



# **College of Health and Public Policy**

**Strategic Plan  
2007 to 2011 Academic Years**

# **A Message from the College of Health and Public Policy**

**Dear Colleagues and Supporters,**

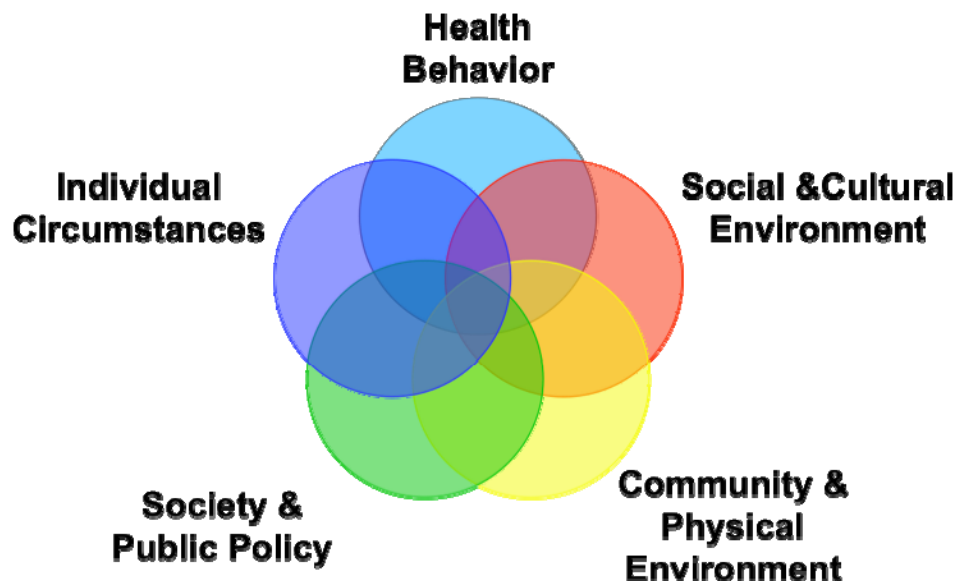
**We are pleased and proud to share with you the inaugural strategic plan of the College of Health and Public Policy which was founded in July of 2004. The College is the outcome of the strategic vision for the University by President Dr. Allen L. Sessoms. He championed a new academic structure in 2004 to “...take advantage of the new opportunities and public policy needs of the state and region. This new structure reflects the University’s determination to become a major research and intellectual driver for Delaware’s economy.”**

**The overarching vision for the College is to help the State of Delaware and the global society find solutions for health related issues through the academic study and implementation of prevention, treatment and wellness promotion in multicultural human populations with an emphasis on impacting health behavior in critical health need areas. This knowledge will be used to influence policy and advocate for those in need. We are striving to be a premier institution for health related education, research and service in the state, the region and globally. This plan shares our mission, goals and objectives that will define how we will achieve this vision through excellence in teaching, research, health related programs and community service.**

**We need to be very serious about planning for our future. This plan is driven by the changing landscape for health related care and services facing our global society. An integrated, interdisciplinary approach that includes addressing the needs of multiple cultural perspectives is essential to successful elimination of multiple health related issues that our State and the global community face in the 21<sup>st</sup> century. These challenges are an opportunity for this College to produce graduates who are ready to embrace societal needs and lead the path forward. Thank you to all who have engaged in shaping this College thus far and for your continued support as we forge ahead.**

**Lisa Barkley, MD, FAAFP  
Founding Dean and Medical Director for University Health Services**

## College Theme = Impacting on Health Behavior



**“Whatever affects one directly affects all indirectly. I can never be what I ought to be until you are what you ought to be, and you can never be what you ought to be until I am what I ought to be. This is the interrelated structure of reality.”**

**-Martin Luther King, from *Strength to Love*, 1963**

## **Preface**

**The strategic planning process was started in January 2005 with the task of defining the foundations of this multidisciplinary College and positioning itself for the future. This proactive and strategic approach was utilized to lay a firm foundation for the growth and development of this College. A Strategic Planning Committee was convened in October of 2006 and worked diligently to complete the plan during a retreat in June of 2007.**

