## **Strategic Goals**

## 2009-2014

## **College of Health Sciences**

## **Old Dominion University**

#### Mission

Improve individual and community health by advanced professional education, influential research, and responsive service.

#### **Vision**

To be a nationally ranked and internationally recognized leader in advancing healthcare by educating competent health professionals, generating practically significant scientific knowledge and innovative technologies, fostering scholarly collaborations, and promoting positive public health policies.

## **Our Values**

- Health and Wellness
- Innovation and Excellence
- Trust and Professionalism
- Collaboration and Partnership
- Cultural Competence and Diversity
- Safety and Cost-Effectiveness
- Integrity and Ethics
- Life-long Learning

## **Highlights of COHS Strategic Goals**

## **Educational Programs**

- o Improve national ranking of programs, particularly
  - Physical therapy
  - Graduate nursing
  - Dental Hygiene
  - Undergraduate nursing
- o Expand multidisciplinary and innovative graduate programs
  - Health Sciences PhD with multiple tracks
  - Molecular Diagnostics
- o All programs achieve high standards of graduation rates, particularly
  - PhD program
  - MPH program
  - RN-BSN program

## **Expanding Research**

- o Greatly increase external funding and PubMed cited research
- o Establish internationally influential research centers
- o Become substantial contributor of NIH funding at the University
- o Establish a WHO Collaborating Center

#### **Clinical & Continuing Education Services**

- o Greatly expand multidisciplinary clinical services
- o Greatly expand continuing education programs

# Goal 1- Provide students with knowledge, values, and skills to achieve excellence in health care

## **Objectives:**

## a. Attain and maintain successful accredited programs

Specialty accreditation is a recognized indicator of educational quality. Provide necessary support to programs seeking initial and continuing specialty accreditation is a high priority because of implications for admission of competent students, federal funding and meeting the needs of clinical agencies. Identify specialty accreditation and target support to promote successful achievement.

Outcome measure	Responsible Party
Nursing Programs Accredited	SON chair
maximum term	
Dental Hygiene Programs	DNTH chair
Accredited maximum term	
Medical Laboratory Programs	MLRS chair
Accredited maximum term	
MPH Accredited maximum	CEH chair
term	

## b. Gain recognition as the premier College for health professional education

Outcome measure	Responsible Party
Increase retention rates	Program directors
Increase graduation rates	Program directors
Increase and maintain	GPDs, Assoc Dean
graduate programs of	
distinction	
Increase and maintain job	Chairs, Program directors
placement rates	
Licensure pass rates exceed	Chairs, Program directors
national levels for all	
undergraduate programs	
Certification pass rates exceed	Chairs, Program directors
national levels for all graduate	
programs	

## c. Achieve statewide and improve national ranking

Identify factors associated with attaining state and national rankings. Provide resources and incentives for programs that increase their rankings. Expand support to include targeted marketing and recruiting of students and faculty with specialized credentials. Areas to focus include grant funding, faculty specialization, and number of awards and recognition

Outcome measure	Responsible Party
Grant funding Annual	Research Committee, chairs,
increase of 25%	Dean
Increase number of	Chairs
publications in high impact	
journals	
Faculty in national leadership	Chairs, dean
positions -At least 10% of	
faculty in national leadership	
positions	
Increase the number of	Dean, chairs, faculty
faculty receiving specialized	committee
recognitions and awards, or	
Fellows	

## d. Provide the most technically advanced educational environment

The use of advanced technology enhances the educational learning environment for students and faculty. Course instruction that incorporates a variety of formats and delivery methods offers strategies that meet the learning needs of students with diverse learning styles. Expanding the use of simulation and virtual environments provide safe practice setting for students in the health professions.

Outcome measure	Responsible Party
Increase the number of	Program directors, chairs
Standardized Patient	
encounters for students in	
clinical areas	
90% of practice disciplines will	Program directors, chairs
offer clinical simulation	
experiences	
Faculty will complete at least	Faculty, faculty committee
one CLT workshop	
Increase the number of	Program directors, chairs
distance learning and/or web-	
based course offerings	

## e. Prepare providers of culturally competent care

Changes in area demographic characteristics require sensitivity to diverse student and patient populations. In an effort to prepare health care providers competent to meet the needs of diverse patients, emphasis will be placed on classroom and clinical experiences that include meeting the needs of these patients.

Outcome measure	Responsible Party
Establish multidisciplinary	Chairs
COHS cultural competency	
course	
Dean's Seminar topic on	Dean's office, faculty
cultural diversity	committee

## f. Support life-long learning

Health care is a rapidly changing profession and requires that the providers are adequately prepared. Advancing educational and professional goals result in improved health care along with improved health outcomes which ultimately improves the quality of life of the populations served.

