

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

SWOT ANALYSIS
March 6, 2009

Internal Scan

Strengths

College faculty is coherent with strong professional cultures and a collegiality resulting from mutual respect

Demand for programs is strong because of excellent outcomes

- SON turns away students each year
- Dental hygiene has a very strong application pool
- Physical therapy admits for 2009 had at least a 3.6 GPA
- SON has excellent certification rates
- Medical Technology and cytology have excellent pass rates on certification exam

Program quality is high with over 90 percent of the programs having professional accreditation

- Dental hygiene research center is the only one in the US devoted to dental hygiene research.

Innovation in the use of standardized patients for all of the clinical professions

Program offerings are amenable to dual degrees and to accelerated programs

- The MPH/MSN, MPH/MDH, accelerated BSHS

On site Career Management Center has resulted in greater exposure to employers, increased opportunities for students and heightened community visibility

On site Dental Hygiene Clinic provides service to the community and enhances the College image

The College has a strong pool of adjunct faculty reflecting community expertise

Respond to Community and national needs with the development of new programs

- The DNP
- The MPH
- The newly refocused PhD in Health Services Research

Strong support for diversity at all levels of the College

Willingness to give credit for military training and health care experience in other sectors of the economy

Weaknesses

We need to invest more strategically in education quality from the delivery and the receiving perspectives

- Faculty to student ratios impacts the delivery of quality student instruction
- Insufficient university allocation for graduate assistants and teaching assistants
- No formal infrastructure for faculty development
- Building is physically constraining
- Advising for undergraduates is challenging because of increased number of students and the need to train relatively inexperienced assistants to the director.

Faculty are constrained from more effective alumni outreach because of the centralized approach to development

The College needs stronger links with the community in order to obtain an increased number of clinical rotation sites and to improve perceptions

The College needs a centralized policy for workload and released time.

A strong centralized research focus is lacking

- Grant writer is not in our building
- We do not have an associate dean for research
- The cost of moving to the research park is prohibitive
- College research council is not taking a leadership role
- More research collaboration meetings
- Better developed research collaboration strategies in all areas
 - Lack of faculty/student research collaboration – no incentives

Because of faculty ratios, accreditation may be threatened for some programs

Need an on- site physical therapy clinic for teaching, research, demonstration, and community outreach

Need to develop a more focused approach to marketing programs, especially smaller programs that do not have a national ranking

- Use technology for open houses
- Enhanced web sites as marketing tools

External Scan

Opportunities

Government funding may provide impetus for increased demand for our programs

- The GI Bill should foster an increased enrollment in professional programs such as ours
- Government funding may result in the purchase or upgrading of simulation equipment

Expand enrollment through the use of technology because distance learning is one of our distinctive competencies

Valued community connections

- Opportunities to work with hospitals seeking Magnet status

International linkages provide faculty development opportunities and internships for students (e.g. Operation Smile)

Strong military/dependent presence in the Hampton Roads area needs to be more thoroughly and consistently developed

- Partner with Military MLT training schools to facilitate transition to BSMT program
- Partner to offer the MPH

Threats

Community perception of our relevance is not good; employers do not believe we are meeting their workforce needs

- Lack of clinical rotation sites

Tenure track expectations for external funding are difficult to meet

Competing salaries for health professionals in high demand result in low demand for academic positions

Multiple programs producing graduates in the health professions compete for the same clinical resources

Out of state programs offer training that is more accessible and attractive to adult learners (degrees completely on line)

