

**COLLEGE OF HEALTH SCIENCES**

**STRATEGIC PLAN**

**2004 - 2009**

**FINAL: 7/1/05**

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**MISSION STATEMENT**

**TO PROVIDE LEADERSHIP IN HEALTH AND CLINICAL  
EDUCATION, RESEARCH, AND SERVICE.**

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## **INTRODUCTION**

**The College serves as a leader in promoting and supporting healthy lifestyles in the community. The faculty are dedicated to the educational preparation of students through excellence in teaching, research, and service.**

**The College is multidisciplinary in nature and achieves its mission by:**

- Providing the highest quality undergraduate and graduate education to University students through classroom and applied experiences;**
- Generating new knowledge through research;**
- Providing continuing, professional education programs;**
- Providing outreach services to the community.**

# COLLEGE OF HEALTH SCIENCES

## AFFIRMING ACADEMIC PRIORITIES KEYS TO CONTINUING ACADEMIC PROGRESS

### 1. EXCELLENT FACULTY

Attract, retain, and reward faculty who are diverse in background and accomplishments and who excel in teaching, scholarship, and public service.

### 2. SUCCESSFUL STUDENTS

Recruit academically talented and diverse undergraduate and graduate students and support their intellectual, cultural, and ethical development as citizens, scholars, and professionals.

### 3. HIGH QUALITY, AFFORDABLE EDUCATION

Provide broad access to a comprehensive array of educational programs that reflect high academic standards, exemplify best practices in teaching, and encourage discovery-based lifelong learning.

### 4. SUPERIOR RESEARCH AND SERVICE

Enhance research and service programs that build on our institutional and interdisciplinary strengths and extend our leadership as a state-assisted land-grant, sea-grant, urban-grant, and space-grant university.

### 5. OUTSTANDING FACILITIES

Provide the infrastructure and tools required for sustained academic success, including state-of-the-art libraries, technology, classrooms, laboratories, equipment, and residence halls.

## COLLEGE OF HEALTH SCIENCES

### STRATEGIC OBJECTIVES

#### A. Undergraduate Education

Become the Health Sciences College of choice in the Mid-Atlantic region with continuing improvement in the academic qualifications and diversity of students.

Provide undergraduate health sciences education that ranks among the finest provided by any similar college in America.

Extend national leadership in instructional innovation.

#### B. Graduate Education

Become the Health Sciences College of choice for highly qualified graduate students in the health sciences.

Develop and strengthen graduate programs in the College to prepare graduates who can address state, regional, and national health needs.

#### C. Research and Scholarship

Strengthen support and increase opportunities for faculty and students in scholarship and research.

Increase research productivity and scholarly outcomes.

Recognize excellence in faculty and student scholarship and research.

#### D. Public, Community, and Professional Service

Explore opportunities for increased College participation in Delaware's land grant and urban grant missions.

Improve the integration of service values within the education and scholarship missions of the College.

Increase the support, visibility, and recognition of excellence in community, public, and professional service.

## UNDERGRADUATE EDUCATION

<u>Objectives:</u>	<u>Undergraduate Education Strategies:</u>	<u>Evaluation / Outcome Data</u>
<p><b>#1 Become the Health Sciences College of choice in the Mid-Atlantic region with continuing improvement in the academic qualifications and diversity of students.</b></p>	<ul style="list-style-type: none"> <li>• Improve the College faculty profile by continuing to hire doctorally-prepared and clinically-expert faculty.</li> <li>• Responsibility: School Director/Dept. Chairs, Dean</li> </ul>	<p>Reduce number of non-essential, non-tenure track lines to increase opportunities to hire doctorally-prepared faculty as appropriate.</p>
	<ul style="list-style-type: none"> <li>• Develop a plan to assess and improve marketing strategies that target highly qualified applicants.</li> <li>• Responsibility: School Director/Dept. Chairs, Student Services representatives of each Department</li> </ul>	<p>Share plan with Admissions by 2005/2006.</p>
	<ul style="list-style-type: none"> <li>• Increase the diversity of students, faculty, professionals, and staff.</li> <li>• Responsibility: Dean, School Director/Dept. Chairs, Associate and Assistant Deans</li> </ul>	<p>Document improvements on affirmative action plan and attain UD average of 14.4%-Undergraduate students, 13.9%-Faculty, 17.6%-Professionals, and 10.4%-Staff.</p>
	<ul style="list-style-type: none"> <li>• Assist UD in maintaining 4 and 5-year graduation rates above the national average and consistent with UD average.</li> <li>• Responsibility: Faculty</li> </ul>	<p>Assist the University in maintaining and improving graduation rates of 57% in 4 years and 71.2% in 5 years.</p>

