

**University of Medicine and Dentistry  
of New Jersey**

**STRATEGIC PLAN**

**AY/FY 2006-2010**



**Approved by the Board of Trustees  
June 21, 2005**

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UMDNJ's new strategic plan provides a road map for our University over the next five years. It sets forth an ambitious vision of national distinction and defines goals and objectives to facilitate its attainment.

The plan was developed through a year-long participatory process that involved hundreds of members of the University community: trustees, faculty, staff, students, alumni and Foundation representatives. The process emphasized inclusiveness, transparency and communication, all of which remain essential as we embark upon the implementation phase.

Outlined here are the vision, mission, values, goals and objectives. As important as the strategic plan is, in the end, it is just a document. You – UMDNJ's constituents – are the people who will translate its ideas into reality. Together we will work towards this achievement.

A handwritten signature in black ink, reading "John J. Petillo".

John J. Petillo, PhD

President



## **UMDNJ Mission Statement**

The University of Medicine and Dentistry of New Jersey (UMDNJ), the state's university of the health sciences, is dedicated to the pursuit of excellence in:

- the undergraduate, graduate, postgraduate and continuing education of health professionals and scientists;
- the conduct of biomedical, psychosocial, clinical and public health research;
- health promotion, disease prevention and the delivery of health care; and
- service to our communities and the entire state.

Providing educational, research and service programs at campuses in Camden, New Brunswick/Piscataway, Newark, Scotch Plains and Stratford, in communities throughout the state, and nationally and internationally through advanced communication and information technologies, UMDNJ seeks to meet the needs of our diverse constituencies and improve the health and quality of life of the citizens of New Jersey and society at large.

## **UMDNJ Vision Statement**

Through excellence in education and research, UMDNJ will achieve ever-increasing national distinction as a health sciences university.

UMDNJ will provide outstanding health care through its faculty, staff, programs, centers of excellence and affiliates. UMDNJ will advance its unique contributions to the diversity of the workforce, health, quality of life and prosperity of New Jersey.



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## UMDNJ Values

- **PEOPLE and DIVERSITY**
- **ETHICAL BEHAVIOR**
- **EXCELLENCE**
- **KNOWLEDGE**
- **SERVICE**
- **COLLABORATION**
- **INNOVATION and FLEXIBILITY**

UMDNJ values **PEOPLE and DIVERSITY**, treating all with compassion, dignity and respect for individual beliefs.

UMDNJ values **ETHICAL BEHAVIOR**, professionalism, integrity and accountability in all aspects of our academic, scientific, clinical and administrative work.

UMDNJ values **EXCELLENCE**, encouraging achievement in all endeavors of the University family, fostering collegiality and maintaining high academic standards, through a productive, scholarly faculty and a talented student body.

UMDNJ values **KNOWLEDGE**, its creation, dissemination, synthesis and application.

UMDNJ values **SERVICE**, demonstrated through our commitment to effectiveness, accessibility and affordability in our education, research and health care programs.

UMDNJ values **COLLABORATION** within the University family and through partnerships with others to enhance the fulfillment of our Mission and attainment of our Vision.

UMDNJ values **INNOVATION and FLEXIBILITY** to meet the ongoing societal needs and challenges of the future.



## UMDNJ GOALS

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*Seven goals describe UMDNJ's aspirations as reflected in this strategic plan:*

**GOAL 1 – EDUCATION:** UMDNJ is a national leader in designing and delivering educational programs.

**GOAL 2 – RESEARCH:** UMDNJ is recognized as a national leader among universities in biomedical, psychosocial, clinical, public health, translational, and health services research, and the linkages among them.

**GOAL 3 – CLINICAL SERVICES:** UMDNJ is the provider of the highest quality, cost-effective, academically centered, seamless, culturally competent clinical services.

**GOAL 4 – COMMUNITY AND DIVERSITY:** UMDNJ's strong commitment to community and diversity is reflected through the University's academic and service programs and its employment and business practices.

**GOAL 5 – IMPACT ON NEW JERSEY:** UMDNJ is a leading force in the State in health status improvement, health workforce strategy, health policy development and economic development related to health and the biomedical sciences.

