEA Change Biomedicine Bronze Award](#) for its commitment to fostering inclusion and equity, a testament to the internal efforts driving change across our institution. Rutgers Health is the first U.S. institution to receive a bronze biomedicine award as part of the group’s STEMM (science, technology, engineering, mathematics, and medicine) Equity Achievement (SEA) Change initiative.

- The Office of Clinical Affairs and Health Affairs led Suicide Prevention Month events throughout September to promote awareness, education, and community support.
- Rutgers Health and RWJBarnabas Health conducted a professional well-being survey to foster healthy and supportive clinical and academic work environments.
- The Rutgers Health Statement on Professionalism in the Workplace was updated. It is built on our long-standing values and principles, and aligned with university policies, to bolster the inclusive, positive culture we all work to uphold within our community.
- Implemented systemwide education, professional development, and dialogue opportunities to enhance cross-cultural skills for the Rutgers Health community.
- Together, New Jersey Medical School and Robert Wood Johnson Medical School created a [mission, vision, and values statement](#) as part of the integration process for the future Rutgers School of Medicine, emphasizing health equity.
- Faculty and staff participated in CIRCLE (Colleagues Involved in Reaching Colleagues through Listening and Empathy) peer groups for reflection and discussion of what it means to be well at work.

U3 Team-Based Approaches



- Rutgers Health continues to build on its legacy as a leader in innovative research and team-based excellence with the renewal of three major National Institutes of Health (NIH) Center awards, underscoring its commitment to pioneering discoveries that improve lives across New Jersey and beyond.
- The New Jersey Alliance for Clinical and Translational Science (NJ ACTS) secured a \$47.5 million, seven-year award to drive innovation in patient-centered research.
- The Rutgers Cancer Institute of New Jersey received \$17.5 million over five years, sustaining its status as a National Cancer Institute-designated Comprehensive Cancer Center.
- The Environmental and Occupational Health Sciences Institute (EOHSI) successfully renewed its National Institute of Environmental Health Sciences (NIEHS) Environmental Health Sciences (P30) core grant for another five years, marking an extraordinary 37 consecutive years of NIH funding.
- Rutgers University and its partners, including Princeton University and New Jersey Institute of Technology, have established a dedicated funding program for interdisciplinary pilot projects through the [New Jersey Alliance for Clinical and Translational Science](#) (NJ ACTS).

- Rutgers Health [set clear standards and expectations](#) for delivering team-based care that centers on patients and communities to advance new therapies, preventive health, and evidence-based care.
- Rutgers School of Nursing was selected to lead a consortium of state and community colleges that will collaborate with Capital Health and the Trenton Health Team to launch the Maternal and Infant Health Innovation Center. The Center will provide clinical services for the perinatal period—from conception until a year after birth—along with social and wrap-around services, workforce development, and research initiatives.
- Fiscal year 2024 was a highly successful year for faculty recruitment, with 28 tenured and tenure-track hires made possible through strong collaboration between Rutgers Health schools and our major centers and institutes.
- New Jersey Medical School has partnered with Rutgers–Newark to provide research experiences to undergraduate students as part of the [Pathway to Junior Scientist program](#).
- The 2024 Chancellor Team Award for staff recognized Donnell Pierre, Traci Cummings-McGreal, and Brittany Robischon from the School of Nursing Student Advisory Center for exceptional contributions of a high-performing staff team to carry out work in at least one of the Rutgers Health mission areas.
- The Rutgers School of Dental Medicine, together with Rutgers Cancer Institute of New Jersey, held a free oral, head, and neck cancer screening event during Oral Cancer Awareness Month.

U4 Enabling Systems and Structures



- As part of its goal of enabling systems and structures, Rutgers Health convened more than [20 Information Technology leaders](#) from across our units to strengthen security, enhance organizational alignment, and standardize practices.
- In September 2024, the final beam was placed on the 12-story, 575,000 sq. ft. [Rutgers Health Building](#). The building will house the future Rutgers School of Medicine’s New Brunswick campus educational activities, serve as a hub for translational research, and create an innovation space that brings together NJ institutions and biotech. The milestone was marked by a “topping off” ceremony with Governor Murphy, Rutgers leadership, and local dignitaries.
- Rutgers Health accepted applications for translational research and science programs to be housed in the new Rutgers Health Building at the HELIX, with a goal of enhancing and harmonizing innovation, propelling Rutgers Health to the forefront of global biomedical advancements. This research space is expected to house 80 “wet” and “dry” lab faculty investigators.

- Conducted a review of the centralized technical support systems within Rutgers Health to include software applications, hardware such as wiring and wireless capability, and the processes that govern rollout and sunset of such systems.
- Established a steering committee to build a Data Analytics Community of Practice to be a supportive and collaborative space where our staff can exchange ideas, share expertise, and enhance their professional development.
- Enhanced the Rutgers University Libraries user experience via website redesign, a bookable study space finder, 24/7 librarian chat, pickup lockers, new resources, interlibrary loan, and faculty collaboration, supporting student success and research.
- The largest renovation in Rutgers history continues with the completion of the NJMS Medical Science Building facade project, restoring the east and south facades. Repairs improved energy efficiency, enhanced appearance, and prevented annual pipe freezing.
- Rutgers Health is collaborating with the New Jersey Economic Development Authority (NJEDA), University Hospital at Newark, and state partners on new construction at the Newark campus. A two-building plan is expected to replace aging administrative facilities and prepare for a future Medical Office Building. In December 2024, Rutgers issued a Request for Proposals for the first phase of this \$325 million project.

U5 Connections and Identity



- The year-long Rutgers Health [10th Anniversary Celebration](#) concluded, commemorating its accomplishments and looking to the future.
- William Warren joined Rutgers in June 2024 as vice chancellor of communications and marketing for both Rutgers–New Brunswick and Rutgers Health. Bill had previously served as vice president and chief marketing and communications officer at Stony Brook University.
- R-Comm advanced a strategic marketing campaign to highlight the value of academic health care and showcase the real-world impact of Rutgers Health research across New Jersey. The branding focused on elevating the work of Rutgers Health research across New Jersey through a targeted marketing campaign.
- The Rutgers Foundation engaged over 1,900 new donors to Rutgers Health’s schools, centers, and institutes, resulting in nearly \$5.5 million in new gifts from these generous supporters of Rutgers Health.
- Established the William N. Hait Endowed Directorship at Rutgers Cancer Institute with over \$2.2 million raised in the past year (\$7.4 million total). This was awarded to Dr. Libbuti, as highlighted in the U1 goal.



- Stewarded additional gifts to the Brandt Behavioral Health Treatment Center and Retreat, including a generous gift to name the Blau Wellness Center, and facilitated a ribbon-cutting celebration event.
- Invested in a managed advertising campaign for the Rutgers Cancer Institute that included online display ads, social media ads, and search engine ads that led to a twofold increase in donations.