



SUNY
DOWNSTATE
Medical Center

STRATEGIC PLAN



COLLEGE OF HEALTH RELATED PROFESSIONS 2010-2014

MISSION

To educate health professionals in the delivery of excellent health care service by developing their scientific competence and fostering their humane spirit. The College seeks to accomplish this by providing a challenging and supportive atmosphere for learning that offers opportunities for structured experiences as well as independent inquiry. Faculty contribute to knowledge in the health professions through advancements in clinical practice, scholarly activities, basic and applied research and professional service.

Collaboration is emphasized among students, faculty, clinicians, and professionals in health care and related disciplines. Students are prepared for professional leadership roles through coursework and professional and campus activities. The College fosters ongoing professional growth by sponsoring continuing education opportunities in all disciplines. The College strives to serve the urban community in which it is located by providing health services and education to the population.

VISION

The College of Health Related Professions (CHRP) will be recognized for its leadership in health professions education through its education of the next generation of outstanding health professionals, curricula innovation, clinical training, scholarly activities and community service.

VALUES

The College values innovation, collegiality, responsiveness, leadership, and respect for the rich diversity which characterizes Brooklyn, New York City, and the residents we serve.

PROGRAM ACCOMPLISHMENTS

The College, founded in 1966, offers six clinically oriented programs leading to Bachelors of Science, Master of Science and professional doctoral degrees.

- **Diagnostic Medical Imaging (DMI):**
 - SUNY Downstate offers the only BS degree granting program in the tri-state area.
- **Physician Assistant Education:**
 - The BS degree program is nationally recognized for its leadership in urban Physician Assistant education.
 - Second to the historically black colleges and universities in its enrollment and graduation of diverse Physician Assistants.

- The Physician Assistant Education Association presented its second annual Diversity Award to the Downstate PA Program in 2004 in recognition of its long standing commitment to enrolling and retaining a high percentage of underrepresented minority students and for its emphasis on community service.
- **Occupational Therapy (OT):**
 - The Master's Program offers an innovative graduate curriculum in general occupational therapy and a specialized program in Early Intervention OT for graduate clinicians.
 - Program recognized for its participation in the national school backpack awareness initiative, which helped students, parents, and teachers recognize the physical complications of excessive and improper weight bearing.
- **Medical Informatics:**
 - Master's Program combines the use of information technology with biomedical sciences in a discipline that advances health care through computerized data management.
- **Midwifery:**
 - Traces its roots to the inception of development of professional midwifery education in NY, over 75 years ago.
 - First program in New York to offer a MS degree in Midwifery.
 - First to offer an ACNM accredited direct entry midwifery education program in the nation to prepare people from a variety of backgrounds to become midwives.
- **Physical Therapy (PT):**
 - For over 30 years, has provided entry-level education in PT.
 - In 1999, Downstate was approved to grant a combined BS Degree with a major in Health Sciences and MS Degree in Physical Therapy.
 - In 2006, the College enrolled its first doctoral students in an innovative combined BS/DPT program in Health Sciences/Physical Therapy. Students enroll in the professional doctoral program in physical therapy after having completed a minimum of 80 college credits.
- **Radiological Technology:**
 - Plans are underway to launch additional programs in Radiological Technology and advanced imaging modalities.

STRATEGIC GOALS AND OBJECTIVES

- 1. Develop and expand educational programs and related educational opportunities to meet the evolving and varied needs of each discipline.**
 - Ensure adequate faculty/student ratios in all CHRP programs as to meet accreditation and enrollment requirements
 - Submit proposal for a BS/MS Program in Physician Assistant Education
 - Submit letters of intent for the development of a BS completion program for Radiological Technology and integration of the community based Certificate Program in Radiological Technology within CHRP (partnership with LICH)
 - Expand outcomes assessment strategies
 - Develop clinical doctoral level education in Midwifery
 - Develop clinical internship opportunities for graduates and those returning to clinical practice in PA and Midwifery
- 2. Improve clinical training through diversification of sites, preceptorships, and innovative placements.**
 - Expand clinical affiliate training opportunities to increase the college's competitiveness in the environment
 - Strengthen relationships with preceptors through education opportunities and on-line offerings
 - Enhance evaluation of the clinical training experiences
- 3. Develop mechanisms to facilitate diverse student recruitment and employment opportunities for graduates.**
 - Develop a college wide student recruitment plan (enrollment management)
 - Reactivate the CHRP Alumni Association
- 4. Foster faculty development, recognition and support.**
 - Partner with the center-wide Faculty Development Institute to build curricula and educational offerings on key elements of teaching and learning in the current academic environment
 - Secure extramural funding to support clinician faculty development and training
 - Increase faculty research and publications
 - Increase participation by college faculty in professional organizations
 - Work with the campus in the development of a grants officer position
- 5. Expand research, clinical and educational opportunities both internally and externally.**
 - Participate in urban health education, prevention or direct care activities each year
 - Enhance collaborative research activities with other disciplines/ departments and other institutions, with emphasis on urban and public health

