

Strategic Plan

2017-2021

Better health through education and research.™



UNIVERSITY OF
DELAWARE

College of
Health Sciences

Introduction

The University of Delaware's College of Health Sciences (UDCHS) is a hub of multidisciplinary research, education, patient services and public outreach. We are the academic health center for the State of Delaware—cultivating an environment of inclusive excellence, interdisciplinary learning, successful students and innovations, research and solutions that impact the world. We are armed with gifted students, faculty and staff, partnerships with leading healthcare and community organizations, as well as experts and professionals in the industry, highly ranked national programs and state-of-the art facilities at the Science Technology and Advanced Research (STAR) Campus and elsewhere on campus. Above all, we are dedicated to being the living embodiment of the future of health care, a future that our students, faculty and staff are forging now through education, research, care and innovation.

UDCHS students – future doctors, nurses, therapists, scientists, and other healthcare professionals – are individuals who think big, dream bigger and strive to achieve better health for all people. Our faculty and staff provide them with the tools to succeed and challenge them to change the world through high-quality undergraduate and graduate programs, clinical research projects, and a rich array of classroom, laboratory and real-world clinical, service and experiential learning opportunities.

One of the greatest challenges of the 21st century will be discovering innovative ways to help people maintain good health – in our own communities, in vulnerable populations across Delaware, throughout the region and the world. We strive not only to respond to those needs, but to anticipate them as well. As a result of our significant growth and success over the past years we have invested in our academic, research and clinical settings in order to test new models of healthcare delivery while serving as a resource for the State and beyond. This strategic plan for the College of Health Sciences describes how we will continue our forward trajectory and remain focused on meeting tomorrow's health care challenges and opportunities.

Introduction Continued

As you read through this strategic plan, refer to the appendix starting on page 34. We wanted our strategic plan to be measurable and actionable. In order to be measurable and actionable, we had to make sure the plan was data-driven. The data will show you a significant growth in the College over the past several years. From our students, faculty and research output, we continue to show that growth through a team based model will be the future of healthcare delivery. That delivery will have an emphasis on interprofessional training and interdisciplinary learning. You'll see this focus as you read about our investment on the University of Delaware's STAR Campus. At the STAR Health Sciences Complex, Translation Hallway exhibits research labs on one side and clinics open to the public on the other. The research translates into the clinical delivery and this helps us build excellence across the college in education, research and care. As growth continues, we are excited to see the STAR Tower ready for occupancy August of 2018. The STAR Tower will allow us to take our training to new heights and have an even broader impact on the community we serve. Boasting a Demonstration Kitchen, Child Nutrition Lab, Health Innovation Design Lab & Maker Space, Simulation Apartment, Exercise Intervention Space for chronic disease management, Virtual Reality and Augmented Reality Simulation Suite and Communications Sciences and Disorders research space, the College of Health Sciences will continue to provide a new direction in healthcare through education and research.

As health and healthcare delivery continue to change at rapid speed, the College of Health Sciences needs to be ready to meet those changes and prepare the next generation workforce for the present and future. This strategic and action plan shows the goals, priorities and tactics the College will focus on over the coming years. Like healthcare, we have to deliver with a speed that prepares our students, empowers faculty excellence and guides our research for quality of life outcomes. We need all of our partners and stakeholders to join us for the greatest impact!

Kathleen S. Matt, PhD
Dean

Mission Statement

A large group of diverse students is gathered on a brick plaza in front of a red brick building with white columns. Some students are standing in the background near the entrance, while many others are sitting on the ground in the foreground, creating a sense of a large assembly or event.

As an Academic Health Center in Delaware, the mission of the University of Delaware's College of Health Sciences is to educate the next generation of healthcare professionals in a collaborative and inclusive inter-professional learning environment, to provide accessible, innovative and culturally competent health and wellness care services and to explore ways to improve health outcomes through science, technology and advanced research.

Values

Innovation:

We are daring and dynamic, creating partnerships and building knowledge to co-invent solutions with patients, families, communities and businesses that address societal healthcare challenges.

Impact:

We inspire and mentor students, advance healthcare professionals and provide health and wellness care in our clinics.

Interconnectivity:

We extend our reach into the community and turn our scholarship into action through partnership.

Inclusiveness:

We embrace multiple perspectives.

Vision Statement



An inclusive and engaging Academic Health Center that advances excellence in health education, research and care to benefit the quality of life for all people.

