



STRATEGIC PLAN 2023 - 2028

COLLEGE OF
HEALTH SCIENCES

DEPARTMENT OF PHYSICAL THERAPY



ABOUT UD PT

The University of Delaware stands as one of the nation's oldest universities, distinguished by its rare combination of Land, Sea, and Space Grant missions. Recognized by the Carnegie Foundation for the Advancement of Teaching, the university holds the prestigious classification of a research university with very high research activity. This distinction is bestowed upon less than 3% of colleges and universities across the United States.

Doctor of Physical Therapy program (DPT)

Our physical therapy program boasts a rich history dating back to its establishment in 1974. Our program has grown considerably in this time and is now at the forefront of physical therapy education and research, driving innovation in the field. Our commitment to excellence has led to numerous achievements, including the top-ranking Doctor of Physical Therapy Program, the training of over 90 PT-PhD clinician-scientists and 25 years of continuous funding for the NIH-T32 Predoctoral Training program, the establishment of post-professional residency and fellowship programs, and over 25 years of running one of the state's premier physical therapy clinics.

Housed in the Health Sciences Complex at the STAR (Science, Technology, and Advanced Research) Campus, our renowned faculty prepare students to become entry-level practitioners capable of specializing in various areas or seamlessly transitioning into graduate studies with a focus on research. Clinically oriented courses draw extensively from primary source research alongside traditional theory and practice, providing students with a robust foundation in basic science and the essential skills for effective physical therapy practice.

The integration between didactic courses and clinical practice is seamlessly facilitated through our on-site PT clinics, which serve as a cornerstone of our program. Recognizing our position within a state-supported institution, we acknowledge our duty to address the evolving physical therapy needs of Delaware continually. As a proud member of the College of Health Sciences, we remain agile in responding to the changing landscape of healthcare, fostering partnerships throughout the state. In an era emphasizing interdisciplinary collaborative healthcare, we actively enhance student learning, promote research diversity, and provide

About Continued

opportunities for post-professional training. **Biomechanics and Movement Science program (BIOMS):**

The PhD program in Biomechanics and Movement Science (BIOMS) at the University of Delaware is known for its rigorous curriculum, world-class faculty, and state-of-the-art research facilities. Students in the program have the opportunity to work closely with faculty members who are leaders in their respective fields and to conduct cutting-edge research in areas such as gait analysis, motor control, musculoskeletal biomechanics, and rehabilitation engineering. The BIOMS program comprises faculty from the Colleges of Arts & Sciences, Engineering, and Health Sciences who use an interdisciplinary approach to create a diverse educational and research environment. Since its inception, the PT faculty have trained more than 90 PT, PhD clinician scientists in BIOMS program. These clinician-scientists are on faculty at most of the premiere DPT programs in the country and lead the way in physical therapy research around the world.

UDPT CLINICS

Our therapy clinic is one of the state's premier outpatient clinic providing a unique environment where physical therapists, students, and researchers work together to implement cutting-edge treatment to patients from the University and the surrounding community. A comprehensive, community-accessible facility, offering a full range of professional services, our clinic serves as a

valuable educational and research platform for our faculty and students. In addition to providing experiential learning to our students, our clinic houses two post-professional physical therapy residencies in Sports and Orthopaedic physical therapy, a Neurologic Physical Therapy residency in conjunction with The Johns Hopkins Hospital, and an 'in-house' fellowship in Orthopaedic Manual Physical Therapy.

Residency/Fellowship

Residencies are dynamic learning experiences exposing the learner to various practice models both in and outside the Delaware Physical Therapy Clinic. Our residency programs are committed to developing competent physical therapy specialists via mentored clinical experiences with recognized clinical experts in their respective fields. The programs are dedicated to providing interactions with health professionals in overlapping practice areas in the specialty field. Upon completion of residency training, residents are prepared to successfully complete the American Board of Physical Therapy Specialties exam in the respective specialty area.

- **Sports Physical Therapy:** Residents treat patients, observe in the office and operating room with local orthopedic surgeons, and receive mentored clinical practice in a variety of areas including evaluation and treatment of non-operative athletes, on field management of athletic injuries and rehabilitation of athletes off the field. Teaching opportunities in the DPT program include assisting with musculoskeletal evaluation and treatment, and rounds. Certification courses are also provided for Emergency Medical Responders.