**GOAL 6 – CULTURE:** UMDNJ's culture, through its values, advances academic collaboration; partnerships; effective and accountable planning, management and resource allocation; and fulfilling careers.

**GOAL 7 – IMAGE:** The public understands and values UMDNJ, New Jersey's health sciences university.

## GOALS AND OBJECTIVES



### GOAL 1 – EDUCATION

UMDNJ is a national leader in designing and delivering educational programs.

- 1.1. Strengthen support for collaborative curricular planning and development, educational innovation, and scholarly resources*
- 1.2. Ensure that UMDNJ educational programs are responsive to quality standards and emerging needs*
- 1.3. Enhance access to and competitiveness of UMDNJ's educational programs*
- 1.4. Position UMDNJ as a leading center for training translational researchers*
- 1.5. Position UMDNJ as a leader in cultural competency education and practice*
- 1.6. Establish a broader educational partnership with biopharma and other health-related industries*

### GOAL 2 – RESEARCH

UMDNJ is recognized as a national leader among universities in biomedical, psychosocial, clinical, public health, translational, and health services research, and the linkages among them.

- 2.1. Exploit UMDNJ's comprehensiveness and capacities in competing successfully for additional funded research*
- 2.2. Augment faculty research capacity*
- 2.3. Build a comprehensive, robust, responsive research infrastructure*
- 2.4. Increase non-federal research-related revenue*



### **GOAL 3 – CLINICAL SERVICES**

UMDNJ is the provider of the highest quality, cost-effective, academically centered, seamless, culturally competent clinical services.

- 3.1. Increase market share of UMDNJ-sponsored clinical services*
- 3.2. Improve access to UMDNJ-sponsored clinical services*
- 3.3. Develop a systems model for the statewide delivery of primary care services, education and research*

### **GOAL 4 – COMMUNITY AND DIVERSITY**

UMDNJ's strong commitment to community and diversity is reflected through the University's academic and service programs and its employment and business practices.

- 4.1 Play a leadership role in efforts to decrease health disparities*
- 4.2. Become a more active advocate for health careers and an innovator in building interest in, preparation for, and support in attaining health careers, particularly among groups underrepresented in the health sciences*
- 4.3. Strengthen community outreach and health education programs*
- 4.4. Reflect the University's commitment to diversity in its employment and business practices*
- 4.5. Strengthen efforts to build positive relationships with the communities that are home to the University's campuses to promote recognition, access to and utilization of UMDNJ and its programs and services*



## **GOAL 5 – IMPACT ON NEW JERSEY**

UMDNJ is a leading force in the State in health status improvement, health workforce strategy, health policy development and economic development related to health and the biomedical sciences.

- 5.1. Expand UMDNJ's reach and impact on the development of health policy*
- 5.2. Assume a leadership role in health workforce strategy and development to align UMDNJ programs to meet state needs*

## **GOAL 6 – CULTURE**

UMDNJ's culture, through its values, advances academic collaboration; partnerships; effective and accountable planning, management and resource allocation; and fulfilling careers.

- 6.1. Align resource acquisition and allocation processes with strategic directions*
- 6.2. Improve approaches to effectively and efficiently manage resources*
- 6.3. Design, develop and implement an ongoing University system of strategic intelligence that compiles relevant data on external trends and integrates it with UMDNJ-specific information, through a collaborative process at the University, school and unit level*
- 6.4. Initiate program evaluation activities to strengthen accountability*
- 6.5. Design strategies to enhance the recruitment/retention of critical faculty and staff*
- 6.6. Align faculty research incentives with strategic directions*



**Goal 6 (continued)**

- 6.7. *Become an employer of choice that is attractive to a diverse workforce, sets high performance expectations, supports career advancement, and provides the tools needed for individual and group success.*

**GOAL 7 – IMAGE**

The public understands and values UMDNJ, New Jersey's health sciences university

- 7.1. *Translate name recognition into brand understanding*
- 7.2. *Increase levels of philanthropic support*
- 7.3. *Enhance public recognition of UMDNJ as the preeminent health resource in New Jersey*

## Steering Committee



*The steering committee provided oversight and direction to the strategic planning process.*