Outcome measure	Responsible Party
Increase the number of BS	Program directors, chairs
students entering graduate	
study within 2 years Annual	
increase of 30%	
Increase the number of MS	Graduate program directors
students entering doctoral	
study within 2 years Annual	
increase of 25%	
Students completing doctoral	Chairs, PhD program director
study. Increase the	
graduation rates to 30%	

## **Goal II- Develop experiential learning**

## **Objectives:**

## a. Promote experiential learning

Outcome measure	Responsible Party
At least 90% of	Program directors, chairs
undergraduates will complete	
service learning/community	
activities	
Increase the number of	Program directors, chairs
graduate level student	
internships	
Increase the number of	Faculty
student research projects	
Increase the number of	Faculty, program directors
student/faculty practice	
experiences	
Increase the number of COHS	Advisor, assistant dean
Fellows	

## b. Support development of innovative programs

The rapidly changing health care environment requires health care providers who are prepared to meet today's challenges.

Outcome measure	Responsible Party
Increase marketing and	Chairs, PhD director, and
recruitment for PhD in Health	Assoc. Dean
Sciences with innovative	
tracks	
Increase the number of	Chairs, Dean
articulation agreements with	
community colleges: 2+2	
options	
Offer lower level Public	CEH chair, program director,
Health course each semester	Assistant dean
Establish master's level	MLRS* chair, Associate dean
MLRS* areas : Conduct needs	
assessment	
Increase marketing for	Modeling and Simulation
Modeling &Simulation	faculty
certificate program	

<sup>\*</sup>Medical Laboratory and Radiation Sciences

# Goal III – Accelerate research and development of new knowledge for health care improvement

## **Objectives:**

## a. Develop high profile Research Centers in the College of Health Sciences

Research centers offer opportunities for faculty and students to engage in specialized research and scholarship. The creation of a research center in compliance with established guidelines promotes focused research activity to be supported by external funding designed to bring institutional and professional notoriety to its faculty and staff. Adequate space and personnel are essential for effective operation of high profile research centers.

Outcome measure	Responsible Party
Develop and implement a	Research Center Committee,
research allocation plan	dean
Establish mentoring program	Research Center Committee,
to promote research	dean
productivity and	
collaboration	
Increase and track	Chairs, associate dean
publications (See Goal 1b)	
Increase the number of	Dean, associate dean, chairs,
experienced research faculty	faculty
by enhanced recruitment and	
startup packages	
National competitive grant	
funding (See Goal 1c)	

#### b. Promote diversity of scholarly production

The College of Health Sciences is composed of practice disciplines that participate in a range of accepted scholarly activities that include but is not limited to traditional research. Recognition and reward of scholarly activity consistent with each practice discipline to promote a sense of inclusion. Established performance criteria will be used to determine merit of the scholarly work that incorporate incentives

Outcome measure	Responsible Party
Develop new instructional	Faculty, program directors
technologies	
Increase the number of evidence	Faculty, program directors
based practice projects	
Increase the number of virtual	Faculty, program directors
and simulation instructional	
products	

# **Goal IV- Create an environment for inspiring learning experiences**

## **Objectives:**

## a. Establish a supportive and caring environment

In order to attract a diverse student population, faculty advisors will have an important role in enhancing the educational experience of all students. Including student feedback in programmatic changes indicate that their input is valued and that you care. Formal and informal mentoring and interactions result in meaningful relationships between students and faculty.

Outcome measure	Responsible Party
Increase student participation	Chairs, dean
on COHS advisory committee	
Maintain mean teaching	Faculty, chairs
evaluations at 3.0 and above	
Develop a standardized	College and School advisors
advising model	
Expand outcome surveys and	Chairs, Program Directors,
act on feedback	Assoc. Dean

## b. Increase engagement and civility

Outcome measure	Responsible Party
Establish faculty recognition	Faculty committee
award for professional	
exemplars	
Include performance	Dean, Chairs, program
evaluation measure for merit	directors
and promotion	

# Goal V – Develop a global health view and offer international health experiences

## **Objectives:**

## a. Provide a range of international and global health experiences

Outcome measure	Responsible Party
Develop undergraduate	Chairs
international	
course/exchange	
Increase the number of	Program directors, chairs
international faculty	
exchanges	

#### b. Solicit international exchanges and collaborations

International exchanges broaden the educational perspective of students and faculty for heightened worldview. Expanding international collaborations supports the college's mission to become a member of the international community. Enhancing awareness of health issues in developing countries while sharing expertise, knowledge and resources with areas with fewer resources improves the quality of life.