Competing university priorities result in reduced revenues

Public's lack of perception of accreditation as a quality indicator

Decrease in state support for state universities

- Recession results in decreased tax dollars

Decrease in applicants is possible because of recession

DRAFT

**STRATEGIC PRIORITIES
(2009-2014)
COLLEGE OF HEALTH SCIENCES**

- 1. Excellence in health professional education by providing student centered, technically innovative, peer-reviewed and quality learning programs**
 - a) Attain and maintain successful accreditation of programs that have national accreditation organizations (SMLRS)
 - b) Phase out unaccredited programs. Establish a time line for the phasing out of these programs and the conversion to accredited programs
 - c) Ensure all programs in the School of CEH are accredited and maintain that accreditation/certification. (SCEH)
 - d) Improve the SON's national visibility by increasing faculty participation in high-profile professional activities (SON)
 - e) Enhance the school's status as distance education and/or web-based program (SON)
 - f) Maintain first-time licensure pass rate above 90%and overall pass rate at 100% (SPT)
 - g) Explore alternate means of information delivery, such as podcasting to optimize use of modern technology and communication. (SPT)
 - h) Integrate Community Health program tracks into the MPH program (SCEH)
 - i) Aggressively market graduate programs to compete nationally for the highest qualified students (SMLRS)
 - j) Provide a high quality, distinctive undergraduate educational experience in a supportive environment that recognizes diversity, fosters student development, and maximizes student potential. (SDH)
 - k) Provide a high quality, graduate educational experience that offers distinctive opportunities for scholarship, community engagement, and classroom/clinical learning. (SDH)
 - l) Be recognized regionally, nationally and internationally as the premier School for all levels of professional dental hygiene education, continuing education and research. (SDH)
 - m) Expand program offerings using distance education technologies. (SDH)
 - n) Graduate competent oral health professionals who are highly satisfied with the quality of their educational experience and who seek to continue their involvement with the School of Dental Hygiene. (SDH)

- 2. Collaborative, inclusive education that partners with the health care community, puts emphasis on cultural competence and interdisciplinary learning**
 - a) Strengthen leadership capacity and resources in the college
 - b) Develop on site delivery at military facilities in the Hampton Roads area

- c) Promote joint nursing faculty appointments (SON)
- d) Develop a structured plan for attracting and retaining students from underrepresented minority and rural backgrounds (SON)
- e) Develop plans for a nursing faculty practice clinic (SON)
- f) Continue to pursue the development of a clinical physical therapy practice on or near the ODU campus to serve the University and surrounding community (SPT)
- g) Pursue collaboration with Portsmouth Naval Medical Center in establishing a residency program for Orthopedic Physical Therapy. (SPT)
- h) Develop new clinical affiliations, practice and internships to strengthen ties to health care and businesses. (SMLRS)
- i) Continuing education workshops and seminars in each of the scientific disciplines within MLRS (SMLRS)
- j) Explore graduate and / or Undergraduate educational experiences in international health. (SMLRS)
- k) Explore joint faculty positions with major community stakeholders (Sentara, Bon Secours, EVMS) (SMLRS)
- l) Forge strong partnerships with external constituencies that expand opportunities for learning, development and research, and enable the School to serve as a resource to the community. (SDN)

3. Advanced, upper division and graduate educational programs to develop future leaders of health care and public health.

- a) Foster student scholarship in practice and teaching (SON)
- b) Continue developing the Human Movement Sciences track of a Health Sciences PhD, and attract at least one highly qualified student per year starting in the fall of 2009. (SPT)
- c) Establishment of a Public Health track in the BSHS program. (SCEH)
- d) Establishment of a BSPH program to replace the BSHS program over the next three-five years. (SCEH)
- e) Create a Masters level program in Medical Laboratory Science and Radiation Sciences with tracks in all areas of MLRS (SMLRS)
- f) Establish a certificate program in Modeling and Simulation (SMLRS)
- g) Be recognized as a globally-focused, university-based School of Dental Hygiene that integrates qualified international students, faculty and experiences into its undergraduate, graduate, and continuing education programs. (SDH)

4. Increasing our share in the production of new knowledge and health care innovation to improve public health

- a) Increase faculty publications in quality peer-reviewed scientific journals, particularly in high impact indexed periodicals (RC)
- b) Develop a Faculty Incentive Plan (based upon either indirect cost return and/or PRT) to provide incentives for faculty to engage in highly visible professional

- activities such as preparation of successful applications for external funding and publication in top-tier professional journals. (RC)
- c) Develop an infrastructure in the COHS (to include grant development expertise, seed money funds, access to methodological and statistical consultation) to foster the development of successful programs of externally funded research (RC)
 - d) Increase number of funded grants coming from the Center for Brain Research and Rehabilitation (SPT)
 - e) Creation of a Public Health Laboratory over the next three years. (SCEH)
 - f) Increase faculty publications in quality peer-reviewed scientific journals, particularly in NIH indexed periodicals (SMLRS)
 - g) Investigate new key technologies (SMLRS)
 - h) Develop plans for the provision of research space to encourage faculty research and development of high profile Research Centers in the College
 - i) Establish a mentoring program for faculty to facilitate research productivity. (RC)
 - j) Establish the fiscal and physical infrastructure to foster research and scholarship with emphasis on the dental hygiene process of care (SDH)