Elements of Success

The UDCHS Strategic Plan is based on the formative principles integral to the University of Delaware strategic planning process:

- Through Education, we are enhancing the success of our students.
- Through our Education, Research, Patient Care and People, we are investing in our intellectual and physical capital.
- As a result of our Education, Research and Patient Care, we are strengthening interdisciplinary and global programs.
- By virtue of our Research, we are fostering a spirit of innovation and entrepreneurship.
- By engaging our Community and investing in our People, we are building an environment of inclusive excellence.

Education

Immersive Learning
Inter-professional Training

Research

Community-based Research
Capacity and Infrastructure

Patient Care

Evidence and value-based Services
Person-centered Care

Community

Economic Impact
Community Engagement

People

Workforce
Learning Environment

Cross Walk of UDCHS Strategic Plan With UD Strategic Planning Priorities

1. Enhancing the success of our students	2 Strengthening interdisciplinary and global programs	3. Building an environment of inclusive excellence	4. Fostering a spirit of innovation and entrepreneurship	5. Investing in our intellectual and physical capital
<p>Offer creative and innovative cross disciplinary programs that translate knowledge into practice through experiential opportunities that drive and inspire changes in research, education and clinical care delivery.</p>	<p>Grow the Center for Global Health and develop our study abroad and winter term experiences to enhance clinical and team-based learning all over the globe.</p>	<p>Create pipeline programs in middle schools and high schools to expose underrepresented minority students to opportunities in health sciences.</p> <p>In progress</p> <p>Teach courses in high schools for dual credit in high school and at UD.</p> <p>Host and facilitate an annual Health Sciences summer camp for low-income minority students in a weekly health sciences immersion program.</p>	<p>Expand and enhance the First Step Grand Challenges program with interdisciplinary teams that extend to the other Colleges and enhance the student experience with entrepreneurial development.</p> <p>-Certificate program in Innovation and Entrepreneurship</p>	<p>Culture Shift on Space – from silos to “collision” spaces where innovation happens. Create functional spaces that encourage group collaboration in education, research and delivery across the University.</p> <p>STAR Tower August 2018</p>
<p>New programs under development</p> <p>Applied Molecular Biology and Biotechnology</p> <p>a. Epidemiology and Biostatistics</p> <p>b. Informatics/Data Analytics</p> <p>c. Public Health</p>	<p>Under development</p> <p>Create a scholarship program so that all students in UDCHS complete a study abroad as part of their college experience. Some study abroad experiences but not limited to:</p> <p>-Africa</p> <p>-New Zealand</p> <p>-Peru</p>	<p>In progress</p> <p>Increase diversity and cultural competency across the College in students, faculty and staff.</p>	<p>Develop the DHSa, LLC as an innovation hub for cross institutional collaboration in new designs in health and healthcare with particular emphasis on the triple aim; improving the patient experience of care, improving the health of populations and reducing the per capita cost of healthcare.</p> <p>-collaboration across DHSa, Delaware Bio and other strategic partners in biopharmaceuticals</p>	<p>Enhance new areas of innovation across UD with focused cluster hires that reach across the campus and across our partnering institutions in strategic areas: Bioinformatics, Neuroscience, Population Health and Biostatistics, Environmental Health, Genomics, Biopharmaceuticals and Biomarkers.</p>
<p>Work with state, clinical partners and industry collaborators to redesign curriculum to foster the development of the next generation of healthcare leaders.</p> <p>-Works with the Biden Institute on Health Policy</p>	<p>Foster programs of study that allow students to choose courses from across UD and partner institutions to give them the background and training they need to be successful; such as health sciences students taking business courses, theatre courses, sociology courses, language courses, English and writing courses.</p>	<p>Work with the University, clinical community, industry partners and local communities to enhance health equity in the state of Delaware.</p> <p>-Partnership for Healthy Communities</p>	<p>Develop a physical innovation and simulation space on the STAR Campus that facilitates a broad range partnerships across academic, clinical, business and government entities to create next generation solutions.</p> <p>STAR Tower August 2018</p>	<p>Invest in joint hires across the University and with our strategic partners in strategic interdisciplinary areas with demonstrated areas of impact to increase excellence.</p>

Education

We enhance the success of our students by supporting educators and students through a culture of experiential learning and exploration, and encouraging individuals to continue to stretch the boundaries of health sciences education into real-world settings. We invest in our intellectual and physical capital as well as “big data” and digital technologies to prepare future health leaders in evidence-based care, translational research and population health management. And we strengthen our interdisciplinary and global programs to meet the opportunities of an inter-connected world.