- **John J. Petillo, PhD**, president, *UMDNJ*; chair, *Steering Committee*
- **Catherine M. Bolder, MS**, associate vice president, *AA/EEO, Central Administration*
- **Diane R. Brown, PhD**, executive director, *Institute for the Elimination of Health Disparities, School of Public Health*
- **Cecile A. Feldman, DMD, MBA**, dean, *New Jersey Dental School*
- **R. Michael Gallagher, DO**, dean, *School of Osteopathic Medicine*
- **David M. Gibson, EdD**, dean, *School of Health Related Professions*
- **William N. Hait, MD, PhD**, director, *The Cancer Institute of New Jersey*; professor, *Robert Wood Johnson Medical School*
- **Russell T. Joffe, MD**, former dean, *New Jersey Medical School*
- **Vivian Lubin, MBA, MPH**, associate vice president, *Academic Affairs, Central Administration*
- **Denise Mulkern, CPA**, senior vice president, *Administration and Finance, Central Administration*
- **Harold L. Paz, MD**, dean, *Robert Wood Johnson Medical School*
- **Vivian Sanks-King, Esq**, vice president, *Legal Management, Central Administration*
- **Robert A. Saporito, DDS**, senior vice president, *Academic Affairs, Central Administration*
- **Michael S. Sirkin, MD**, assistant professor, *New Jersey Medical School*
- **Maria L. Soto-Greene, MD**, vice president and chief of staff, *Office of the President*
- **Nancy R. Stevenson, PhD**, professor, *Robert Wood Johnson Medical School*; president, *Master Educators' Guild*



## Financial Structure Workgroup

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*Understanding the structure and dynamic characteristics of the University economy is an important foundation for ongoing strategic planning, especially as the economy relates to capital formation and deployment.*

*The focus of this work group was to create that foundation.*

- **James D'Aloia**, chief financial officer, *Robert Wood Johnson Medical School*; co-chair, *Financial Structure Workgroup*
- **Denise Mulkern, CPA**, senior vice president, *Administration and Finance, Central Administration*; co-chair, *Financial Structure Workgroup*
- **Henry E. Brezenoff, PhD**, acting dean, *Graduate School of Biomedical Sciences*
- **Adrian Fisher, MD, MPH**, assistant professor, *New Jersey Medical School*
- **George Hampton**, vice president, *Urban & Community Development, Central Administration*
- **George F. Heinrich, MD**, vice chairman and CEO, *The Foundation of UMDNJ*
- **Terri Kinzy, PhD**, assistant dean, professor, director, *Robert Wood Johnson Medical School*
- **Joseph F. Konowich**, associate dean, *New Jersey Dental School*
- **James Lawler, CPA**, chief financial officer, *The University Hospital*
- **Frank Moss, MBA**, acting director, *University Budget Office, Central Administration*
- **David L. Roe, MBA**, associate dean and chief financial officer, *New Jersey Medical School*
- **Robert J. Schieri, MBA**, executive director of finance, *School of Osteopathic Medicine*

## Capital Program Workgroup



*The assessment and analysis of the current facilities program in strategic terms is a foundational element for UMDNJ's strategic planning. This analysis will be looked to as a standard-setter for future programs and business planning.*

- **Cecile A. Feldman, DMD, MBA**, dean, *New Jersey Dental School*; co-chair, *Capital Program Workgroup*
- **Vivian Lubin, MBA, MPH**, associate vice president, *Academic Affairs, Central Administration*; co-chair, *Capital Program Workgroup*
- **Francis X. Colford, CPA**, vice president for finance and treasurer, *Central Administration*
- **R. Michael Gallagher, DO**, dean, *School of Osteopathic Medicine*
- **Elizabeth S. Garlatti, MA**, executive director, *Child Health Institute of New Jersey, Robert Wood Johnson Medical School*
- **James Golubieski**, president, *The Foundation of UMDNJ*
- **Derrick Johnson, MS, MPH**, vice president, Operations, *The University Hospital*
- **Alice Lustig**, chief operating officer, *Robert Wood Johnson Medical School*
- **Paul McMahan, Jr, PE**, former vice president, *Operations, Central Administration*
- **Dorian Wilson, MD**, assistant professor, *New Jersey Medical School*



## Competitive Strategies Workgroup

*This group was instrumental in framing a strategic and competitive role for how UMDNJ connects as an institution with the State's health policy and health services structures.*