About Continued

The residency may also include mentoring in clinical supervision of DPT students (2:1 CI model).

- **Orthopaedic Physical Therapy:** Residents treat patients, observe office and surgical procedures with local orthopedic surgeons, and receive mentored clinical practice in a variety of areas including evaluation and treatment of the spine, upper and lower extremities, and hand therapy, as well as ergonomic evaluation, and joint arthroplasty. Teaching opportunities in the DPT program include assisting with Musculoskeletal Evaluation and Treatment, Rounds, and Spine Management. The residency may also include mentoring in clinical supervision of DPT students (2:1 CI model).
- **Neurologic Physical Therapy:** The Johns Hopkins and University of Delaware Neurology Physical Therapy Residency Program provides clinical education experience to residents. Additionally, residents are mentored on being a clinical instructor for the supervision of entry-level University of Delaware DPT students (2:1 CI model),

assisting with neurophysiologic evaluation and treatment in a lab setting, and presenting a patient case at the rounds case presentation to the DPT students.

- **Orthopaedic Manual Physical Therapy (OMPT) Fellowship:** Currently only open to UD Clinical Faculty, our OMPT Fellowship is a part time program for individuals who have complete an accredited residency program or have a board certified clinical specialist certification that would like to further their education in the area of Manual Physical Therapy. Upon completion of the program, the fellow will be eligible for application to become a Fellow of the American Academy of Orthopedic Manual Physical Therapists through AAOMPT. This program is a combination of didactic classes and hands on clinical education over 2 years. We are committed to the development of highly specialized physical therapists that will be prepared to become leaders in their area of practice. Fellows will be required to participate in 1:1 clinical mentoring in our Sports and Orthopedic clinic, complete mentored scholarly activity such as a professional presentation or publication and participate in didactic classroom activities that will include both lecture and laboratory components.





BUILDING OUR SUCCESS

Housed within the College of Health Sciences, the Department of Physical Therapy (UDPT) is located in the Health Sciences Complex on the STAR Campus at the University of Delaware. UDPT has an extensive history of excellence in interdisciplinary education, patient care, and research as evident by the #1 ranked Doctor of Physical Therapy Program, five residency and fellowship programs, two interdisciplinary PhD programs in Biomechanics and Movement Science and Neuroscience, and the State's premier outpatient clinic. Renowned faculty and staff prepare diverse graduates to be movement experts, knowledge generators and/or implementation champions, and change agents. Through these activities, we strive to advance physical therapy education, research, and practice.

The COVID-19 pandemic has afforded UDPT ample opportunity to reflect on the challenges facing physical therapy education, our profession, and health care delivery. We initiated strategic planning back in February 2020, and despite interruptions created by the pandemic, we pushed forward with our processes to ensure that we continue to meet the needs of the people we serve. A strategic plan workgroup was formed

to create a crosswalk from the University's strategic plan and to identify stakeholder groups to further inform our process. Guided by stakeholder feedback, continued monthly discussions and with ongoing feedback from our faculty, a new strategic plan was created.

Underpinning our department and this strategic plan is a firm commitment to prepare all our learners for an interconnected and diverse world and health care landscape. We embrace cultural humility and inclusive educational, clinical, and social environments, and truly believe that our profession of physical therapy is enriched by the contributions and full participation of people from different backgrounds. With May 2023 marking the official end of the pandemic, UDPT has emerged prepared to systematically address the challenges identified. Our plan will guide UDPT over the next five years in building sustainable partnerships with the community and foster graduates that are movement experts, knowledge generators/translators, and change agents and ultimately fulfill our mission.

