



HEALTH INNOVATION FUELED BY CURIOSITY

**COLLEGE OF
HEALTH SCIENCES**

A FIVE-YEAR PLAN TO INSPIRE HEALTH
LEADERS AND IMPROVE LIVES

The University of Delaware is committed to excellence in undergraduate and graduate education, research, and service.

From its roots as a private academy in 1743, the institution today is a research-intensive, technologically advanced university with global impact.



MESSAGE FROM THE DEAN

Inspiring health leaders and improving lives are central concepts to the learning, exploration, and clinical care happening at the University of Delaware College of Health Sciences. Fueled by curiosity, our students, faculty, staff, and broad array of community partners are all passionately focused on collaborative efforts that will positively influence the next frontier in health innovation. This five-year plan is a testament to that collaboration. It was developed in partnership with both internal and external stakeholders and includes goals and strategies curated through their ideas, input and experiences.

Together, we arranged these core goals and comprehensive strategies to best support the five key priorities of the College: academic excellence, research, community engagement, clinical care, and organizational values. This plan is also inspired by and in support of the University's strategic plan, Forward and Forever.

It is a tremendous privilege and immense responsibility to educate and prepare the workforce of the future – and we do so through experiential and collaborative course offerings, impactful and pioneering research opportunities, and diverse clinical placements. Our programs are among the best in the nation, attracting expert faculty, talented, driven students, and ongoing partnerships, and funding opportunities that further enhance the learning experience and clinical care we offer to the local community. But this plan underscores that so many opportunities still exist to provide the best experience for those we educate, employ, and care for.

This strategic plan will serve as a living document to guide us along the way and, much like its development, execution of this plan will be a shared effort. We invite you to join us as we bring it to life over the next five years.

All the best,
Bill Farquhar
Dean, College of Health Sciences

TO LEARN MORE, VISIT:
udel.edu/chs/about/strategic-plan/

Illuminating the future of health through classroom experiences, clinical opportunities, study abroad, and more.

The Tower at STAR is a one-of-a-kind space that fosters innovation by being accessible, inviting, and interconnected. The 120,000 square foot building is an integral part of the University of Delaware's mission to train the next generation of healthcare professionals in a collaborative and inclusive interprofessional learning environment.

The research underway in the labs in the Tower at STAR directly influences the healthcare provided in the adjoining UD Health clinics.

Vision

We aspire to be a national model of excellence for exceptional educational programs, interdisciplinary research, community service, and professional development in health-related career paths.

Mission

To impact and improve the lives of others by educating students in health and healthcare, advancing the science of health, and providing life-enhancing service to the community.

Values

In all that we do, we are dedicated to:

- Excellence
- Innovation
- Collaboration
- Inclusion
- Respect

Our Key Priorities



ACADEMIC EXCELLENCE



RESEARCH



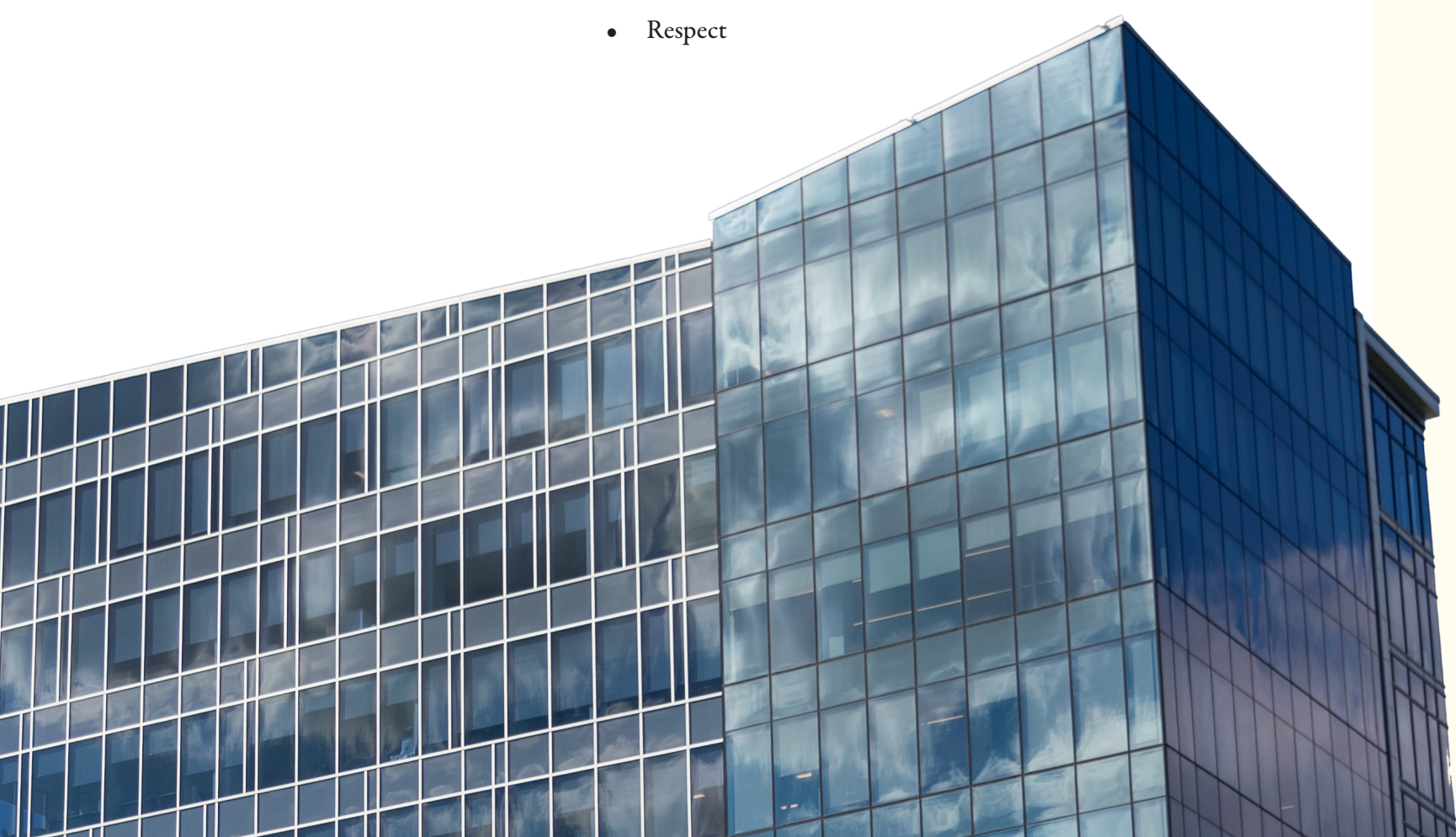
COMMUNITY ENGAGEMENT



CLINICAL CARE



ORGANIZATIONAL VALUES



Key Priority

ACADEMIC EXCELLENCE

EXPERIENTIAL, COLLABORATIVE

GOAL Fortify our reputation as an innovative scholarly community for health and medical sciences education that prioritizes academic rigor and experiential learning

STRATEGIES Expand impactful interdisciplinary and experiential learning opportunities in both on and off-campus communities

We will seek to forge partnerships advancing mutually beneficial collaborations that connect students with forward-looking healthcare and medical stakeholders. This will enable the translation of best practice interprofessional simulation, classroom instruction, and research experiences into real-world applications, with a special focus on southern Delaware.

Explore the feasibility of offering new health and medical sciences education programs

We will conduct a faculty-led, needs-based assessment to identify and align UD and state priorities with changing workforce needs. We will seek to integrate emerging instructional technologies and trends with curriculums that strategically expand pipelines in support of Delaware's healthcare shortages.

Enhance student communities within the College of Health Sciences, both on South and Main Campus

We will collaborate with student leadership and relevant stakeholders to identify priorities for resources dedicated towards student-driven interprofessional activities (events, workshops, and seminars) and student-centered spaces for academic, career, and personal counseling as well as strategies to recognize and acknowledge student excellence.