## UNDERGRADUATE EDUCATION

<u>Objectives:</u>	<u>Undergraduate Education Strategies:</u>	<u>Evaluation / Outcome Data</u>
<p><b>#1 Become the Health Sciences College of choice in the Mid-Atlantic region with continuing improvement in the academic qualifications and diversity of students. (continued)</b></p>	<ul style="list-style-type: none"> <li>• Maintain and improve state-of-the-art instructional facilities.</li> <li>• Responsibility: Dean, School Director/Dept. Chairs, Faculty</li> </ul>	<p>Move Nutrition fac. out of Alison by 2009. Expand faculty space in Human Perf. Lab and Carpenter Sports Building by 2009. Renovate and implement proposal for nursing simulation lab by 2004.</p>
<p><b>#2 Provide undergraduate health sciences education that ranks among the finest provided by any similar college in America.</b></p>	<ul style="list-style-type: none"> <li>• Facilitate the continued development of essential life skills.</li> <li>• Responsibility: Faculty</li> </ul>	<p>Continue to provide clinical laboratory experiences in real life settings.</p>
	<ul style="list-style-type: none"> <li>• Set up system to document student participation in University programs by 2006, i.e., international studies, L.I.F.E., UD research experiences, honors students, Degree with Distinction.</li> <li>• Increase opportunities for student participation in enrichment experiences available within the University.</li> <li>• Responsibility: Dean, School Director/Dept. Chairs, Associate and Assistant Deans, Faculty</li> </ul>	<p>Document baseline data for enrichment experiences by 2005.</p>

## UNDERGRADUATE EDUCATION (continued)

<u>Objectives:</u>	<u>Undergraduate Education Strategies:</u>	<u>Evaluation / Outcome Data</u>
<p><b>#2 Provide undergraduate health sciences education that ranks among the finest provided by any similar college in America. (continued)</b></p>	<ul style="list-style-type: none"> <li>• Continue to hire faculty who are committed to include undergraduate students in research activities.</li> <li>• Set up system to track number of students participating in faculty research (CHS or UD).</li> <li>• Responsibility: School Director/Dept. Chairs, Faculty</li> </ul>	<p>Document baseline data for students involved in research activities by 2005.</p>
	<ul style="list-style-type: none"> <li>• Enhance faculty/student interactions through advisement and mentoring.</li> <li>• Promote student-mentoring initiatives.</li> <li>• Responsibility: Faculty</li> </ul>	<p>Provide recognition for exceptional faculty/student mentors by 2006. Display plaque with names of CHS recipients.</p>
	<ul style="list-style-type: none"> <li>• Expand collaborative relationships with agencies, businesses, and other institutions to enhance educational opportunities for students.</li> <li>• Responsibility: Dean, School Director/Dept. Chairs, Faculty</li> </ul>	<p>Develop baseline data of partnerships for each Department and College by 2006. Collect and document data on value of partnerships.</p>
	<ul style="list-style-type: none"> <li>• Maintain successful employment rates of all graduates.</li> <li>• Responsibility: School Director/Dept. Chairs, MBNA Career Center, Faculty</li> </ul>	<p>Maintain an 80% employment rate of graduates one year out.</p>