- **Audrey R. Gotsch, DrPH, CHES**, dean, *School of Public Health*; co-chair, *Competitive Strategies Workgroup*
- **Vivian Sanks-King, Esq**, vice president, *Legal Management, Central Administration*; co-chair, *Competitive Strategies Workgroup*
- **Anita Chopra, MD, FACP, AGSF, CMD**, director, *Institute for Successful Aging, School of Osteopathic Medicine*
- **Christy Davis-Jackson, Esq**, vice president, *Government Affairs, Central Administration*
- **Cosmo V. DeSteno, DMD, PhD**, vice dean, *New Jersey Dental School*
- **Celia Dorantes Abalos, Esq**, vice president, *Multicultural Affairs, Central Administration*
- **Susan Flynn, Esq**, treasurer, *The Foundation of UMDNJ Board of Trustees*
- **James R. Gonzalez, MPH, CHE, LNHA**, president and CEO, *Broadway House for Continuing Care*
- **Michael Knecht**, vice president, *University Affairs, Central Administration*
- **Christopher O. Kosseff, MS**, president and CEO, *University Behavioral HealthCare*
- **Harvey L. Ozer, MD**, associate dean and professor, *New Jersey Medical School*; director, *NJMS-UH Cancer Center*
- **William E. Reichman, MD**, senior associate dean, *Robert Wood Johnson Medical School*
- **Denise V. Rodgers, MD**, senior associate dean, *Robert Wood Johnson Medical School*
- **Wayne I. Thompson, MS**, vice president, *Information Services and Technology, Central Administration*
- **Sara Torres, PhD, RN, FAAN**, dean, *School of Nursing*
- **Ann W. Tucker, DEd**, associate dean, *School of Health Related Professions*
- **Marco A. Zarbin, MD, PhD, FACS**, department chair, *New Jersey Medical School*

## Academic Programs/Workforce Workgroup



*This workgroup examined strategic health workforce shifts and considered their impact on the University's program offerings.*

- **Maryann Master**, vice president, *Human Resources*; co-chair, *Academic Programs/Workforce Workgroup*
- **Julie O'Sullivan Maillet, PhD**, associate dean, *School of Health Related Professions*; co-chair, *Academic Affairs/Workforce Workgroup*
- **Thomas A. Cavalieri, DO, FACP**, professor and department chair, *School of Osteopathic Medicine*
- **Sheila Eder, PhD**, executive director, *University Faculty Affairs and Institutional Research, Central Administration*
- **Nicholas Ingoglia, PhD**, professor, *New Jersey Medical School*; associate dean, *Graduate School of Biomedical Sciences*,
- **Michael Jaker, MD**, associate professor, *New Jersey Medical School*
- **Jerome A. Langer, PhD**, associate professor, *Robert Wood Johnson Medical School and Graduate School of Biomedical Sciences*
- **Carmine LoMonaco, DDS**, member, *The Foundation of UMDNJ Board of Trustees*
- **Paul Mehne, PhD**, associate dean, *Robert Wood Johnson Medical School*
- **Pamela Ohman-Strickland, PhD**, assistant professor, *School of Public Health*
- **Lesley A. Perry, PhD, RN**, associate professor and associate dean, *School of Nursing*
- **Maria L. Soto-Greene, MD**, chief of staff and vice president, *Office of the President*



## Pharmaceutical Industry Workgroup

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*This workgroup developed a strategy for economic development and academic connection with New Jersey's pharmaceutical industry.*

- **Roy Chaleff, PhD**, former vice president, *Research, Central Administration*; co-chair, *Pharmaceutical Industry Workgroup*
- **William J. Welsh, PhD**, Norman H. Edelman Professor in Bioinformatics, *Robert Wood Johnson Medical School*; director, *The UMDNJ Informatics Institute*; co-chair, *Pharmaceutical Industry Workgroup*
- **Michael L. Barnett, DDS**, associate dean, *New Jersey Dental School*
- **Carl E. Hock, PhD**, assistant dean and department chair, *School of Osteopathic Medicine*
- **Jane Massey Licata, PhD, JD**, interim director, *Patents & Licensing, Central Administration*
- **Robert F. Orsetti, MA**, assistant vice president, *Continuing and Outreach Education, Central Administration*
- **Adam Perlman, MD, MPH, FACP**, executive director, Institute for Complementary and Alternative Medicine, *School of Health Related Professions*
- **Andrew P. Thomas, PhD**, professor and department chair, *New Jersey Medical School*