Educating undergraduates, graduates, post-doctoral students and working professionals requires immersive, innovative teaching that is delivered when and how individuals can best receive it. Our education platform includes the community classroom and the digital classroom, and embodies a culturally-competent curriculum and groundbreaking inter-professional training for students of all ages.

Education

Goals

- A. Focus on relevant and interactive curricula within and across academic disciplines, and mentor students to broaden their perspective and initiate real-world solutions to future societal needs.
- B. Increase inter-professional learning opportunities and integrated, interdisciplinary curricula — from general educational core requirements through capstone courses — to address healthcare's grand challenges.
- C. Offer community-based teaching that merges theory with immersive learning for traditional and nontraditional student learners.

Education

Priorities

1. Provide infrastructure and resources to support year-round health professions education as well as translational healthcare training programs for undergraduate and graduate students to infuse greater diversity into the curriculum and provide an opportunity for college learners to work in local, national and international settings.
2. Strengthen reciprocal relationships with external partners and institutions to provide residency training programs, mentorships, preceptorships and research training opportunities.
3. Determine the feasibility of expanding areas of study across the healthcare continuum through internal growth or by partnering with other organizations.

Education

Immersive Learning

Cultivate a culture and environment that instills trust, encourages inclusion and respect and drives change and innovation.

Tactics:

- I. Provide multidisciplinary clinical and research experiences for students through internships, externships, mentorships and preceptorships.
- II. Enhance cultural competency education by strengthening interdisciplinary and global programs, creating scholarships so that all students can participate in a study abroad experience and hosting diversity and inclusion speakers.
- III. Expand opportunities for students to work throughout the State and surrounding communities through population and community health initiatives.



Student opportunities include:
H-Pop Scholars, Clinical Health Scholars
Corey's Harness House, YMCA Harness
Design Studio/Innovation Lab/Wearable technology
Healthcare Theatre
Go Baby Go Cars and Café
Avkin
SenSole Shoe for Parkinson's research
Collaborations with UD Athletics, '87ers



The new Communications Sciences and Disorders Master's program gives students a multidisciplinary experience of research, education and care through the Speech Language and Hearing Clinic and community-based practicum hours.

Education

Inter-Professional Training

Increase inter-professional learning opportunities and integrated, interdisciplinary curricula, including community-based teaching.

Tactics:

- I. Initiate a community-based educational training opportunity for students.
- II. Complete feasibility studies and consider investments in selected new programs focused on community and emerging societal health issues.
- III. Work with other UD Colleges to hire faculty into one or more departments (focused cluster hires) based on shared, interdisciplinary research interests to advance faculty diversity as well as teaching, research and community engagement.



From our first Ph. D. graduate in Medical Sciences (above) to our newest undergraduate major, Applied Molecular Biology and Biotechnology, UDCHS is investing in the biotechnology industry and promoting the flexibility these degrees give our students for the future.

Research

Innovations in life and health sciences research are accelerating advancements in health care education and care at an exponential rate. We continue to contribute new discoveries in our core strengths, including complementary, rehabilitative and comprehensive care, health coaching, nutrition counseling, exercise counseling, behavioral health counseling, speech language hearing therapy, physical therapy, specialized disease management and nurse managed primary care. We explore new areas to drive advancements, ranging from bioinformatics and data analytics to pharmacy and public health, that will be significant in the next generation of health care research.

We foster a spirit of innovation and entrepreneurship, and invest in people, technology and infrastructure to support community-based translational and basic science research. Through shared resources and by working with strategic partners, we address the grand health care challenges of our time and transform ideas into both societal and economic benefit.

Research

Goals

- A. Expand basic and translational areas of research where the College and University can have the greatest impact.
- B. Partner with experts from across the University of Delaware, community, and partner institutions across the state and region to accelerate innovations, faculty collaboration and community-based research.
- C. Leverage intellectual property opportunities through access to space, capital, counsel and connections to accelerate faculty, staff and student's ideas to market, form partnerships and create innovative businesses.

Research

Priorities

1. Increasing excellence through targeted, disciplinary hires.
2. Foster translational science research and collaboration through the creation of focused clusters and co-location of investigators.
3. Recruit PhD students and support post graduate education, training and basic science research.
4. Connect with other organizations and Delaware Health Sciences Alliance (DHSA) partners to augment community-based research capacity, collaboration and capabilities locally, regionally, nationally and internationally.