**All areas of College, faculty, students and staff participated and an external advisory board for the Institute for Public Health and Policy provided valuable contributions.**

**Through this exercise, the College of Health and Public Policy has defined its mission, strategic vision, goals and objectives and measures of success. We have also created a detailed list of performance indicators for each of our objectives so that we have action steps to achieve the goals. We have instituted a yearly retreat process to study our progress in detail.**

**This plan is intended to be a living and growing document which will provide guidance and focus as we shape and develop this College. It is designed to be dynamic enough to adapt to changes that will occur and specific enough to provide the basis for future decision making. It complements and enlivens the University Strategic Plan and supports the mission of Delaware State University to provide for the people of Delaware and others who are admitted, meaningful and relevant education that emphasizes both the liberal and professional aspects of higher education.**

**This plan will position the College of Health and Public Policy to have a positive impact on 21<sup>st</sup> century education in the health related sciences. We applaud all of the participants whose ideas, input, dedication and actions were invaluable to the development of this Strategic Plan.**

**“Knowing is not enough; we must apply. Willing is not enough; we must do”**

**-Goethe**

# College Programs

The College has three core areas of emphasis: 1) Academic Programs 2) Student Health Service Programs and 3) Community Based Programs. This is a unique structure for a University to have health services and health related academic programs in the same unit. This structure will allow for innovative collaborations between the student health services and academic areas.

## Academic Programs

The academic Departments of the College are: Nursing, Social Work, and Sports Sciences and a new Department of Public Health Sciences.

The Department of Nursing was started in 1975 and is accredited by the National League for Nursing Accrediting Commission (NLNAC) and the Commission of Collegiate Nursing Education (CCNE) and approved by the State of Delaware Board of Nursing. The undergraduate program leads to a Bachelor of Science in Nursing degree. An MSN in nursing started in fall 2005 and graduated its first class in spring 2008. It is accredited by the CCNE. The Master of Science in Nursing (MSN) offers two degree specializations – *Community Health Nursing* designed to prepare nurses to meet the demand on community health settings due to shorter hospital stays and *Certified Nurse Educator* designed to prepare students to become certified nurse educators with the option of Clinical Nurse Specialist. This new program will afford the department the ability to address the critical shortage of nursing faculty in the region and the nation.

The Department of Social Work started as a BSW program in 1976 and a MSW program in 1992. Both programs are accredited by the Council on Social Work Education (CSWE). It is the only social work program in the state of Delaware. The program graduates approximately 40 students at the BSW level and 35 graduates at the MSW level. The BSW program prepares students for entry level, professional generalist social work practice with individuals, families, groups, organizations and communities in diverse settings. The MSW Advanced Generalist Practice program has fields of practice in mental health and families, children and youth and is designed to prepare graduates to provide intervention and prevention services to individuals, families, groups, organizations and communities in diverse public and private social settings.

The Department of Social Work also houses the Community Health major. This program is designed to prepare students for careers which address the health education and health promotion needs of individuals, groups and communities. Graduates are armed with the knowledge and skills

necessary to deal with emerging issues in public health that affect both local and national communities each day.

The Department of Sports Sciences currently offers two undergraduate curriculums. The Sport Management curriculum provides the knowledge and skills to guide the careers of top athletes, become an administrator in sport organizations, management a sport facility or undertake other sport related careers. The Movement Science curriculum prepares students for a wide variety of health related careers. Graduates may work in fitness and/or wellness programs with clients of all ages and fitness levels from athletes to the elderly. The curriculum has two concentrations: The *Fitness and Strength Certification Concentration* provides students with the educational foundation to sit for the certification exams to become a personal trainer, health and fitness instructor, exercise specialist or strength and conditioning coach. Students can pursue graduate education in areas such as biomechanics, exercise physiology, kinesiology, or therapeutic recreation. The *Pre-Health Professional Concentration* provides students with a solid foundation to gain admission to allied health graduate programs. Professional allied health career programs include advance study in areas such as Physical Therapy, Occupational Therapy, Athletic Trainer, Physician's Assistant or Medicine. Sport sciences is a multi-billion dollar industry in the U.S. with opportunities abounding for advancement and entrepreneurship. At the graduate level the Master of Sport Administration is designed to professionally prepare ethical leaders for advanced careers and responsibilities within sport organizations and/or design and implement new sport or sport related enterprises.