Outcome measure	Responsible Party
Establish a global health	Assoc Dean, faculty
faculty committee	committee
Increase student support to	Chairs, program directors
engage in an international	
experience	
Explore establishing joint	Chairs
international programs	
Expand relationships with	Chairs, Dean
international institutions	
serving minorities	

## **Goal VI – Expand partnerships with the community**

## **Objectives:**

## a. Become active participants in providing health care and community services

Establish a model health care facility to provide direct patient care and as an educational and practice facility for students and faculty. Promoting a climate that supports multidisciplinary practice prepares students for real world situations. Promote joint and clinical partnerships.

Outcome measure	Responsible Party
Develop multidisciplinary	Clinical services task force
clinics	
Increase the number of	Chairs
clinical partnerships	
Increase the number of joint	Chairs
faculty appointments	

#### b. Expand and promote continuing education programs and related events

Develop and promote a self-sustaining continuing education program that will offer a combination of recertification and professional advancement.

Outcome Measure	Responsible Party
Increase the number of	Assistant Dean
College sponsored CE and	
related events	
Conduct needs assessment to	Assistant Dean
identify relevant CE offerings	
Develop standard program	Assistant Dean
evaluation tool for CE	
program offerings	

#### c. Responsive to the needs of all branches of the armed services

Several branches of the armed services are located in the Hampton Roads area. Students and family members comprise this group that have special educational, financial and support needs in order to assure positive educational outcomes. Ensure that a range of support services is provided to the special population.

Outcome measure	Responsible Party
Establish a COHS liaison	Chairs, associate dean
between and military units	
Establish military health	Chairs, associate dean
student forums	
Develop one onsite delivery at	Chairs, associate dean
military facilities in the HR	
area	

## d. Establish strong linkages with alumni

Alumni are an invaluable resource for the College which fosters positive relations with the wider community. Maintaining accurate contact information is critical to a strong alumni base. Frequent communication promotes closer relationships and increased commitment to support college initiatives. Celebrating the successes of alumni contributes to positive relationships.

Outcome measure	Responsible Party
Conduct exit surveys of 50%	Assoc Dean
of graduates	
Establish alumni link of COHS	Assoc Dean
webpage	
Support at least one COHS	Assoc Dean
alumni event each year	
Survey graduates every 3-5	Assoc Dean
years	

## **Measurement Indicators**

Indicator	Data Carras	Towast
Indicator	Data Source	Target
Research		
Grant Funding	ODURF Annual Report	Annual increase of 25%
High Impact Publications	Faculty Data Report,	Target: 2008-09 as
	PubMed	baseline, 10% each AY
Experienced Research	Internal	Target 2009-10 as baseline
Faculty		
Faculty holding leadership	Faculty Data Report	Target: 2008-09 as
positions		baseline; 10% increase
		each AY
Teaching		
Student Credit Hours	Institutional Research	Target: 2008-09 as baseline
Student Enrollment	Institutional Research	Target: 2008-09 as baseline
Retention Rates	Institutional Research	Target: 2008-09 as baseline
Graduation Rates	Institutional Research	Target: 2008-09 as baseline
Job Placement Rates	Chair's Annual Report	Target: 2008-09 as baseline
Licensure Pass Rates	Chair's Annual Report	Target: 2008-09 as baseline
Certification Rates	Chair's Annual Report	Target: 2008-09 as baseline
BS students entering	Alumni Survey	Increase of 30% by 2013-14
graduate study	•	· ·
MS students entering	Alumni Survey	Increase of 25% by 2013-14
doctoral study	,	,
Students completing	Alumni Survey	Increase of 30% by 2013-14
doctoral study	,	,
Service		
Recruitment & Marketing	Internal	Target: phase One by 2011
PhD tracks		,
Service Learning	Internal	Target: 90% of
Experiences		undergraduates per AY
Graduate level internships	Internal	Target: 2008-09 as
		baseline
Number of Continuing	Internal	Target: 2008-09 as
Education Programs		baseline; increase 10%
		each AY
Multidisciplinary Clinical	Internal	Target: increase number of
Services		patients treated
50.11005		patients deated