5. Elevate scholarly creativity by appreciating the full range of achievements relevant to better patient care and by increasing externally funded research

- a) Increase externally funded research, including support from industry, private foundations, state and federal agencies. (RC)
- b) Advance commercialization of research by building partnerships with companies and patenting and licensing new technologies. (RC)
- c) Increase faculty development in the area of the Scholarship of Teaching (SON)
- d) Increase ODU PT's research profile nationally by increasing the number of peer-reviewed publications and presentations by our faculty and students. (SPT)
- e) Expand our research and Public and Environmental Health research mission. (SCEH)
- f) encourage internal and/or external partnerships and promote commercialization, conference, seminars, and other scholarly interactions of national prominence (SMLRS)
- g) Provide incentives for faculty to engage in highly visible professional and activities such as publication to top-tier NIH indexed professional journals preparation of successful applications for external funding (SMLRS)
- h) Bring together interdisciplinary teams to work as partners to address global health problems and health disparities. (SMLRS)

6. Research and clinical partnerships and joint initiatives with major community stakeholders including health care organizations, private companies and economic development

- a) Encourage internal and/or external partnerships and promote commercialization, conferences, seminars, and other scholarly interactions of national prominence. (RC)
- b) Develop and support joint, intramural and extramural research initiatives (e.g., bioelectrics, China imitative, other emerging major research opportunities).
- c) Encourage faculty to take leadership roles within their profession
- d) Provide support for faculty to engage in the Scholarship of Practice (faculty practice day) (SON)
- e) Establish closer research and education linkages and collaborations with the local and State Public Health community and the US Navy Marine Corps Public Health Center. (SCEH)
- f) Build bridges with important educational, health, health care delivery, and community agencies in the area in order to develop high quality programs of research that contribute to health promotion and disease prevention. (SMLRS)
- g) Increase educational collaborations among Schools and with other Colleges (SMLRS)

7. Securing resources to achieve our goals and to create a supportive environment by attracting outstanding scholars, community investment, grants and contracts, entrepreneurial innovation and fundraising.

- a) To accommodate growth of educational programs, faculty and research, develop plans for a new health sciences building
- b) Recruit and retain well-established and productive researchers (RC)
- c) Support for faculty to assist in building or expanding successful research programs (new or established researchers) and to facilitate their becoming leaders in national and international organizations (travel, conference planning support release time etc). (RC)
- d) Further develop Health Sciences Programs with Virginia Beach Higher Education Center (SMLRS)
- e) Develop research support opportunities within the College (e.g., activate the CoHS Research Council, secure an office for the College grant writer)
- f) Develop plans for the provision of research space to encourage faculty research and development of nationally recognized Research Centers (RC)
- g) Increase the ratio of tenure/tenure track faculty as opposed to non-tenure track faculty.
- h) Acquire and develop new key technologies to facilitate research growth within the College (e.g., environmental health laboratory equipment, virtual reality applications). (RC)
- i) Provide resources, support services and an attractive, enjoyable and safe environment that enhances the quality of life and maximizes productivity of the members of the School. (SDH)

- j) Use the ODU policy for doctoral trained faculty to initiate request for conversion of a non tenure track line to a tenure track line
- k) Survey peer schools for best practices in faculty development
- l) Propose ways in which individuals and companies can support the DPT program by sponsoring events such as the white coat ceremony, alumni weekend, or a standardized patient experience. (SPT)
- m) Develop a resource plan for MLRS in collaboration with the Office of Development and the Office of Research (SMLRS)
- n) Continue to develop and refine publicity that can be used with potential donors to “tell our story” (e.g., annual report, newsletters, and others) (SMLRS)

Implementation Strategy

Under College level strategic priorities, specific priorities from the five schools and our research council have also been listed above. The following entities are represented:

RC: College of Health Sciences Research Council
SCEH: School of Community and Environmental Health
SDH: School of Dental Hygiene
SMLRS: School of Medical Laboratory and Radiation Sciences
SON: School of Nursing
SPT: School of Physical Therapy

Each year, we will select small number of priorities from each general classification and develop measureable, time sensitive objectives, and activities for implementation. There will be follow-up and written evaluations. In this way we hope to achieve many of the priorities important to our College, the University, and the Community.