Research

Capacity & Infrastructure

Expand STAR Campus space and infrastructure to accelerate innovations, faculty collaboration and community-based research.

Tactics:

- I. Expand and enhance programs for the launch of the STAR Tower by fall of 2018 for continued community impact
- II. Working with UD administration and on-campus partners, create a Master Facility Plan for the STAR Campus, including research, clinical and education space that promotes safety, quality and collaboration and integrated technology infrastructure with appropriate information security, privacy and capacity.
- III. Work with campus partners to better support research administration, particularly with regard to data management and reporting.



New Department Chair of Kinesiology and Applied Physiology, John Jeka, showcases the new Virtual Reality Cave that focuses on the control of locomotion and balance through multidisciplinary research teams for concussion, vestibular loss, Cerebral Palsy, Parkinson's Disease and aging.

Research

Community-based Research

Connect with campus partners, external organizations and Delaware Health Sciences Alliance partners to augment community-based research capacity, collaboration and capabilities locally, regionally, nationally and internationally.

Tactics:

- I. Consider new areas of translational research, such as biomedical informatics, neuroscience and population health to keep up with community health challenges.
- II. Develop cooperative research alliances with UD, DHSA partners and other institutions/organizations.
- III. Implement programs for Principal Investigator (PI) training, mentorship and research-related workshops to increase the number of PIs applying for extramural support, diversify the funding stream, grow scientific partnerships around specific areas of shared substantive interests and technologies/methodologies.



Research in stroke comes from a multidisciplinary team approach. One of the main areas of focus is training stroke patients how to practice simulated "trip and slip" recovery so it allows community members to have better mobility and balance overall, while being more active in the community.

Patient Care

Changes in the way healthcare is and will be delivered in the future will continue to evolve. We remain cognizant of the triple aim goals for healthcare improvement: improving the patient experience of care, improving the health of populations and reducing the per capita cost of healthcare.

We continue to stay on the forefront of person-centered care process improvement, including quality, efficiency and patient and family satisfaction by investing in our intellectual and physical capital. It is equally important to remain vigilant in exploring and taking advantage of new technologies and innovations while continuing our concentration on high touch, personalized and compassionate care. With a focus on enhancing an efficient, team-based model of care that involves providers, patients and their caregivers, we exemplify a continuum of value-based services that shapes a sustainable model for comprehensive care in academic health centers.

Patient Care

Goals

- A. Model education-driven, research-based, high-quality, integrated, coordinated, comprehensive person-centered care and expand health services to serve underserved populations in New Castle, Kent and Sussex counties.
- B. Invest in clinical, service, education and research innovations that create sustainable differentiation, value and improve patient experiences and student education opportunities.
- C. Increase community health education efforts and communications, driven by community needs and UDCHS expertise.

Patient Care

Priorities

1. Enhance accessibility and innovative care for people across the lifespan that achieves proven differentiation in outcomes and patient experiences.
2. Improve the health of the population through delivery of an integrated, evidence- and value-based model of care across a variety of settings that also engages, encourages and empowers patients, family members and caregivers to participate more in their health and well-being.
3. Partner with strategic organizations to meet the needs of patient populations across the care continuum and support the education and research needs of future health care leaders and innovators.

Patient Care

Person-centered Care

Provide high-quality, integrated, coordinated, comprehensive person-centered care

Tactics:

- I. Create pathways to improve continuity of collaboration and communication between members of all care teams and patients, families and caregivers.
- II. Develop and emphasize unique, integrated, coordinated and comprehensive care models that support education, research, innovation and the superior outcomes that result from this multi-disciplinary care integration.
- III. Promote UDCHS faculty and staff as thought leaders in innovative educational programs, research activities and clinical care initiatives.



*Current services offered at the
Nurse Managed Primary Care Center:*

Nutrition Counseling

Health Coaching

Exercise Testing and Counseling

Behavioral Health Services

Care Coordination

Concussion Clinic

Parkinson's Clinic

Chronic Disease Management

Patient Care

Value-based Services

Improve the health of the population through delivery of an integrated, value-based model of care across a variety of settings.

Tactics:

- I. Complete a feasibility study to develop additional STAR Health partner locations.
- II. Promote STAR Health and the UDCHS-based University Employee Health & Wellbeing service model to organizations throughout the state.
- III. Increase the number of visits to the Nurse Managed Primary Care Center, Delaware Physical Therapy Clinic and Speech Language Hearing Clinic to meet community and referral provider demand.