GOAL 1: Develop and expand educational programs and related educational opportunities to meet the evolving and varied needs of each discipline

What do we want to have accomplished in the next two to five years?	What do we want to accomplish in 2010-2011	Benchmarks and evaluation mechanisms	Who is responsible?	Timeframe
1. Ensure adequate faculty/ student ratios in all CHRP programs as to meet accreditation and enrollment requirements	<ul style="list-style-type: none"> ■ Retain faculty to meet national standards ■ Replace vacant positions expeditiously ■ Assess staffing levels and required skills at the program level to facilitate implementation of programs goals and objectives 	<ul style="list-style-type: none"> ■ Maintenance of acceptable student / faculty ratio in each program (1:10 or 1:15) depending on program ■ All faculty, with the exception of adjuncts and preceptors, have their NYS licenses and national certifications up to date ■ Professional development assessment instruments reviewed annually to assure continued competencies and ongoing professional development 	<ul style="list-style-type: none"> ■ Dean ■ Program Chairs 	2010-2014
2. Submit proposal for a BS/MS Program in Physician Assistant Education	<ul style="list-style-type: none"> ■ Letter of intent to be submitted Fall 2011 ■ Development of capstone experience 	<ul style="list-style-type: none"> ■ Letter of intent accepted ■ Curriculum development 	<ul style="list-style-type: none"> ■ Physician Assistant Chairperson 	2010-2014
3. Submit letters of intent for the development of a BS completion program for Radiological Technology and integration of the community based Certificate Program in Radiological Technology within CHRP (partnership with LICH)	<ul style="list-style-type: none"> ■ Develop curriculum and course syllabi ■ Hire Program Director ■ Secure staff support ■ Develop course syllabi 	<ul style="list-style-type: none"> ■ Approval of Board of Regents and SUNY 	<ul style="list-style-type: none"> ■ Ken Martinucci – Clinical Assistant Professor 	2010-2014
4. Expand outcomes assessment strategies	<ul style="list-style-type: none"> ■ Expand the annual program evaluation and annual reporting process to include key data sets 	<ul style="list-style-type: none"> ■ Data gathering regarding outcomes assessment instruments ■ Approval of an outcomes assessment instrument ■ Utilization of the approved format by 2012 	<ul style="list-style-type: none"> ■ Dean ■ Program Chairs 	2010-2014
5. Develop clinical doctoral level education in Midwifery	<ul style="list-style-type: none"> ■ Develop program curriculum and course syllabi ■ Secure extramural funding ■ Assemble an Advisory Committee 	<ul style="list-style-type: none"> ■ Maintain adequate funds for program ■ Site visit 	<ul style="list-style-type: none"> ■ Midwifery Chairperson 	2010-2014
6. Develop clinical internship opportunities for graduates and those returning to clinical practice in PA and Midwifery	<ul style="list-style-type: none"> ■ Develop course syllabi 	<ul style="list-style-type: none"> ■ Ensure professional relevance (consultation from experts in the respective fields of study) 	<ul style="list-style-type: none"> ■ Midwifery and Physician Assistant Program Chairpersons 	2010-2014

GOAL 2: Improve clinical training through diversification of sites, preceptorships, and innovative placements

What do we want to have accomplished in the next two to five years?	What do we want to accomplish in 2010-2011?	Benchmarks and evaluation mechanisms.	Who is responsible?	Timeframe
1. Expand clinical affiliate training opportunities to increase the college's competitiveness in the environment	<ul style="list-style-type: none"> ■ Evaluate current clinical training sites ■ Ensure educational equivalency across clinical sites, integrating <i>New Innovations</i> tracking software ■ Assign CHRP students to clinical placements in predominantly urban health care settings ■ Enhance regular communication between clinical coordinators at affiliates and SUNY Program Directors 	<ul style="list-style-type: none"> ■ Develop a database with standardized information on clinical sites for quality assessment and improvement ■ Convene regular meetings with Program Director and affiliate faculty 	<ul style="list-style-type: none"> ■ Dean ■ Program Chairs ■ Clinical Affiliations Coordinator 	2010-2014
2. Strengthen relationships with preceptors through education opportunities and on-line offerings	<ul style="list-style-type: none"> ■ Develop online information and clinical education training 	<ul style="list-style-type: none"> ■ Participation by preceptor faculty 	<ul style="list-style-type: none"> ■ Dean ■ Program Chairs 	2010-2014
3. Enhance evaluation of the clinical training experiences	<ul style="list-style-type: none"> ■ Integrate clinical tracking data collection and management in all CHRP programs 	<ul style="list-style-type: none"> ■ Conversion of clinical educational experiences from paper based to electronic format, utilizing approved software package 	<ul style="list-style-type: none"> ■ Program Chairs ■ Clinical Coordinators ■ Affiliations Coordinator 	2010-2014