## **UNDERGRADUATE EDUCATION (continued)**

<b><u>Objectives:</u></b>	<b><u>Undergraduate Education Strategies:</u></b>	<b><u>Evaluation / Outcome Data</u></b>
<b>#2 Provide undergraduate health sciences education that ranks among the finest provided by any similar college in America. (continued)</b>	<ul style="list-style-type: none"> <li>• Maintain successful admission rates of graduates for advanced degrees.</li> <li>• Responsibility: School Director/Dept. Chairs, Assistant Dean</li> </ul>	Track post baccalaureate degrees of graduates at 1 and 3 or 5 years past graduation.
<b>#3 Extend national leadership in instructional innovation.</b>	<ul style="list-style-type: none"> <li>• Increase faculty and student utilization of new instructional methodologies.</li> <li>• Responsibility: School Director/Dept. Chairs, Faculty, DSP Director</li> </ul>	Develop survey to assess faculty/student use of technology and innovative teaching learning strategies by 2005.
	<ul style="list-style-type: none"> <li>• Increase faculty dissemination of instructional innovations.</li> <li>• Responsibility: Faculty</li> </ul>	Track faculty presentations and public recognition of publications on innovations in instruction.
	<ul style="list-style-type: none"> <li>• Improve facilities that support excellence in undergraduate education.</li> <li>• Responsibility: Dean, School Director/Dept. Chairs, DSP Director</li> </ul>	Update labs as appropriate, i.e., Nursing Lab by 2005, Human Performance Lab by 2007, Medical Technology Lab by 2009, Nutrition and Dietetics Labs by 2009.
	<ul style="list-style-type: none"> <li>• Enhance development of grantsmanship efforts in support of instructional innovation.</li> <li>• Responsibility: School Director/Dept. Chairs, CRD, NER Center, CTE</li> </ul>	Develop database to track instructional grant success by 2006.

## **UNDERGRADUATE EDUCATION (continued)**

<b><u>Objectives:</u></b>	<b><u>Undergraduate Education Strategies:</u></b>	<b><u>Evaluation / Outcome Data</u></b>
<b>#3 Extend national leadership in instructional innovation (continued)</b>	<ul style="list-style-type: none"> <li>• Improve technical support and continued education for faculty and community professionals.</li> <li>• Responsibility: DSP Director, School Director/Dept. Chairs, Dean</li> </ul>	Expand CITA position to full time by 2004/2005. Convert Nursing Refresher Course to a distance format by 2005/2006.
	<ul style="list-style-type: none"> <li>• Provide incentives for the development of new technology.</li> <li>• Responsibility: DSP Director, School Director/Dept. Chairs, Dean</li> </ul>	Develop a Special Programs award to acknowledge teaching innovations in technology by 2005.
	<ul style="list-style-type: none"> <li>• Increase visibility of faculty leaders in the use of technology for teaching.</li> <li>• Responsibility: DSP Director, CTE, School Director/Dept. Chairs, Dean</li> </ul>	Post awards on e-mail and work with Public Relations for News Releases. Publish award and feature recipients in Messenger and College E-Newsletter. Document annual outcomes.