The Department of Public Health Sciences has been proposed; however, is not approved at this point.

### Pharmacy

The University will develop programming in the area of pharmacy science within the College of Health and Public Policy to address the shortage of pharmacists in Delaware and to improve the number of people of color in the pharmacy field. There are no pharmacy schools in the state of Delaware. The long term goal is to develop a doctorate of pharmacy degree. The initial programming will be a formalized pre-pharmacy curriculum. This will be in collaboration with the College of Mathematics, Natural Sciences and Technology.

### Student Service Programs

The Student Health Service area of the College is comprised of the Counseling Center, Student Health and Sports Medicine. The dean of the College serves as the Medical Director for University Health Services.

The Counseling Center is designed to help students to meet their personal, social and academic needs. The services are confidential and include individual and group counseling, substance abuse counseling, veteran's affairs, crisis intervention, personal development workshops and career inventories and exploration counseling. There is also a peer counseling program. The staff includes a director, 3 counselors, one of whom is a licensed clinical social worker, and a coordinator of veteran affairs.

The Student Health Center is designed to provide quality, confidential health care services to the student body and to promote a healthy campus community. The list of services includes:

- Diagnosis and treatment of acute and chronic illness and injury
- Family planning services including contraception and STD treatment
- Referrals to local health care providers, x-rays and lab tests as appropriate
- Immunizations
- Health promotion including peer education, community outreach activities and educational workshops

The Student Health Center is staffed with nurse practitioners and nurses with a consulting physician from the community.

The Sports Medicine center is a new area for the University in 2004 that provides comprehensive, high quality medical services for the student athletes. The staff includes a head team physician, registered nurse, a team orthopedic consultant and board certified primary care sports medicine specialists. It is a training site for sports medicine fellows from Christiana Care Health Systems.

The current Wellness Center is open to faculty and students and used for the Lifetime Fitness and Wellness classes. The new Wellness Center is scheduled to open in the winter of 2009.

### Community Based Programs

The community based programs are housed in the Institute for Public Health and Policy (IPHP). This is the arm of the College that will provide interdisciplinary education, research, prevention, early intervention and scholarly community engagement in the arena of public health and relate back to all of our academic programs. It will utilize this knowledge to influence the policy agenda and lead advocacy efforts. The primary focus will be on multicultural populations, with an emphasis on eliminating health disparities. There will be additional programs and centers housed in the Institute. Currently the Institute is housed at the Capitol Park Community

Center and includes the Center for Community Mental Health Advancement and the Center for Minority Health Improvement.

The Capitol Park Community Center is a collaboration with the University and the Capitol Park Civic Association. The partnership is designed to enhance opportunities for both the residents of the community and provide research and service opportunities for University faculty and staff. This partnership is a manifestation of the commitment between the community and the University to form an alliance dedicated to enhancing the quality of life for Delawareans residing in Kent County. The Center will be a location where all of the majors in the college will provide services as part of their training in community health education, promotion and prevention activities. This Center provides DSU faculty and students and the Capitol Park community an invaluable educational opportunity. The students will gain invaluable hands on experience in their fields and in gathering data in a community setting. Faculty will have opportunities to develop community relationships and undertake research in community development. The families of the Capitol Park community will gain improved access to health education, information and services to help them become more informed and healthier citizens of the state.