GOAL 3: Develop mechanisms to facilitate diverse student recruitment and employment opportunities for graduates

What do we want to have accomplished in the next two to five years?	What do we want to accomplish in 2010-2011?	Benchmarks and evaluation mechanisms	Who is responsible?	Timeframe
1. Develop a college wide student recruitment plan (enrollment management)	<ul style="list-style-type: none"> ■ Expand partnerships with preferred feeder schools and institutions ■ Begin work with other SUNY campuses for educational pipeline programs ■ Collaborate with a minimum of one community based organization to facilitate diverse student recruitment ■ Expand the alumni network by developing an alumni advisory committee for recruitment of diverse students 	<ul style="list-style-type: none"> ■ Articulation agreements with: <ul style="list-style-type: none"> ■ NYC Technical College ■ Medger Evers College ■ Brooklyn College ■ Nassau Community College ■ Westchester Community College ■ Convene a SUNY regional meeting with undergraduate schools to develop an allied health pipeline ■ Track data to determine how graduates are finding employment opportunities 	<ul style="list-style-type: none"> ■ Dean ■ Assistant Dean ■ Program Directors 	2010-2014
2. Reactivate the CHRP Alumni Association	<ul style="list-style-type: none"> ■ Develop partnerships with CHRP alumni for clinical training and faculty development ■ Develop an employment opportunity listing with local health facilities for CHRP graduates 	<ul style="list-style-type: none"> ■ Update the alumni database ■ Initiate regular correspondence (2x/year) ■ Host a planning meeting ■ Track data to determine how graduates are finding employment opportunities 	<ul style="list-style-type: none"> ■ Dean ■ Program Directors 	2010-2014

GOAL 4: Foster faculty development, recognition and support

What do we want to have accomplished in the next two to five years?	What do we want to accomplish in 2010-2011?	Benchmarks and evaluation mechanisms	Who is responsible?	Timeframe
1. Partner with the center-wide Faculty Development Institute to build curricula and educational offerings on key elements of teaching and learning in the current academic environment	<ul style="list-style-type: none"> ■ Needs and competency assessment of faculty ■ College-wide retreat to establish priorities for faculty development ■ Develop program for academic support, role modeling and mentorship 	<ul style="list-style-type: none"> ■ Each faculty member engaged in the programming of the Faculty Development Institute's work 	<ul style="list-style-type: none"> ■ Dean 	2010-2014
2. Secure extramural funding to support clinician faculty development and training	<ul style="list-style-type: none"> ■ Submission of at least two (2) grants proposals each year to private and/or governmental agencies 	<ul style="list-style-type: none"> ■ Successful in annually obtaining funding 	<ul style="list-style-type: none"> ■ Dean 	2010-2014
3. Increase faculty research and publications	<ul style="list-style-type: none"> ■ Increase in the number of faculty publications by 20% over 5 years ■ Increase in the number of publications in peer reviewed journals by 20% over 5 years 	<ul style="list-style-type: none"> ■ Tracking of individual faculty activities 		2010-2014
4. Increase faculty participation in professional organizations	<ul style="list-style-type: none"> ■ All faculty are members of their respective clinical associations 	<ul style="list-style-type: none"> ■ 80% rate of faculty in leadership positions of professional associations 	<ul style="list-style-type: none"> ■ Dean ■ Program Directors 	2010-2014
5. Work with the campus in the development of a grants officer position	<ul style="list-style-type: none"> ■ Develop financial plan for funding of grant officer 	<ul style="list-style-type: none"> ■ Position funded and program implemented 	<ul style="list-style-type: none"> ■ CHRP Dean ■ Deans of other colleges 	2010-2014

GOAL 5: Expand research, clinical and educational opportunities both internally and externally

What do we want to have accomplished in the next two to five years?	What do we want to accomplish in 2010-2011?	Benchmarks and evaluation mechanisms	Who is responsible?	Timeframe
1. Participate in urban health education, prevention, or direct care activities each year	<ul style="list-style-type: none"> ■ All six programs engaged in community health as part of their required coursework 	<ul style="list-style-type: none"> ■ Track students' community health participation with local employment rates ■ Increased number of CHRP graduates selecting employment within the community ■ Annual award for CHRP graduating student who demonstrates outstanding community service 	<ul style="list-style-type: none"> ■ Dean ■ Program Directors 	2010-2014
2. Enhance collaborative research activities with other disciplines/ departments and other institutions, with emphasis on urban and public health	<ul style="list-style-type: none"> ■ Create an interdisciplinary team to discuss potential projects and funding sources ■ Open new lines of collaboration with external research organizations 	<ul style="list-style-type: none"> ■ Working team formed with representation of all colleges to develop potential projects ■ Relationships developed and fostered among faculty ■ Grant applications submitted by the established multi-disciplinary teams 	<ul style="list-style-type: none"> ■ Deans of all six Colleges/ Schools ■ Faculty of all six Colleges/ Schools 	2010-2014