## Staff Advisory Group



*Advisory groups were convened to provide perspectives of students, graduates and staff of UMDNJ as part of the development of the strategic plan.*

**Dolores Anthony-Leslie**, special programs, *New Jersey Medical School*

**Joanne Cheung**, compliance, *The University Hospital*

**Charles Dixon**, pediatrics, *New Jersey Medical School*

**Mary Guglielmo**, surgery, *School of Osteopathic Medicine*

**Anne Hanan**, administration, *School of Osteopathic Medicine*

**Linda Henry**, Institute for Successful Aging, *School of Osteopathic Medicine*

**Eve Jacobs**, University Affairs, *Central Administration*

**Avril Lecky**, dean's office, *School of Health Related Professions*

**Bruno Lee**, nursing payroll, *The University Hospital*

**Rachana Mody**, UMG Accounts Receivable, *Robert Wood Johnson Medical School*

**John Quirinale**, office of the dean, *New Jersey Medical School*

**Rashid Samir**, physical plant, *Central Administration*

**Anthony Serido**, physical plant, *Central Administration*

**Constance Spencer**, office of the dean, *School of Osteopathic Medicine*

**George Thomas**, Grants & Contracts, *Central Administration*

**Josue Velez**, financial aid, *School of Osteopathic Medicine*

**Betty Kingsley**, business office, *School of Nursing*

**Carmen McLaughlin**, department of medicine, *New Jersey Medical School*

**Minerva Rodriguez**, administration, *The University Hospital*



## **Alumni Advisory Group**

**New Jersey Dental School:** Cavan Brunsten, DMD; Harold H. Kimowitz, DMD

**New Jersey Medical School:** Richard Wong, MD; Ida Schwab, MD

**Robert Wood Johnson Medical School:** Barbara A. Marroccoli, MD, MPH; Miriam H. Labbok, MD

**School of Osteopathic Medicine:** Stephen Scheinthal, DO, FACN; Ira Monka, DO, FACOFP

**School of Nursing:** Jim Bock, RN

## **Student Advisory Group**

**New Jersey Dental School:** Joseph Ting

**New Jersey Medical School:** Barbara Eckstein

**Robert Wood Johnson Medical School:** Ezinma Achebe, Jennifer Endres, Foluso Fakorede, Margit Kaufman

**School of Health Related Professions:** Eileen C. DeCaro, Pierre Juliano, Donna Lawson, Shenequika Perry, Sam Putrino

**School of Osteopathic Medicine:** Jill Giordano, Janaki Shah, Seth Vatsky

**School of Nursing:** Nina Sutera

**School of Public Health:** Michelle Johnston-Fleece, Colleen Roche

## Strategic Goals Measures Teams



*Measures teams were convened to recommend specific outcomes, associated measures and responsibility assignments to senior management. Seven teams were formed, one for each goal contained in the strategic plan.*

### GOAL 1 – EDUCATION

**David M. Gibson, EdD**, dean, *School of Health Related Professions*; chair, *Education Measures Team*

**Thomas A. Cavalieri, DO**, department chair and professor, *School of Osteopathic Medicine*

**Maria L. Soto-Greene, MD**, chief of staff and vice president, *Office of the President*

**Terri Kinzy, PhD**, assistant dean, professor, director, *Robert Wood Johnson Medical School*

**Robert R. Moutrie, PhD**, associate vice president and CEO, *Continuing and Outreach Education, Central Administration*

**Karen Putterman, MD, MPH**, vice president, *Academic Affairs, Central Administration*

### GOAL 2 – RESEARCH

**Kathleen Scotto, PhD**, senior associate dean and professor, *Robert Wood Johnson Medical School*; chair, *Research Measure Team*