Telemedicine is used for the Parkinson's Clinic at the Nurse Managed Primary Care Center



The Speech Language and Hearing Clinic treats children to older adults



**Employee Health
& Wellbeing**

Now a part of the College, UD Employee Health and Wellbeing is a catalyst for wellness at the University and a model for the community.

Community

The overall health of a community is determined by behavioral, cultural, environmental and societal factors – in addition to genetics and accessibility of quality health and medical services. We engage our local community to join our population health improvement efforts. We build on the many positive health-based relationships we enjoy on and off campus and establish new alliances throughout Delaware.

As an Academic Health Center for the state of Delaware, we seek sustainable development and inclusive, collaborative approaches to achieving health care services capacity and accessibility across the entire state, address the aging population as well as urgent and chronic health issues, and educate the next generation of health leaders. We support programs, services, policies, and projects with the highest potential to reduce health disparities, decrease costs, prevent disease and improve the health and wellbeing of the populations we serve.

Community

Goals

- A. Improve the health of all Delawareans through education, research, care, service, and innovation.
- B. Be a trusted and respected partner/workforce development thought leader for community members, community organizations, support groups and health professionals.
- C. Drive population health and well-being practices in the local, regional and global community and workplace.
- D. Drive policy in state government and insurance companies through developing research and innovation with biopharmaceutical and other industry partners for economic impact and workforce development.

Community

Priorities

1. Lead community engagement and health education and research activities across the College and University and in partnership with support groups and community members.
2. Highlight the economic impact of the College's education, research, clinical and community efforts, locally, regionally and globally.
3. Regularly seek community, state government and alumni stakeholder input for advocacy of College priorities through advisory councils, events, partnering opportunities and electronic communications.

Community

Community Engagement

Coordinate community engagement and health activities across the College and University and in partnership with support groups and community members.

Tactics:

- I. Conduct a biennial community awareness/ perception/health status study.
- II. Partner with other UD colleges and community organizations in the development of community-based health models that promote evidence based education and safe, excellent patient care.
- III. Increase the number of UDCHS faculty, staff and students participating in community agencies/organizations.



UDCHS partners with Chef Robbie Jester to teach healthy cooking demonstrations to the Newark community.



STAR Health hosts the annual Nutritious Newark Cook Off in partnership with local restaurants. The chefs in each restaurant team with a UDCHS dietician to compete to create a dish that community votes on to win "Best Presentation", "Most Creative" and Tastiest Dish in Newark".

Community

Economic Impact

Quantify and promote the economic impact of the College's education, research, clinical and community efforts.

Tactics:

- I. Publish a biennial health economic impact study for the College's educational, research, clinical programs and Alumni in the state and region.
- II. Expand UD's Commitment to Delawareans with programs and services that engage Delaware residents and its business community.
- III. Encourage and empower out-of-state UDCHS graduates to remain in Delaware and contribute to the state's health economy.



UDCHS launched a health and wellness program with the New Castle County Chamber of Commerce. The program includes access to health coaches, exercise counseling, nutrition counseling, behavioral health services, monthly lunch and learns, a Know Your Numbers event and a health risk assessment to promote wellness and prevention for better health outcomes at lower cost.



Community members participate in a variety of research studies at the STAR Health Sciences Complex that measure the impact of exercise on cardiovascular and chronic disease.

People

Our most important asset is our people. Their talent, experience, intellect, passion and commitment are the heart that will enable us to achieve our vision. We harness the creativity, passion, ambition and discipline of our workforce by providing a supportive learning environment of inclusive excellence that inspires individual and team success.

We continue to explore and provide new ways to help our faculty, staff and students grow and collaborate. From on-boarding and training/recognition programs to personal health and well-being efforts, we strengthen our commitment to diversity in every aspect, and celebrate the achievements of people in every role within the College. We extend these efforts to include our growing number of alumni in order to set a new direction in healthcare through education, research, care, service and innovation.

People

Goals

- A. Recruit and retain excellent faculty, students and staff.
- B. Elevate diversity and inclusion in all regards as an essential component of the College's mission and vision.
- C. Cultivate a culture and environment that encourages inclusion and respect, promotes career advancement through a lifelong learning environment and leads the way in change and innovation.