Recruit and provide top tier education to our students

Utilizing experiential learning and clinical placements throughout the surrounding region, we will provide enhanced opportunities to all our students.





Key Priority

RESEARCH

IMPACTFUL, PIONEERING

GOAL Foster a vibrant, engaged, and productive culture of research and innovation that translates discovery into improved health.

STRATEGIES Enhance our research infrastructure to support investigators in securing extramural funding and to conduct impactful and innovative research
We will continue to build a research infrastructure that provides our investigators with outstanding facilities, tools, and technical support to secure and conduct high-quality extramural research.

Expand interdisciplinary engagement and collaboration with an emphasis on Kent and Sussex counties
We will forge interdisciplinary collaborations across public, private, and community based stakeholders with a focus on Kent and Sussex counties to steward high-impact lines of inquiry and discovery.

Expand and formalize best-practice research mentorship and training in the College
We will implement and expand our utilization of effective mentorship models for all research faculty and students to support the conduct of high-caliber research while supporting faculty retention, recruitment, productivity, and satisfaction of our scientists.

Key Priority

COMMUNITY ENGAGEMENT

PEOPLE-FOCUSED, SOLUTIONS-DRIVEN

GOAL Forge, sustain, and grow relationships to be a preferred partner and resource within Delaware and throughout the region

STRATEGIES **Strengthen existing relationships with community partners**
We will expand communication, evaluation, and feedback opportunities to strengthen relationships with community partners. Based on evaluation outcomes, we will also identify and fill gaps to bolster collaborative partnerships.

Increase recognition and support for community-engaged research, teaching/education, and service
We will reinforce the value of community-engaged research, education, and service by promoting and expanding engagement in University Community Engagement Initiatives, developing a recognition structure to acknowledge individual and collective efforts, and increasing funding support for research and teaching practices that promote community engagement.

Expand opportunities for community engagement
We will provide faculty, staff, and students with access to training, workshops and experiences focused on increasing their understanding of and adherence to community engagement best practices. We will also more actively encourage, support, and promote student-led initiatives that incorporate community involvement.





Key Priority

CLINICAL CARE

PERSONALIZED, ACCESSIBLE

GOAL Deliver exceptional clinical care to individuals and communities within Delaware and throughout the region

STRATEGIES Improve patient experience and accessibility within the community
We will improve access to care and greater promotion of transportation alternatives. The clinics will also establish a more seamless check-in process and enhanced online patient portal to encourage individuals to take a more active role in their treatment plans.

Expansion of clinical and health services on campus and within the state
We will offer additional specialities and services utilizing existing expertise within the College and conduct a feasibility study on the expansion of current services to residents throughout Delaware.

Recruit, retain, and educate excellent clinical practitioners, staff, and students
We will provide increased professional development opportunities and develop defined career paths for employees. Partnering closely with academic units throughout the College, we will enhance academic coordination and experiential learning for our students.

Key Priority

ORGANIZATIONAL VALUES

INCLUSIVE, EMPOWERING

GOAL Nurture an environment for operational excellence while maintaining a culture of inclusion and collaboration

STRATEGIES Strengthen and promote a culture of employee inclusion, collaboration, engagement, and excellence
We aim to be champions in the areas of diversity, equity and inclusion by continuing to host ongoing conversations on anti-racism topics, implementing best practices regarding the recruitment and retention of highly qualified students, faculty, and staff from diverse backgrounds, experiences and perspectives, and nurturing a collaborative environment.

Promote and encourage opportunities for professional development for all
We will foster a culture that encourages the development and support of continuous learning through increased promotion of and access to new and existing training opportunities, Professional and Continuing Studies certificates, and position-specific workshops or conferences. Utilizing our employees' expertise and creativity, we will ensure fiscally-responsible decision-making that leverages available resources.

Empower all employees to take ownership in achieving operational excellence through continuous improvement
We will increase and encourage access to resources, mentoring, and other tools to help employees succeed in their respective roles. Using cross-unit teams, we will also identify inefficiencies and encourage employees to develop and implement resolutions.





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HEALTH SCIENCES

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