The Center for Community Mental Health Advancement, is a collaboration with the Mental Health Association in Delaware. The Center was created in July 2004 with the goal of providing the community with mental health education through workshops, referrals for care, educational material and research on mental illness. Workshops have included topics on depression, recognizing signs of mental illness and dealing with stress. This community focused program is extremely important in impacting on the health disparities relating to mental health.

The mission of the Center for Minority Health Improvement is to advance the knowledge in the fields of minority health and health disparities by collaborating with minority and underserved communities to conduct innovative research, education and outreach that is meaningful and effective in promoting positive health outcomes.

# Mission

The mission of the College of Health and Public Policy is to provide professional and interdisciplinary community-focused education, training, research and related services that promote the health and well-being of individuals and communities.

## Strategic Vision

- To excel in delivering state of the art educational programs that develop caring and ethical health professionals who will serve the global community
- To become the state and regional college of choice for community engaged activities that focus on serving the health needs of diverse populations
- To implement research and scholarly activities that engage the global community, integrate theory with practice, and impact public policy

Adopted 9/07  
Revised 8/08

# Strategic Goals and Objectives

**Goal 1. Ensure high quality educational programs that are guided by the standards and ethics of the various professional organizations and accrediting agencies (*Relates to Institutional Goal I*)**

**Objective 1. Obtain and/or maintain accreditation of programs**

**Objective 2. Provide a consistent process for building quality educational experiences**

**Objective 3. All students will be involved in community service activities as part of their coursework and activities**

**Objective 4. Ensure that the curriculum and options are based on current and future trends of the profession and meet industry standards**

**Objective 5. Enhance the learning experiences of students, faculty, and staff through the use of technology**

**Objective 6. Ensure that the educational programs teach and uphold professional values and ethical standards**

**Goal 2. Prepare students to graduate with the ability to engage their communities and provide excellent care and service that is relevant to society (*Relates to Institutional Goal I*)**

**Objective 1. Increase the development of student leadership through course work and academic governance**

**Objective 2. Cultivate an environment of academic and professional excellence**

**Objective 3. Ensure that students have gained adequate professional and research experience**

**Objective 4. Increase student academic support and career placement services**

**Objective 5. Develop and expand student recruitment and retention strategies**

**Objective 6. Develop an alumni network that actively participates in the College**

**Goal 3. Enhance faculty ability to provide excellent teaching, research and service (*Relates to Institutional Goal I*)**

**Objective 1. Recruit and maintain high quality faculty who maintain up to date knowledge in their fields**

**Objective 2 Support an environment of high quality teaching**

**Objective 3. Promote faculty scholarship/research**

**Objective 4. Promote faculty service in the community**

**Objective 5. Ensure that faculty provide high quality advising and mentoring**

**Goal 4. Perform as a leading institution by participating in community engaged partnerships through service and outreach (*Relates to Institutional Goal III*)**

**Objective 1. Enhance community engaged partnerships and outreach**

**Goal 5. Become a leading institution in community engaged research and scholarship (*Relates to Institutional Goal II*)**

**Objective 1. Cultivate an environment that reinforces the importance of research and publication**

**Objective 2. Develop research centers that provide outcome based, community relevant research and policy**

**Objective 3. Double income from grants and projects each year with the goal of every faculty member being involved in at least 1 grant or contract**

**Goal 6. Enhance and grow our international partnerships (*Relates to Institutional Goal 1.5*)**

**Objective 1. Promote international experiences and programs**

**Objective 2. Become a World Health Organization/Pan American Health Organization Collaborating Center for Health Disparities**

**Goal 7. Enhance staff ability to provide support for the College activities (*Relates to Institutional Goal 7.5*)**

**Objective 1: Promote staff capability to keep current on professional skills and changes in University computer programs**

**Objective 2: Ensure that staff are aware of policies and procedures at the University and within the College**

**Goal 8: Provide high-quality health care services to the University community (*Relates to Institutional Goal IV*)**

**Objective 1: Ensure that health care services are provided in accordance with the principles of professional practice and ethical conduct, and are in compliance with relevant industry standards**

**Objective 2: Enhance health education and promotion programs that are multidisciplinary and help ensure a healthy campus community**