## GRADUATE EDUCATION

<u>Objectives:</u>	<u>Graduate Education Strategies:</u>	<u>Evaluation / Outcome Data</u>
<b>#1 Become the Health Sciences College of choice for highly qualified graduate students in the health sciences.</b>	<ul style="list-style-type: none"> <li>• Increase the faculty research and publication productivity by 1% annually.</li> <li>• Responsibility: Faculty, School Director/Dept. Chairs, CRD</li> </ul>	Develop a working database to track faculty research by 2004/2005.
	<ul style="list-style-type: none"> <li>• Improve the visibility of faculty scholarship and professional accomplishments within College, University, and community.</li> <li>• Responsibility: Associate Dean, School Director/Dept. Chairs, Dean</li> </ul>	Publish on UDaily; circulate on e-mail, College E-newsletter, and the Messenger as appropriate; promote News Releases as appropriate and assist faculty to gain recognition in local and regional publications.
	<ul style="list-style-type: none"> <li>• Increase diversity of the graduate student population by implementing program-based plans.</li> <li>• Responsibility: School Director/Dept. Chairs, Program Directors/Committees</li> </ul>	Improve diversity enrollments of graduate students to reflect University mean of 43.5%.
	<ul style="list-style-type: none"> <li>• Increase diversity of faculty, professionals, and staff.</li> <li>• Responsibility: Dean, School Director/Dept. Chairs</li> </ul>	Improve the diversity of faculty, professionals, and staff to reflect UD average or above 13.9%-Faculty, 17.6%-Professionals, and 10.4%-Staff.

**GRADUATE EDUCATION (continued)**

<b><u>Objectives:</u></b>	<b><u>Graduate Education Strategies:</u></b>	<b><u>Evaluation / Outcome Data</u></b>
<p><b>#1 Become the Health Sciences College of choice for highly qualified graduate students in the health sciences. (continued)</b></p>	<ul style="list-style-type: none"> <li>• Improve graduate student recruitment strategies including web-based recruitment and the identification of feeder schools for each graduate program.</li> <li>• Responsibility: School Director/Dept. Chairs, Program Directors, Faculty</li> </ul>	<p>Identify 3 similar Colleges/programs as realistic benchmarks for current programs. Identification of at least 3 feeder schools for each graduate program by 2008.</p>
	<ul style="list-style-type: none"> <li>• Improve graduate stipend rates to nationally-competitive levels.</li> <li>• Responsibility: Dean, Financial Manager, Grant Writers</li> </ul>	<p>Implement plan to increase stipends 3% annually until stipends are competitive with comparative institutions.</p>
	<ul style="list-style-type: none"> <li>• Increase number of graduate stipends available internally and through external funding by 1% annually for programs with successful external funding records.</li> <li>• Responsibility: Dean, School Director/Dept. Chairs, Grant Writers, Financial Manager</li> </ul>	<p>Develop internal plans to increase number of grant stipends. Identify grants with graduate stipend support as baseline. Track number of graduate stipends annually.</p>

**GRADUATE EDUCATION (continued)**

<b><u>Objectives:</u></b>	<b><u>Graduate Education Strategies:</u></b>	<b><u>Evaluation / Outcome Data</u></b>
<p><b>#2 Develop and strengthen graduate programs in the College to prepare graduates who can address state, regional, and national health needs.</b></p>	<ul style="list-style-type: none"> <li>• Expand funded research programs in support of graduate education by 1% annually.</li> <li>• Responsibility: Faculty, School Director/Dept. Chairs, Financial Manager</li> </ul>	<p>Increase by 5% the number of externally funded graduate students by 2009.</p>
	<ul style="list-style-type: none"> <li>• Continue to hire faculty prepared to integrate graduate students into funded research activities.</li> <li>• Responsibility: School Director/Dept. Chairs, Dean</li> </ul>	<p>Hire at least one faculty annually with established research agenda.</p>
	<ul style="list-style-type: none"> <li>• Invest selectively in interdisciplinary graduate programs in areas of demonstrated comparative advantage.</li> <li>• Responsibility: Dean, School Director/Dept. Chairs</li> </ul>	<p>Review current interdisciplinary graduate options and document a procedure and standards for developing new interdisciplinary graduate options by 2009.</p>
	<ul style="list-style-type: none"> <li>• Explore new graduate program options.</li> <li>• Consolidate nursing graduate options to promote excellence in programs with the most support.</li> <li>• Responsibility: School Director/Dept. Chairs</li> </ul>	<p>Develop graduate degrees in Sport Management by 2009. Develop option for nutrition majors interested in physical activity and health.</p>

**GRADUATE EDUCATION (continued)**

<b><u>Objectives:</u></b>	<b><u>Graduate Education Strategies:</u></b>	<b><u>Evaluation / Outcome Data</u></b>
<b>#2 Develop and strengthen graduate programs in the College to prepare graduates who can address state, regional, and national health needs. (continued)</b>	<ul style="list-style-type: none"><li>• Develop plans for discipline-specific doctoral programs.</li><li>• Responsibility: Dean, School Director/Dept. Chairs</li></ul>	Develop a plan to address doctoral options within the College by 2005.