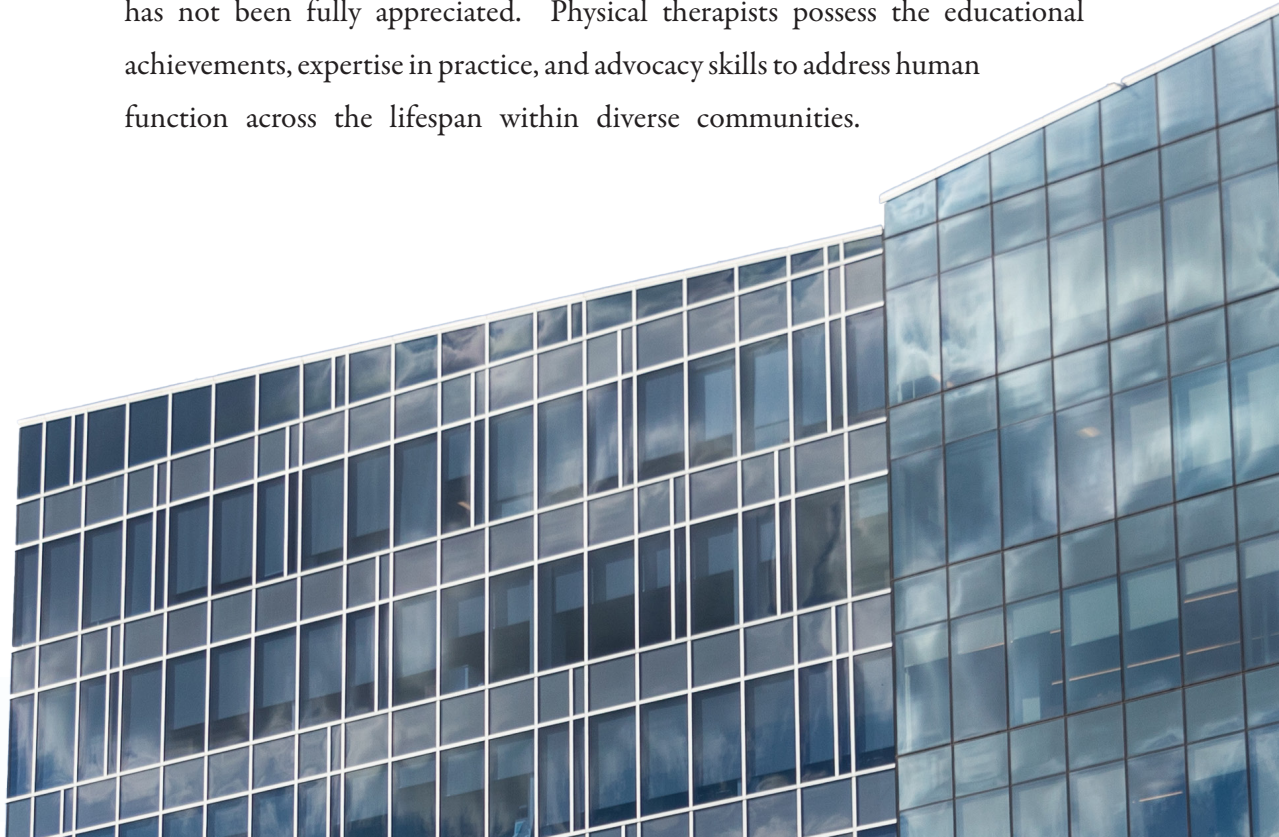
MISSION

The mission of the Department is to optimize quality of life and human function by transforming physical therapy. We advance our mission by:

- Providing inclusive and ground-breaking entry-level and post-graduate education.
- Fostering knowledge generation by leading federally funded research and knowledge translation to impact physical therapy practice.
- Providing experiential learning and service opportunities in the education of the next generation of clinicians, researchers, and leaders of our profession.

ADVANCING OUR MISSION

UDPT'S Strategic Plan is modeled after our University's in that, it too, is truly a living document that will continually evolve so that we may fully meet the needs of the people we serve. We have taken the University's five pillars and built a plan that keeps our focus on our key initiatives identified throughout our faculty planning: (1) practice, (2) equity, (3) value, and (4) influence. Clinical chaos stems from unwarranted variation in *practice*. By generating new knowledge and translating knowledge into practice and applying the best evidence to unique patient circumstances, physical therapists can optimize outcomes while simultaneously bridging silos and engaging in meaningful collaborations with key stakeholders. Health *equity* is compromised by structural and systemic barriers, geographic workforce shortages, and implicit bias. Physical therapists are uniquely positioned to address many of these obstacles to care and help minimize the extent of health inequities. The perceived *value* of physical therapy to decrease pain, increase function, maximize patient outcomes while reducing healthcare expenditures has not been fully appreciated. Physical therapists possess the educational achievements, expertise in practice, and advocacy skills to address human function across the lifespan within diverse communities.