People

Priorities

1. Provide programs and systems that empower individual, team and institutional excellence.
2. Establish processes and services that cultivate cultural competency, inclusiveness and value multiple perspectives.
3. Through the Office of Development & Alumni Relations and Career Services, invest in faculty, staff, undergraduate and graduate students and alumni through education, research and partnership opportunities.

People

Workforce

Recruit and retain excellent faculty, students and staff.

Tactics:

- I. In partnership with the Provost's office and other UD colleges, recruit faculty with excellence in education and research to create interdisciplinary, experiential opportunities for students and drive enrollment growth.
- II. Enlist current student participation in K-12 initiatives, mentorships, affinity and pipeline programs, research, and summer camps.
- III. Encourage staff to broaden their skills, create opportunities and impel excellence.



The new faculty and staff reception in the fall of 2017 showcased all the new hires that touch research, education and care throughout all departments of UDCHS.

People

Learning Environment

Cultivate a culture and environment that inspires trust and encourages inclusion and respect that drives change and innovation.

Tactics:

- I. Instill a cultural commitment to excellence through development of a consistent process improvement tool.
- II. Engage all employees through consistent communication, respect and organizational practices that incorporate diversity training and education.
- III. Explore agreements and create partnerships with area primary, secondary and higher education institutions to create experiential learning opportunities.



The Inaugural Health Sciences Summer kicked off during the summer of 2017. Low-income and minority students from high schools in all three counties throughout Delaware participated in the week-long, on-campus camp to see everything UDCHS has offer.



First Step teams participate in a year-long program to solve societal, environmental and health grand challenges. These interdisciplinary teams compete for money to turn their ideas into a reality.

Appendix

Appendix

Growing Academic Excellence

- The UDCHS undergraduate student population has grown 34% since 2010 with 644 net new students over all programs.
- More students across the University are taking UDCHS courses (57% increase since 2010).
- The graduate student population has grown 52% since 2010 with 175 net new students over all programs.
- The College has added six new graduate programs since 2010.



Academic Activity	2010	2011	2012	2013	2014	2015	2016	2017	2018	FY10-18 %Growth
Undergraduate Student (count)	1,912	1,929	1,986	2,168	2,365	2,543	2,515	2,510	2,556	34%
Graduate Student (count)	334	361	367	389	403	405	440	498	509	52%
Instructor College of Record (credit X student)	37,413	39,489	42,905	46,427	52,264	55,195	57,902	58,759	NA	57%
Graduate Programs	9	10	11	12	13	13	13	15	15	67%

Appendix

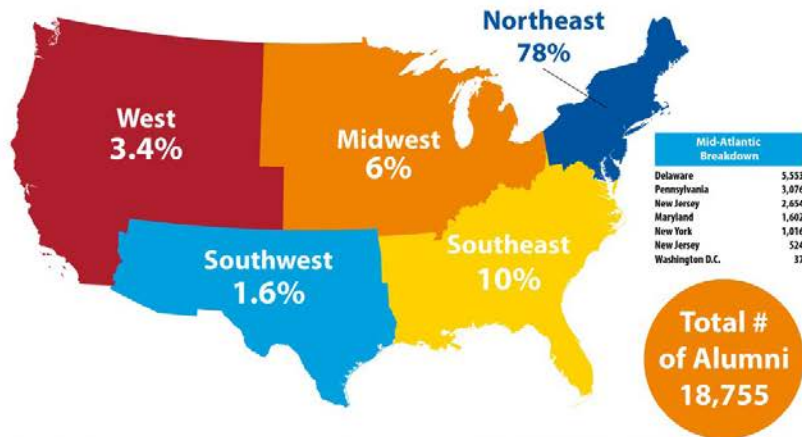
Investing in the Next Generation of Healthcare Professionals

The cumulative growth of graduate programs between 2010 and 2021 (projected) is 133%.

Doctoral Programs	Master's Programs
Applied Physiology (2011)	Health Coaching certificate (2014)
Nursing Sciences (2012)	Speech-Language Pathology (2016)
Medical Sciences (2013)	Epidemiology (2020)
Nursing Practitioner (2017)	Pharmacology & Exp. Therapeutics (2021)
Speech-Language Pathology (2019)	
Behavioral Health and Nutrition (2019)	

Appendix

Percentage of CHS Alumni by Region



Percent of CHS Alumni by Department



Highest Metropolitan Statistical Areas

Philadelphia - Wilmington - Atlantic City, PA-NJ-DE-MD	8,143
New York - Northern New Jersey - Long Island, NY-NJ-CT	2,648
Washington - Baltimore, DC-MD-VA-WV	1,648
Dover, DE	905
Boston - Worcester - Lawrence, MA-NH-ME-CT	313
Lancaster, PA	194

Appendix

Creating a National Reputation

UDCHS has one of the highest employment rates of all the UD colleges, and the College's students are being accepted at some of the most prestigious graduate programs in the country.