## **RESEARCH AND SCHOLARSHIP**

<b><u>Objectives:</u></b>	<b><u>Research and Scholarship Strategies:</u></b>	<b><u>Evaluation / Outcome Data</u></b>
<b>#1 Strengthen, support, and increase opportunities for faculty and students in scholarship and research.</b>	<ul style="list-style-type: none"> <li>• Enhance development of an infrastructure to support continued growth in funded research.</li> <li>• Encourage student involvement in faculty research.</li> <li>• Responsibility: Dean, School Director/Dept. Chairs, Faculty</li> </ul>	Establish mentoring plan for the Center for Research Development by 2005/2006. Establish Associate Dean for Research and Academic Affairs position by 2005/2006.
	<ul style="list-style-type: none"> <li>• Continue to improve facilities that support increasing research and scholarly productivity.</li> <li>• Aggressively pursue funding for the Human Performance Lab.</li> <li>• Develop relationships with industry to support research initiatives.</li> <li>• Develop new internal and external partnerships to promote health research.</li> <li>• Responsibility: Dean, Associate Dean, School Director/Dept. Chairs, Select Faculty</li> </ul>	Complete renovations and equipment updates for Nursing Simulation Lab by 2006. Submit proposals internally and externally for HPL expansion.

## **RESEARCH AND SCHOLARSHIP (continued)**

<b><u>Objectives:</u></b>	<b><u>Research and Scholarship Strategies:</u></b>	<b><u>Evaluation / Outcome Data</u></b>
<b>#2 Increase research productivity and scholarly outcomes.</b>	<ul style="list-style-type: none"> <li>• Increase the level of externally-funded projects to a target of 4 million dollars by 2008.</li> <li>• Replace vacancies with research-productive faculty.</li> <li>• Responsibility: Faculty, School Director/Dept. Chairs, CRD</li> </ul>	Establish Center for Interdisciplinary Gerontology studies by 2006/2007.
	<ul style="list-style-type: none"> <li>• Strengthen start-up and pilot support for scholarship and research.</li> <li>• Continue to support CRD with appropriate resources and leadership.</li> <li>• Responsibility: Dean, School Director/Dept. Chairs, Financial Manager</li> </ul>	Provide \$30-50,000 annually to the Center for Research Development. Provide \$5-20,000 to new UDRF plan.
	<ul style="list-style-type: none"> <li>• Demonstrate an annual increase of 1% in the number of scholarly publications.</li> <li>• Responsibility: Faculty</li> </ul>	Develop data base to track publications by 2004-2005.
<b>#3 Recognize excellence in faculty and student scholarship and research.</b>	<ul style="list-style-type: none"> <li>• Develop an endowed professorship in each department by 2008.</li> <li>• Responsibility: Dean, School Director/Dept. Chairs, Faculty, Development Officer</li> </ul>	Hire new endowed Buxbaum Chair of Nursing and Director of Center for Gerontology. Dedicate use of Nancy Longfellow funds for nursing.