Mission Continued

Lastly, physical therapists must emerge as champions and advocates actively invested in solving the complex challenges facing our communities and the healthcare enterprise. Using the lived experience of patients, physical therapists can *influence* efforts to build more structurally and culturally responsive practices that value human variation. From these initiatives, we have charted a course to fulfill our department's mission and contribute to the University of Delaware's significant and lasting progress under each of its strategic pillars.

UDPT has expanded efforts to *enhance our students' access and success* through the recruitment and preparation of diverse graduates who are committed to be movement experts, knowledge generators and/or implementation champions, and change agents. Our internationally renowned faculty content experts, teaching in their specialty area, are committed to the education of our learners. Faculty and staff provide the knowledge, skills, and attributes required to be a healthcare professional and model the commitment to service leadership to patients/clients and the profession to positively influence the health of society. We are committed to providing and establishing new research opportunities in our clinical and community settings that engage diverse teams. UDPT fosters a person-centered, evidence-informed care approach that positions physical therapists as the healthcare providers of choice for the optimization of quality of life and movement function. By integrating experiential learning that encourages the UDPT community to connect, learn, grown, and collaborate, we believe that our graduates will have the resolve and courage to make care accessible, affordable, and of high quality.



Mission Continued

The physical therapy profession has been long challenged by a lack of diversity. UDPT, through vigorous efforts, will attract and engage learners from diverse and non-traditional pathway programs and immerse them in accessible and equitable learning environments that will lead to meaningful and fulfilling careers. Through our embracing of cultural humility, we will advance principles of diversity, greater access, equity, and participation for all members of UDPT and ***build a diverse and inclusive community***. We are committed to a multi-year strategic enrollment plan that addresses critical issues of student recruitment, access, affordability, retention, graduation, and demographic shifts. By leveraging our ***ADaPT Program*** to usher in the next generation of physical therapy leaders for practice in an increasingly diverse world, we can foster a diverse and inclusive environment that reflects our collective views, experiences, capabilities, cultures, aspirations, and our commitment to excellence.

UDPT has an extensive history of excellence in interdisciplinary education, patient care, and research with faculty that are committed to ***expanding interdisciplinary and global opportunities***. We will work across disciplines to engage and impact local, national, and global communities through our academic, clinical and research excellence. Through culturally responsive communication, we will work with clinical and community partners to foster knowledge translation and the elimination of unwarranted variation in clinical practice. We will sponsor mutually beneficial scholar visits, talks, and exchange programs that both inform UDPT curriculum and enhance global impact of UDPT practices. Collaborating with multidisciplinary teams, we will integrate research seamlessly into clinical practice and throughout the global community, while also providing the necessary infrastructure and resources to support interdisciplinary research and to train clinician scientists effectively. Lastly, UDPT strives to identify the unique needs and priorities of our clinical partners and global communities to provide meaningful change, support and engagement.



Mission Continued

UDPT has outstanding leadership and faculty expertise that possess an entrepreneurial mindset for providing ground-breaking education, research, and patient/client management with substantial clinical and scientific impact. With University and College of Health Science support, we will foster principles of *creativity, innovation, and entrepreneurship* to fuel our research and engagement within the community. We will strive to educate learners who can recognize and contribute when creative and innovative solutions are needed, and we will set the standard for excellence in education through competitive yet affordable educational offerings for our alumni, clinical partners, and physical therapy community that is not bound by current, conventional pedagogy. We will collaborate with our community and industry to accelerate innovation and community-based research to tackle ‘the big problems’ facing physical therapy, integrate solutions, and serve as the standard of excellence for knowledge generation and translation for the profession. Through these efforts, we will reduce unwarranted variation in clinical practice.

UDPT is committed to *reimaging intellectual and physical capital for a sustainable and boundless campus*. We pride ourselves on attracting, retaining, and developing world renowned faculty and professional staff that appreciate face-to-face relationships, cultivate a sense of community, and possess the shared commitment to the transformation of physical therapy practice through education, research, and clinical practice. We will implement a

comprehensive plan to recruit and develop faculty and professional staff,

to foster retention through just workload and productivity

standards, and recognition of excellence in clinical

care, research, teaching, and service in annual

reviews, promotion, and tenure considerations.