**Objective 3: Ensure that medical records, confidentiality standards and documentation meet industry standards**

**Objective 4: Ensure that emergency operations plans are in place for the university community and each health services department**

**Goal 9: Increase Financial and Human Resources (*Relates to Institutional Goal VI*)**

**Objective 1: Increase the income from grants and service contracts each year**

**Objective 2: Develop and implement a 5 year plan for enhancing human resources across the College**

**Objective 3: Enhance relationships with agencies, community based organizations and industry stakeholders**

**Objective 4: Strengthen the Colleges' financial base by establishing new fund raising activities, in cooperation with the University Development Office**

**Objective 5: Increase alumni involvement in fund raising and resource development functions**

**Objective 6: Develop a financial plan for the College**

**Objective 7: Develop and implement a marketing plan for College**

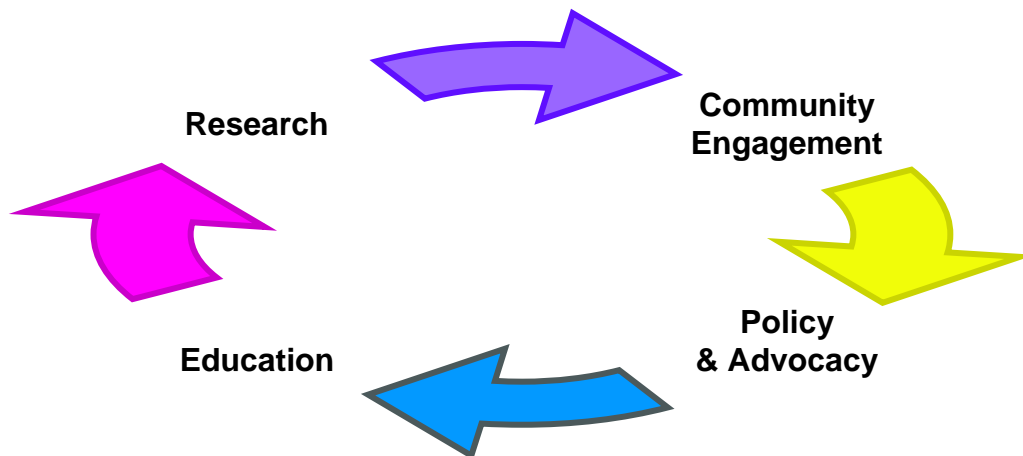
**Goal 10. Assess and evaluate the operational effectiveness of the College  
(Relates to Institutional Goal VIII)**

**Objective 1. Develop and implement an assessment and evaluation plan to measure effectiveness in achieving College goals and objectives**

**Objective 2. Develop and implement a student outcome assessment plan**

## Measures of Success

The success of the programs and activities of the College will depend on the impact of the interrelation of translating educational and research activities into meaningful community engagement that influences policy and advocacy.



We will incorporate these measures into our annual review process:

- Measure and ensure students meet learning goals
- Measure and ensure success of graduates
- Measure and ensure internal and external stakeholder satisfaction
- Measure and ensure quality programs
- Measure and ensure engagement with communities

# **Strategic Planning Committees**

## **Strategic Planning Committee**

- Lisa Barkley, Dean, Chair
- Maria Carroll, Associate Professor, Department of Social Work
- Edna Clay, Director, Counseling Center (retired 5/08)
- Michelle Fisher, Director, Student Health Center
- Elijah Mickel, Professor, Department of Social Work
- Marlene Saunders, Assistant Professor, Department of Social Work
- Sylvia Sheffler, Associate Professor, Department of Nursing
- Yvonne Stringfield, Associate Professor, Department of Nursing
- Mary Watkins, Professor, Department of Nursing
- Lauren Hubbard, BSW Graduate
- Stephanie Minch, MSW Graduate
- Baron Von Spinner, MSW Graduate