**RESEARCH AND SCHOLARSHIP (continued)**

<b><u>Objectives:</u></b>	<b><u>Research and Scholarship Strategies:</u></b>	<b><u>Evaluation / Outcome Data</u></b>
<p><b>#3 Recognize excellence in faculty and student scholarship and research. (continued)</b></p>	<ul style="list-style-type: none"> <li>• Celebrate scholarly achievements through College lectureships and faculty and student forums.</li> <li>• Responsibility: Dean, School Director/Dept. Chairs</li> </ul>	<p>Hold annual events to highlight faculty/student accomplishments.</p>
	<ul style="list-style-type: none"> <li>• Develop and implement faculty award(s) for excellence in scholarship.</li> <li>• Responsibility: Dean, School Director/Dept. Chairs</li> </ul>	<p>Quantify recognition and promote presentations at CHS meetings, CRD, and special department events.</p>

## **PUBLIC, COMMUNITY, AND PROFESSIONAL SERVICE**

<u><b>Objectives:</b></u>	<u><b>Public, Community, and Professional Service Strategies:</b></u>	<u><b>Evaluation / Outcome Data</b></u>
<b>#1 Explore opportunities for increased College participation in Delaware's land grant and urban grant missions.</b>	<ul style="list-style-type: none"> <li>• Identify common areas of interest across the University community.</li> <li>• Develop partnerships with College of Agriculture and Natural Resources and CHEP.</li> <li>• Responsibility: Dean, School Director/Dept. Chairs, Faculty</li> </ul>	Develop database of interdisciplinary partnerships by 2005/2006. Document growth of new interdisciplinary partnerships annually.
	<ul style="list-style-type: none"> <li>• Expand existing collaborative relationships.</li> <li>• Responsibility: Dean, School Director/Dept. Chairs, Faculty</li> </ul>	Establish database of collaborations. Document new collaborations annually.
<b>#2 Improve the integration of service values within the education and scholarship missions of the College.</b>	<ul style="list-style-type: none"> <li>• Develop new models for service that are responsive to the evolving needs of our constituencies.</li> <li>• Responsibility: Faculty, School Director/Dept. Chairs</li> </ul>	Establish an interdisciplinary gerontology committee. Document plan for Center for Geriatrics by 2006-2007.
	<ul style="list-style-type: none"> <li>• Improve coordination and visibility of service programs and partnerships on and off campus.</li> <li>• Responsibility: DSP Director, School Director/Dept. Chairs, Dean</li> </ul>	Document existing opportunities to measure growth and success by 2006.

**PUBLIC, COMMUNITY, AND PROFESSIONAL SERVICE (continued)**

<b><u>Objectives:</u></b>	<b><u>Public, Community, and Professional Service Strategies:</u></b>	<b><u>Evaluation / Outcome Data</u></b>
<p><b>#2 Improve the integration of service values within the education and scholarship missions of the College. (continued)</b></p>	<ul style="list-style-type: none"> <li>• Maintain excellence in experiential-learning and service-learning opportunities in undergraduate education.</li> <li>• Responsibility: School Director/Dept. Chairs, DSP Director, Faculty</li> </ul>	<p>Develop database of service learning activities.</p>
	<ul style="list-style-type: none"> <li>• Continue to deliver high quality professional development, life-long learning, and continuing education programs.</li> <li>• Responsibility: Faculty, School Director/Dept. Chairs</li> </ul>	<p>Document professional development and continuing education programs offered by each College annually.</p>
<p><b>#3 Increase the support, visibility, and recognition of excellence in community, public, and professional service.</b></p>	<ul style="list-style-type: none"> <li>• Maintain service to the state and region through education and outreach.</li> <li>• Responsibility: Dean, School Director/Dept. Chairs, Faculty</li> </ul>	<p>Document education and outreach activities of the College annually.</p>
	<ul style="list-style-type: none"> <li>• Support the University’s Excellence in Service Award.</li> <li>• Responsibility: Dean, School Director/Dept. Chairs, Faculty</li> </ul>	<p>Nominate faculty for UD service awards annually.</p>
	<ul style="list-style-type: none"> <li>• Support University Excellence in Teaching and/or Advisement Awards</li> <li>• Responsibility: Dean, School Director/Dept. Chairs, Faculty, Students</li> </ul>	<p>Increase number of nominations and recipients of these awards within the College annually.</p>