Lastly, we will develop and implement a

multi-year operations plan that ensures

institutional priorities and strategic initiatives.



CORE VALUES



Collaboration

To cultivate a deep and ongoing relationship with the community that builds trust that the profession of physical therapy is a safe and cost-effective entry into the health care system and promotes equitable practices/services to support the wellbeing for all people.



Creativity

In teaching, experiential learning, research design/implementation/dissemination to offer proactive solutions to enhance health service delivery and increase the value of PT to society.



Excellence

To establish and implement best practice standards in education, research, and across domains of practice to position physical therapists as providers of choice through provision of safe, effective, and equitable patient/client-centered care.



Justice, Equity, Diversity, Inclusion (JEDI)

To recognize health inequities/disparities and address obstacles to care through culturally responsive innovative service delivery, advocacy, collaboration with community partners, unique experiential research and learning opportunities.



Advocate

To act as universal change agent through knowledge translation of evidence that ensures best practice and lends voice or support to purposely promote what is right.



Courageous Leader

To embody/exemplify the professional behavior(s) that include authenticity, resilience, emotional intelligence, self-discipline and commitment to purpose.

STRATEGIC PILLARS

PROGRAM MISSION

To optimize quality of life and human function by transforming physical therapy. We advance our mission by:

- Providing inclusive and ground-breaking entry-level and post-graduate education
- Fostering knowledge generation by leading federally funded research and knowledge translation to impact physical therapy practice
- Providing experiential learning and service opportunities in the education of the next generation of clinicians, researchers, and leaders of our profession

EXPANDING STUDENT ACCESS & SUCCESS

- Recruit and prepare diverse graduates
- Train graduates who are movement experts, knowledge generators, implementation champions, and change agents
- Train graduates who have the resolve and moral courage to make care accessible, affordable, and of high quality
- Provide experiential learning that encourages the UDPT community to connect, learn, grow, and collaborate

BUILDING A SOCIAL JUSTICE FOUNDATION TO SUPPORT A DIVERSE, INCLUSIVE & INTERCULTURAL CAMPUS

- Foster a diverse and inclusive environment that reflects our collective views, experiences, capabilities, cultures, aspirations, and commitment to excellence
- Embrace cultural humility to advance principles of diversity, greater access, equity and participation

REDEFINING CREATIVITY, INNOVATION & ENTREPRENEURSHIP

- Foster an entrepreneurial mindset through ground-breaking education, research, and patient/client management
- Apply our knowledge, discoveries and resources to build a robust, and sustainable department
- Transcend contemporary thinking and employ novel approaches to find innovative solutions to our professions most challenging problems

REIMAGINING INTELLECTUAL & PHYSICAL CAPITAL FOR A SUSTAINABLE & BOUNDLESS CAMPUS

- Continue to attract, retain, and develop world renown faculty and professional staff
- Foster face-to-face relationships and cultivate a sense of community
- Expand our learning spaces into the global community
- Enhance departmental operations to ensure institutional priorities and strategic initiatives are met

EXPANDING INTERDISCIPLINARY & GLOBAL OPPORTUNITIES

- Foster and create opportunities to work across disciplines
- Grow our engagement and impact on local, national and international communities through our academic, clinical and research excellence
- Engage stakeholders within and external to UD to address health disparities

CORE VALUES:

Creativity, Collaboration, Excellence, Justice, Equity, Diversity, Inclusion (JEDI), Advocate, Courageous, Leadership

EXPANDING STUDENT ACCESS AND SUCCESS



Learners (DPT and PhD students, postdoctoral researchers and visiting scholars, residents and fellows) come to UDPT to pursue the knowledge and skills necessary to be successful members of the PT community. UDPT is committed to the recruitment and preparation of diverse graduates that strive to be movement experts, knowledge generators and/or implementation champions, and change agents that have the resolve and courage to make care accessible, affordable, and of high quality.