High visibility programs:

- PT: #1 in the U.S.
- Nursing: #2 most popular major at UD
- Exercise Science: #4 most popular major at UD
- BIOMS: #6 in the U.S.
- KAAP: #13 in the U.S.
- CSCD: goal to be the first new program ranked in the top 25



Appendix

Building an Environment of Inclusive Excellence

Inclusiveness is critical for health sciences cultural competency. UDCHS undergraduate and graduate programs train students to be on the front line, providing direct services to a diverse national and global population. Students encounter countless cultural differences among their patients and are being prepared to provide empathic and flexible care to meet their needs.

Current College-wide Activities:

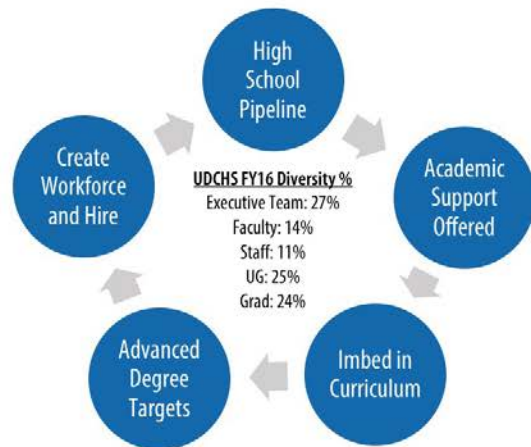
- Pipeline initiatives: Dual-credit course offerings, Health Sciences Summer Camp, Newark High School mentoring program and HOSA annual conference in health science careers
- Diversity & Inclusion Speaker Series
- Diversity & inclusion working group
- Faculty and staff diversity & inclusion training
- Expanded diversity & inclusion communications to faculty, staff and students
- Collaboration with Minority Association of Pre-medical Students (MAPS)



Appendix

Building an Environment of Inclusive Excellence (continued)

UDCHS has established outreach programs to proactively recruit underrepresented high-potential students from both regional and national high schools and middle schools, engaging potential applicants at an early age in topics ranging from global health to personal wellness.



Appendix

Growing Research Portfolio & Funding

Research expenditures have grown 382% in the past seven years and funding is anticipated to increase or even accelerate over the next several years with the addition of new space on the STAR Campus.

Research Excellence	2010	2011	2012	2013	2014	2015	2016	2017	FY10-17 %Growth
Research Expenditures	4,145,144	5,738,265	7,684,935	9,693,209	11,157,665	15,895,155	17,032,185	19,962,508	382%
Total Proposals	57	79	114	113	86	150	159	173	204%
Active Awards	16	26	36	38	40	52	48	53	231%

Appendix

Growing Research Portfolio & Funding

Most recently, UDCHS has received 54 new awards, representing the successes of 38 different principal investigators.

Program project grants

Award	Current Award Dates	Total Funding
Delaware INBRE	2014-2019	\$23.2m
BADER	2011-2017 (1 yr extension-2018)	\$19.7m
CTR	2013-2017	\$28.3m
COBRE	2016-2021	\$11.6m



Appendix

Growing Research Portfolio & Funding

Select ROI Grants

Award	Current Award Dates	Total Funding
(KAAP) Adverse Neurogenic Actions Of Dietary Salt	2016-2020	\$2.7m
(Nursing) African American Families Fighting Parental Cancer Together	2016-2021	\$2.9m
(Nursing) Reducing Health Disparities In SMI [Seriously Mentally Ill], Rural And Minority Populations	2016-2020	\$1.1m
Neuromuscular Training	2011-2017	\$2.5m
(PT) ProWalks (Stroke)	2016-2021	\$4.8m
Hip Impairment	2016-2018	\$2.9m
Sub-Concussion	2017-2022	\$3.8m
Salt	2017-2022	\$3.0m

Appendix

Investing in Intellectual and Physical Capital – Faculty Growth

In the last four fiscal years the percentage change in number of faculty is 5%, 11%, 8% and 16% respectively, correlating to the growth in student numbers.