**Michael L. Barnett, DDS**, interim associate dean, *New Jersey Dental School*

**Stephen Lowry, MD**, professor and department chair, *Robert Wood Johnson Medical School*

**Harvey L. Ozer, MD**, associate dean and professor, *New Jersey Medical School*; director, *NJMS-UH Cancer Center*

**Glenn Paulson, PhD**, associate dean, *School of Public Health*

**Adam Perlman, MD, MPH**, executive director, *Institute for Complementary and Alternative Medicine, School of Health Related Professions*



### GOAL 3 – CLINICAL SERVICES

**Marco Zarbin, MD, PhD, FACS**, department chair, *New Jersey Medical School*; chair, *Clinical Services Measures Team*

**Soly Baredes, MD**, associate professor, division chief, *New Jersey Medical School*

**Fred Behrens, MD**, department chair, *New Jersey Medical School*

**Carman Ciervo, DO**, department chair, *School of Osteopathic Medicine*

**Darlene Cox, MS, RN**, president & CEO, *The University Hospital*

**Cosmo N. DeSteno, DMD, PhD**, vice dean, *New Jersey Dental School*

**Ronald Freudenberger, MD**, associate professor, *Robert Wood Johnson Medical School*

**Christopher O. Kosseff**, president & CEO, *University Behavioral HealthCare*

**Michael Nosko, MD, PhD**, division chief, *Robert Wood Johnson Medical School*

**William E. Reichman, MD**, senior associate dean, *Robert Wood Johnson Medical School*

**Wayne I. Thompson**, vice president, *Information Services & Technology, Central Administration*



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#### **GOAL 4 – COMMUNITY AND DIVERSITY**

**Debbie Salas-Lopez, MD**, division chief, *New Jersey Medical School*; chair, *Community and Diversity Measures Team*

**Catherine M. Bolder, MS**, associate vice president, *AA/EEO, Central Administration*

**Nicholas Ingoglia, PhD**, professor, *New Jersey Medical School*; associate dean, *Graduate School of Biomedical Sciences*

**Tiffany Lowe-Payne, DO**, assistant professor, *School of Osteopathic Medicine*

**Carmen McLaughlin**, division manager, *New Jersey Medical School*

**Denise V. Rodgers, MD**, senior associate dean, *Robert Wood Johnson Medical School*

**Sara Torres, PhD, RN, FAAN**, dean, *School of Nursing*

#### **GOAL 5 – IMPACT ON NEW JERSEY**

**Cecile A. Feldman, DMD, MBA**, dean, *New Jersey Dental School*; chair, *Impact on New Jersey Measures Team*

**Christy Davis-Jackson, Esq**, vice president, *Government Affairs, Central Administration*

**George F. Heinrich, MD**, vice chairman and CEO, *The Foundation of UMDNJ*

**Julie O'Sullivan Maillet, PhD**, associate dean, *School of Health Related Professions*

**Mark Robson, PhD, MPH**, assistant dean, *School of Public Health*



## GOAL 6 – CULTURE

**Robert J. Schieri**, executive director of finance, *School of Osteopathic Medicine*

**Francis X. Colford, CPA**, vice president for finance and treasurer, *Central Administration*

**Andrew Thomas, PhD**, department chair, *New Jersey Medical School*

**William N. Hait, MD, PhD**, director, *The Cancer Institute of New Jersey*; professor, *Robert Wood Johnson Medical School*

**Maryann Master**, vice president, *Human Resources, Central Administration*

**Andrea Norberg**, director and assistant professor, *François-Xavier Bagnoud Center of UMDNJ*

**Sylvia Pěna**, business manager, *School of Health Related Professions*

## GOAL 7 – IMAGE

**Michael Knecht**, vice president, *University Affairs, Central Administration*; chair, *Image Measure Team*

**Suzanne Atkin, MD**, interim chief of staff, *The University Hospital*

**Mary Louise Bianco-Smith**, director, *School of Osteopathic Medicine*

**Elizabeth S. Garlatti**, executive director, *Child Health Institute of New Jersey, Robert Wood Johnson Medical School*

**Audrey R. Gotsch, DrPH, CHES**, dean, *School of Public Health*

**James Golubieski**, president, *The Foundation of UMDNJ*

**George Thomas**, manager, Controller's Office; *Central Administration*

**Richard Wong, MD**, alumnus, *New Jersey Medical School Alumnus, class of 1979*