GOAL

1. We will attract and engage learners from diverse and non-traditional pathway programs and immerse them in accessible and equitable learning environments that will lead to meaningful and fulfilling careers
2. We will provide accessible and affordable yet rigorous, innovative, and interdisciplinary curriculums that inspires lifelong success as clinicians and scientists
3. We will offer robust and sustainable support systems that are readily accessible to meet the learners needs and effectively prepare them to succeed in an evolving healthcare and/or scientific environment

ACTIONS

1. Develop a multi-year strategic enrollment plan that addresses critical issues of student recruitment, access, affordability, retention, graduation, and demographic shifts
2. Identify new and cultivate existing relationships to develop student scholarships
3. Develop partnerships with community leaders that serve predominantly underrepresented minority students to increase their access to health sciences professions and mentorship opportunities
4. Critically evaluate and augment the curricula to enhance strengths and foster opportunities for interprofessional learning activities
5. Continue to revise and develop academic coursework that integrates experiential learning activities
6. Develop a high-impact, interdisciplinary nexus for education, research, and clinical activities by expanding our experiential learning programs
7. Engage alumni in efforts to promote, recruit and retain students who are representative of the demographics of the country and include students of different races, cultures, genders, ages, ethnicities, socio-economic experiences, abilities, religions, gender identities and expressions, sexual orientations and from veterans and military groups
8. Provide a challenging, equitable, and accessible, learning environment that ensures the curriculum content integrates contemporary social issues and tackles social determinants of health
9. Facilitate departmental change that supports and sustains a commitment to justice, equity, diversity, inclusion, and belonging (JEDI-B), with a focus on community engagement and the elimination of health disparities
10. Develop resources for faculty and community partners who provide clinical education to create new programs and stay current in best practice and evidence
11. Develop and support meaningful engagement opportunities for UDPT alumni to promote personal/professional growth and development
12. Establish ongoing periodic alumni events (virtual and in-person) that highlight UDPT initiatives and more closely link alumni to ongoing activities
13. Partner with community organizations to build capacity and increase community-based learning opportunities
14. Enhance systems and programs that include mentoring, peer, and social support
15. Expand alumni network to foster collaboration, connection, professional experiences, mentorship, and guidance to promote student success and increase alumni engagement
16. Mentor and graduate a diverse cadre of clinician scientists with the skills to be independent scientists and leaders
17. Develop programs that connect students to immersive experiences with community stakeholders, alumni, and potential employers

KEY PERFORMANCE INDICATORS

1. 1-2 new scholarships to reduce the tuition burden and ensure affordability of our programs
2. 2-3 new partnerships that enhance multidisciplinary learning and contribute to improving the health of society
3. 2-3 collaborative outreach programs at the pre-college level that result in more inclusive and diverse DPT and PhD programs
4. Improved metrics that demonstrate increased engagement of alumni

Strategic Pillar

BUILDING A SOCIAL JUSTICE FOUNDATION TO SUPPORT A DIVERSE, INCLUSIVE & INTERCULTURAL CAMPUS



UDPT is committed to fostering a diverse and inclusive environment that reflects our collective views, experiences, capabilities, cultures, aspirations, and our commitment to excellence.

GOAL

1. We will embrace cultural humility to advance principles of diversity, greater access, equity, and participation for all members of the UDPT community
2. We will provide strong intercultural experiential learning, research, and clinical initiatives that encourage all members of the UDPT community to connect, learn, grow, and collaborate
3. We will demonstrate 'equity in action' through community engagement as a commitment to our core value of being a JEDI-B working and learning environment

ACTIONS

1. Recruit and retain a diverse faculty and professional staff, and provide enhanced support systems that ensure career success and advancement
2. Cultivate a climate where students, faculty and professional staff from all backgrounds feel welcomed and engaged in the UDPT experience
3. Evaluate and apply a plan to embed cultural humility through all means of interaction within the UDPT community
4. Strengthen systems and programs that include mentoring, peer, and social support
5. Conduct regular surveys and focus groups to gauge UDPT's progress in embedding cultural humility, building an inclusive climate and culture, and make necessary adjustments to ensure policies, programs and other initiatives are effective
6. Partner with community organizations that builds trust in UDPT and increases community-based learning and research opportunities
7. Foster student-led programs and initiatives that encourage community engagement in area that address healthcare disparities through service learning