# Strategic Plan Comparison

## 2009- 2014

College of Health Sciences	University
Mission Statement	Mission Statement:
	Old Dominion University, located in the City of
Improve individual and community health	Norfolk in the metropolitan Hampton Roads
	region of coastal Virginia, is a dynamic public
by advanced professional education,	research institution that serves its students and
influential research, and responsive service.	enriches the Commonwealth of Virginia, the
	nation, and the world through rigorous academic
	programs, strategic partnerships, and active civic
Vision	engagement Vision Statement:
To be a nationally ranked and	Old Dominion University will be recognized
internationally recognized leader in	nationally and internationally as a forward-
advancing healthcare by educating	focused metropolitan university with a
competent health professionals, generating	collaborative and innovative approach to
practically significant scientific knowledge	education and research that spurs economic
and innovative technologies, fostering	growth, focuses on student success, engages civic
scholarly collaborations, and promoting	and community partners, and uses its
positive public health policies.	connections with the military and maritime
	industries and its exceptional strengths and
	leadership in related areas to provide practical
	solutions to complex, real world problems.
Values	Who we are:
	Comprehensive student-centered university
Health and Wellness	Provide best education Provide access for more
Innovation and Excellence Trust and Professionalism	diverse populations, Elevate our standing among
Collaboration and Partnership	the nation's public research institutions, Make innovative use of modern learning technologies,
Cultural Competence and Diversity	Explore ways to address critical needs in the
Safety and Cost-Effectiveness	professions Seek practical solutions for modern
Integrity and Ethics	needs, and be a resource for the citizens
Life-long Learning	Hampton Roads region and beyond. Facilitate
	synergistic partnerships with regional, national,
	and international businesses Enrich the university
	campus and local communities through arts,
	athletics, and cultural events, and we celebrate
	the diverse and profoundly multicultural
	community Promote self assessment, and
	efficient use of resources. An Emphasis on
	development, alumni relations, and marketing is
	imperative to achieving private funding and
	public support for all of our Strategic Plan
	initiatives.

College of Health Sciences	University	
Goal 1- Provide students with knowledge, values, & skills to achieve excellence in health care.  Objectives  g. Attain and maintain successful accredited programs  h. Gain recognition as the premier College for health professional education  i. Achieve statewide and improve national ranking.  j. Provide the most technically advanced educational environment.  k. Prepare providers of culturally competent care  l. Support life-long learning	Goal 1. Provide Students With the Tools to Succeed.  Objectives:  A. Strive for teaching excellence in classroom and distributed instructional models.  B. B. Improve advising and academic support structures.  C. C. Provide attractive and effective learning environment for students.  D. D. Expand opportunities for highachieving students to demonstrate proficiency.	
Goal 2- Develop experiential learning.  Objectives:  c. Promote experiential learning. d. Support development of innovative programs	Goal 2. Gain a National Reputation Through Key Academic Programs and Scholarship Objectives:  A. Identify and enhance funding for programs of special prominence or that are deserving of continuing support; identify programs that need significant change to be viable, or discontinue.  B. Coordinate and enhance promotional and recruiting activities. (Links to Goals 3 and 6)  C. Attract and retain quality graduate students.	
Goal 3 – Accelerate research and development of new knowledge for health care improvement  Objectives:  c. Develop high profile Research Centers in the College of Health Sciences d. Promote diversity of scholarly production.	Goal 3. Invest Strategically in Research to Spur Economic Growth  Objectives:  A. Pursue strategic collaborations, including economic development and cross-disciplinary research opportunities.  B. Hire and retain research active faculty.  C. Enhance the resources available to support research areas of excellence.	

College Of Health Sciences	University
Goal 4- Create an environment for inspiring learning experiences  Objectives:  c. Establish a supportive and	Goal 4. Enrich the Quality of Campus Life Objectives:  A. Expand Residential Life and co-curricular
caring environment	programs  B. Improve engagement and interactions
d. Increase engagement and	among faculty, staff, and students
civility	C. Improve intra- and inter-departmental communication systems.
Goal 5- Develop a global health view and	Goal 5. Expand International Connections
offer international health experiences Objectives:  e. Provide a range of international and global health experiences f. Solicit international exchanges and collaborations	Objectives:  A. Enhance international curricula and study abroad opportunities.  B. B. Develop and support a more diverse international community.  C. C. Expand beneficial global
Cool 6 Eymond nowthoughing with the	collaborations.
Goal 6 – Expand partnerships with the community <i>Objectives:</i>	Goal 6. Build Strong Civic and Community Relationships Objectives:
<ul> <li>a. Become active participants in providing health care and community services</li> <li>b. Expand and promote continuing education programs and related events</li> <li>g. Responsive to the needs of all branches of the armed services</li> <li>h. Establish strong linkages with alumni</li> </ul>	<ul> <li>A. Expand and promote Continuing Education programs and related events.</li> <li>B. B. Partner with Community Colleges for expanded workforce development in the region.</li> <li>C. Create a dynamic Community-University relationship that uses community experts as instructors and ODU personnel as experts to help solve community problems.</li> <li>D. Achieve national recognition as an engaged, metropolitan university.</li> </ul>