Academic Activity	2010	2011	2012	2013	2014	2015	2016	2017	2018	FY10-18 %Growth
Faculty Total	102	92	93	98	101	106	118	128	148	45%
Tenure/Tenure Track	76	68	68	71	70	75	81	87	93	22%
Continuing Track (Clinical Growth)	14	11	14	17	17	15	17	29	45	221%
Temporary	12	13	11	10	14	16	20	12	10	-17%

Appendix

STAR Campus Impact Examples

- **State Level Impact:** 23 tours with the Secretary of State's Office, state legislators and members of the Congressional delegation.
- **Diversity and Pipeline Impact:** 12 experiential learning days with elementary, middle and high school students (Brookside Elementary, Freire Charter School, Middletown High School and more).
- **Pipeline Impact:** HOSA (Health Sciences Conference) with 550 Delaware high school students from all three counties over UD's spring break.
- **Community Impact:** Nutrition Newark Cook-Off (over 600 people), Chrysler Retiree Event (400 people), Health Expo (400 people) and two bill signings with the Governor.
- **Key meetings held on a recurring basis:** DIMER, Delaware Center for Healthcare Innovation, Diabetes Intervention classes, Delaware Chapter of the American Stuttering Association, Delaware Medical Reserve Corps Training classes and more.



From January of 2014 to September of 2017 on the STAR Campus:

Prescheduled tours: 663

Community meetings: 274

Events: 308

Total tracked attendees: 16,489

Appendix

A Typical Day in the Life of STAR: Thursday, February 16, 2017

A typical day in the life on the STAR Campus, a place the community can come be a part of research, education, care and innovation with real-world impact:

- 62 eighth graders and their teachers spend the day as part of High School Pipeline Learning Day
- 50 primary care professionals learn from the Healthcare Theatre team as they take part in a Workforce Training Curriculum, funded by a state grant to UDCHS
- 240 patients are served in clinics
- 265 undergraduate and graduate students study at STAR
- 42 active research studies



Appendix

Investing in Intellectual and Physical Capital – Facilities

The STAR Health Sciences Complex opened in 2014 with 100,000 sq./ft. of space dedicated to research, education and clinical care. The space has allowed UDCHS to grow collaborations across the University of Delaware and community and enhance current inter-professional team delivery of healthcare by:

- Strategically connecting different types of provider partners
- Employing technology to enhance effectiveness and efficiency of healthcare offerings and training
- Creating innovation space where researchers create and discover next generation advances in healthcare delivery
- Immersing students in this environment to interact, learn and lead.



The STAR Campus has allowed UDCHS to:
Engage the community in meaningful ways
Double PT enrollment
Start new programs (CSCD, grad programs)
Provide new clinic offerings
Expand research
Grow the number and quality of faculty hires

Appendix

Future Innovation and Entrepreneurship at STAR

The STAR Tower will be a collaborative building that will train the next generation of healthcare professionals, serve the community and work with industry partners to make the newest innovations in healthcare. The STAR Tower will include:

- Healthcare innovation spaces
- Health Innovation Design Lab & Maker Space
- Virtual Reality Cave
- Simulation Apartment
- Augmented Reality Simulation Suite
- Child Nutrition Lab
- Demonstration Kitchen
- Communications Sciences and Disorders research space
- Touch down spaces to enhance collaboration
- Person-centered team based wellness spaces
- Executive conference rooms
- Audio and Atrium collision space



Appendix

Economic and Community Impact

According to the Federal Bureau of Labor Statistics, employment of healthcare occupations is projected to grow 19 percent from 2014 to 2024, adding about 2.3 million new jobs. Healthcare occupations will add more jobs than any other group of occupations. This growth is expected due to an aging population and federal and state health insurance reforms that increase the number of individuals who have access to health insurance. The most recent data available shows, locally, healthcare practitioners, technical occupations and healthcare support occupations ranks number one in Delaware for employment with 42,750 jobs in 2016; up over 2,100 jobs from 2015. Delaware will feel this job growth even more than most states over the coming years due to its favorable ranking in terms of affordability for seniors.

UDCHS is well positioned to be one of top economic development drivers for the State of Delaware through workforce development, research, innovation, and partner impact.





College of Health Sciences

To learn more, please visit:

chs.udel.edu

Kathleen S. Matt, PhD

Dean

(302) 831-8370

ksmatt@udel.edu