KEY PERFORMANCE INDICATORS

1. Sustained enrollment and engagement in interdisciplinary programs and cross university collaborations
2. Increased participation in student, faculty and staff in training and activities related to justice, equity, diversity, inclusion and belonging
3. Increased resource allocation to train/educate faculty/students on cultural humility
4. Annually review and update digital media to promote diversity and inclusion throughout our programs



EXPANDING INTERDISCIPLINARY & GLOBAL OPPORTUNITIES



UDPT has an extensive history of excellence in interdisciplinary education, patient care, and research. Collaboratively, UDPT is committed to working across disciplines to engage and impact local, national, and global communities through our academic, clinical and research excellence.

GOAL

1. We will engage in teaching and research and clinical care that transcends contemporary thinking and employs novel approaches to find innovative solutions to our professions most challenging problems
2. We will embody interdisciplinary communication, critical problem-solving, leadership, and teamwork to facilitate creativity, inventiveness, and imagination to enhance the visibility of UDPT and the profession
3. We will seek collaborative opportunities with regional, national, and international community resulting in global recognition of our academic, clinical, and research excellence

ACTIONS

1. Develop and implement processes that recognize excellence in teaching and mentoring in annual reviews, promotion, and tenure considerations
2. Increase submissions for teaching awards in the College of Health Sciences, through the University, and at the national level
3. Collaborate with students, community, and clinical stakeholders to engage in health and rehabilitation research that addresses critical rehabilitative needs
4. Recruit and train interdisciplinary local, national, and global scientists
5. Disseminate scientific findings to interdisciplinary and global audiences to increase potential for clinical translation
6. Provide extensive and innovative experiential learning and service opportunities built around meaningful academic and cultural experiences for students, especially those from historically disadvantaged populations

KEY PERFORMANCE INDICATORS

1. 2-3 international relationships in the areas of education, research and/or clinical care
2. Increased interdisciplinary publications and presentations
3. Increased number of inter-professional courses
4. Increased recognition of teaching and mentoring excellence



REDEFINING CREATIVITY, INNOVATION & ENTREPRENEURSHIP



UDPT has outstanding leadership, expertise, and entrepreneurial mindset in ground-breaking education, research and patient/client management with substantial clinical and scientific impact.

GOAL

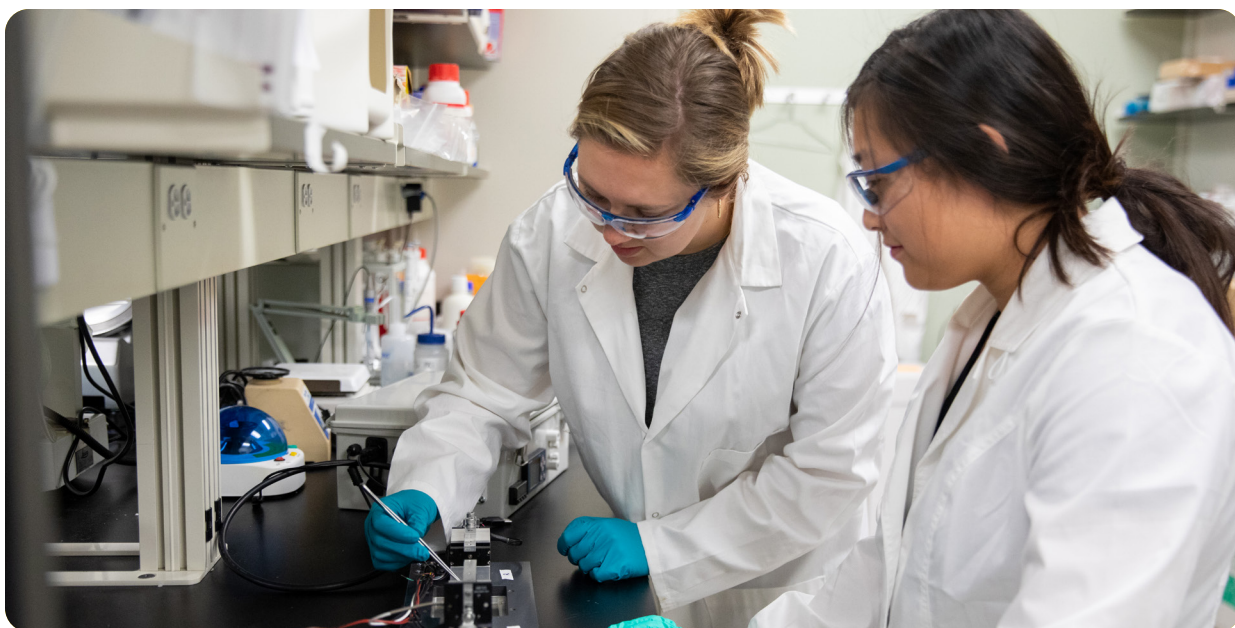
1. We will utilize and cultivate novel solutions to overcome major challenges
2. We will apply our knowledge, discoveries, and resources for the betterment of our profession, and to help build a robust, creative, and sustainable department
3. We will support collaborations and deep engagement with external partners that address the needs and priorities of the community