## **Strategic Plan Implementation Team**

- Lisa Barkley, Dean, Chair
- Maria Carroll, Associate Professor, Department of Social Work
- Li Chen, Associate Professor, Department of Sport Sciences
- Michelle Fisher, Director, Student Health Center
- Elijah Mickel, Professor, Department of Social Work
- Warren Rhodes, Professor, Community Health Program
- Marlene Saunders, Assistant Professor, Department of Social Work
- Sylvia Sheffler, Associate Professor, Department of Nursing
- Yvonne Stringfield, Associate Professor, Department of Nursing
- Mary Watkins, Professor, Department of Nursing
- Lynn McGinnis, Administrative Assistant, Dean's Office
- Lauren Hubbard, BSW Graduate, MSW Student
- Michelle Rowland, MSW Student Wilmington
- Baron Von Spinner, MSW Graduate

## **Institute for Public Health and Policy Advisory Board**

- **Gwendoline Angalet, PhD, Director, Center for Community Technical Assistance & Support Services, Nemours**
- **Joseph Betancourt, MD, MPH, Sr. Scientist, Institute for Health Policy; Program Director for Multicultural Education, Multicultural Affairs Office & Professor of Medicine & President, Massachusetts General Hospital-Harvard Medical School & Harvard Medical School & Manhattan Cross Cultural Group**
- **Paul Brandt-Rauf, ScD, MD, DrPH, Dean, School of Public Health, University of Illinois at Chicago**
- **Henry Clark, Cabinet Secretary (Acting), Delaware Dept. of Children, Youth and their Families**
- **Edie A. Corbin, Director, Education & Health, Metropolitan Wilmington Urban League**
- **Bernice Edwards, Executive Director, First State Community Action Agency**
- **Herman Ellis, MD, State Medical Director, DE Division of Public Health**
- **Romona Fullman, Esq., Director, Delaware Commission for Women**
- **Mawuna Gardesey, Chief, Bureau of Infant Morality Reduction, DE Division of Public Health**
- **Brian K. Gibbs, Ph.D, Director, Program to Eliminate Health Disparities, Harvard School of Public Health**
- **Cecil Gordon, Jr., MD, Obstetrics & Gynecology**
- **Melva I. Green, MD, MBA, MPH**
- **Sarah Harrison, Founder, Integrated Social Solutions**
- **Renata Henry, Director, DE Division of Substance Abuse & Mental Health**
- **Tyrone Jones, Director, Corporate Community Alliances, Astra Zeneca**
- **Jim Lafferty, Executive Director, Mental Health Association in Delaware**
- **Jack O. Lanier, MHA, DrPH, FACHE, Professor of Health Policy, Department of Epidemiology & Community Health, Virginia Commonwealth University, Medical College of Virginia School of Medicine**
- **Brian Little, MD, PhD, VP for Academic Affairs & Research, Christiana Health Care Services**
- **Lolita Lopez, FACHE, President & CEO, Westside Family Healthcare**
- **Miguel McInnis, MPH, Chief Executive Officer, Mid-Atlantic Association of Community Health Centers**
- **Ernest Moy, MD, MPH, Senior Research Scientist, Center for Outcomes & Effectiveness Research, Agency for Healthcare Research & Quality (AHRQ)**

- **Brian Olson, Director, La Red Health Center**
- **Jaime “Gus” Rivera, MD, FAAP, Director, DE Division of Public Health**
- **Rose Rivera, Chief Executive Officer, Henrietta Johnson Medical Center**
- **Luis Ruiz, Consultant, Human Resources for Health Unit, Health Systems Strengthening Area, WHO/PAHO (Pan American Health Organization)**
- **Paul Silverman, DrPH, Division of Public Health**
- **Debra Singletary, Chief Executive Officer, Delmarva Rural Ministries**
- **Bailus Walker, Jr., PhD, MPH, Professor of Environmental & Occupational Medicine & Toxicology, Howard University School of Medicine**
- **William Weintraub, MD, Section Chief, Cardiology, Christiana Care**
- **Johnny Woods, Rev., Capitol Park Civic Association**