ACTIONS

1. Develop and support strategies to increase public/private partnerships in education, knowledge creation and transfer, evidence-informed clinical practice
2. Develop a high-impact, interdisciplinary nexus for education, research, and clinical activities by expanding our experiential learning programs
3. Support and develop community-based research initiatives in rehabilitation research that addresses health disparities facing racial/ethnic minorities
4. Support the growth and creation of educational initiatives that advance UDPT's commercialization of intellectual property
5. Provide continuing education to alumni and community partners
6. Investigate alternative residency and fellowship models that utilize clinical partnerships
7. Work in close partnership with clinical and community partners to advance UDPT's capacity for cutting-edge research and impactful scholarship
8. Create streamlined processes and incentives for members of UDPT to exchange ideas and facilitate connections between faculty and potential external partners to identify expertise, leverage resources, and discover opportunities

KEY PERFORMANCE INDICATORS

1. 2-3 new clinical partnerships to develop new and innovative education opportunities
2. Increased number of community-involved funded research projects that address community health concerns
3. Increased experiential learning opportunities responsive to community and healthcare provider needs



Strategic Pillar

REIMAGINING INTELLECTUAL & PHYSICAL CAPITAL FOR A SUSTAINABLE & BOUNDLESS CAMPUS



UDPT prides itself on attracting, retaining, and developing world renown faculty and professional staff that appreciate face-to-face relationships, cultivate a sense of community, and possess the shared commitment to the transformation of physical therapy practice through education, research, and clinical practice.

GOAL

1. We will attract, retain, and develop highly regarded faculty, clinical, and professional staff that collectively engage in the relentless pursuit of excellence in physical therapy
2. We will expand our research and learning spaces in the global community to best support interdisciplinary education, patient outcomes, and science to foster the development of the future leaders of the physical therapy profession
3. We will enhance departmental operations to ensure the institutional priorities and strategic initiatives are met

ACTIONS

1. Develop and implement a comprehensive plan for faculty and professional staff hiring, retention, workload, productivity, promotion, and other critical issues to guide strategic growth in key areas
2. Align faculty and professional staff effectively to foster community engagement, interdisciplinary education, patient care, and research
3. Develop and implement processes that recognize excellence in clinical care, teaching, mentoring, research, and service in annual reviews, promotion, and tenure considerations
4. Develop and implement a multi-year operations plan that supports the department's goals, attracts, and retains high-performing staff, and aligns with needs and resources
5. Advocate at the university and college level for department needs to achieve strategic needs/goals

KEY PERFORMANCE INDICATORS

1. Processes for cultivating associated and clinical faculty to help with strategic growth in key areas
2. Resources allocation to drive strategic initiatives
3. Leadership positions held by faculty



KEEPING STRATEGIC PLAN RELEVANT AND FRESH

This strategic plan truly embodies the University's *Forward and Forever* vision, and we too commit to accountability and continued renewal to ensure we fulfill our mission. We have identified a discrete set of metrics to track our progress that will be visible to the community we serve. Although this plan represents a five-year journey, each year we will set annual priorities to focus our implementation with performance scorecards for each strategic pillar to articulate our excellence and operational success to our stakeholders. Lastly, we commit to a process of review and revision that will enable us to share our progress, accomplishments, and new initiatives.



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