



Strategic Plan

2023–26

Quinnipiac
School of Health Sciences



A First-Choice School of Excellence

Message from the Dean



Janelle M. Chiasera, PhD
Dean of the School of
Health Sciences
Quinnipiac University

I am honored and pleased to present to you the strategic plan of the School of Health Sciences. This plan serves as a roadmap guiding us to becoming a first-choice school of excellence and a leader in producing skilled and compassionate graduates, creating pioneering research, and partnering with our communities to advance the health and well-being of all. As we confront local and global health challenges and witness the rapid integration of new technology into healthcare practices, it is imperative that we prepare our students to be adaptable, compassionate, collaborative and highly skilled professionals.

This strategic plan is the result of comprehensive strategic thinking that defines mission, vision, values and goals, outlines school-wide strategies for achieving them and represents a collective commitment to fostering an environment that nurtures curiosity, critical thinking, empathy, innovation and collaboration. We envision a future where our graduates are not just proficient in their respective disciplines, but are also equipped to lead, adapt, innovate and drive positive change. Through this plan, we aim to leverage our strengths, seize opportunities and overcome challenges as we work toward our shared vision.

In the pages that follow, I outline our vision, mission and core values and provide the five key strategic pillars for the plan, each aligned with specific goals and objectives. From transforming education to promoting innovation, from expanding strategic partnerships to investing in organizational and inclusive excellence, every aspect of our plan is designed to elevate the quality of what we deliver and enhance our impact on all we serve.

This plan is more than just a commitment to academic excellence; it is a commitment to our students, faculty, staff, alumni and the communities we serve. Through transparent communication, inclusivity and a spirit of continuous improvement, we will forge ahead, guided by the principles and core values that define us.

I invite all of us to embrace these innovations and work collaboratively toward the realization of our shared goals. The future of healthcare is dynamic, and so must be our approach to education. Together, we will shape the next generation of healthcare leaders and make a lasting impact on the world of health sciences.

The journey ahead is exciting, and I am confident that, with this strategic plan as our guide, we will achieve remarkable heights in health sciences education as we become the first-choice school of excellence.

A handwritten signature in black ink that reads "Janelle M. Chiasera". The signature is written in a cursive, flowing style.

VISION

The School of Health Sciences will be the nationally recognized school of choice for students, faculty and employers.

MISSION

Our school provides excellence in education, scholarship and community engagement with a mission grounded in our commitment to producing skilled and compassionate graduates, creating pioneering research, and partnering with our communities to advance the health and well-being of people and communities. Through unique and distinctive academic programs, interdisciplinary collaboration, immersive learning experiences and student-centeredness, we empower students to deliver compassionate care, create innovation through research and catalyze change in dynamic health fields. Our emphasis on evidence-based medicine, critical thinking and interprofessional skills equips our graduates to make impactful and inclusive contributions to their professions. In all our endeavors, we are guided by a commitment to innovation, accountability, excellence and social responsibility as we aspire to be a first-choice school of excellence and a global leader in fostering new knowledge, improving healthcare and increasing health equity.

CORE VALUES

Innovation | Excellence | Integrity | Collaboration | Accountability |
Social Responsibility | Positive Force for Good



Our Strategy: Ambitious and Unique

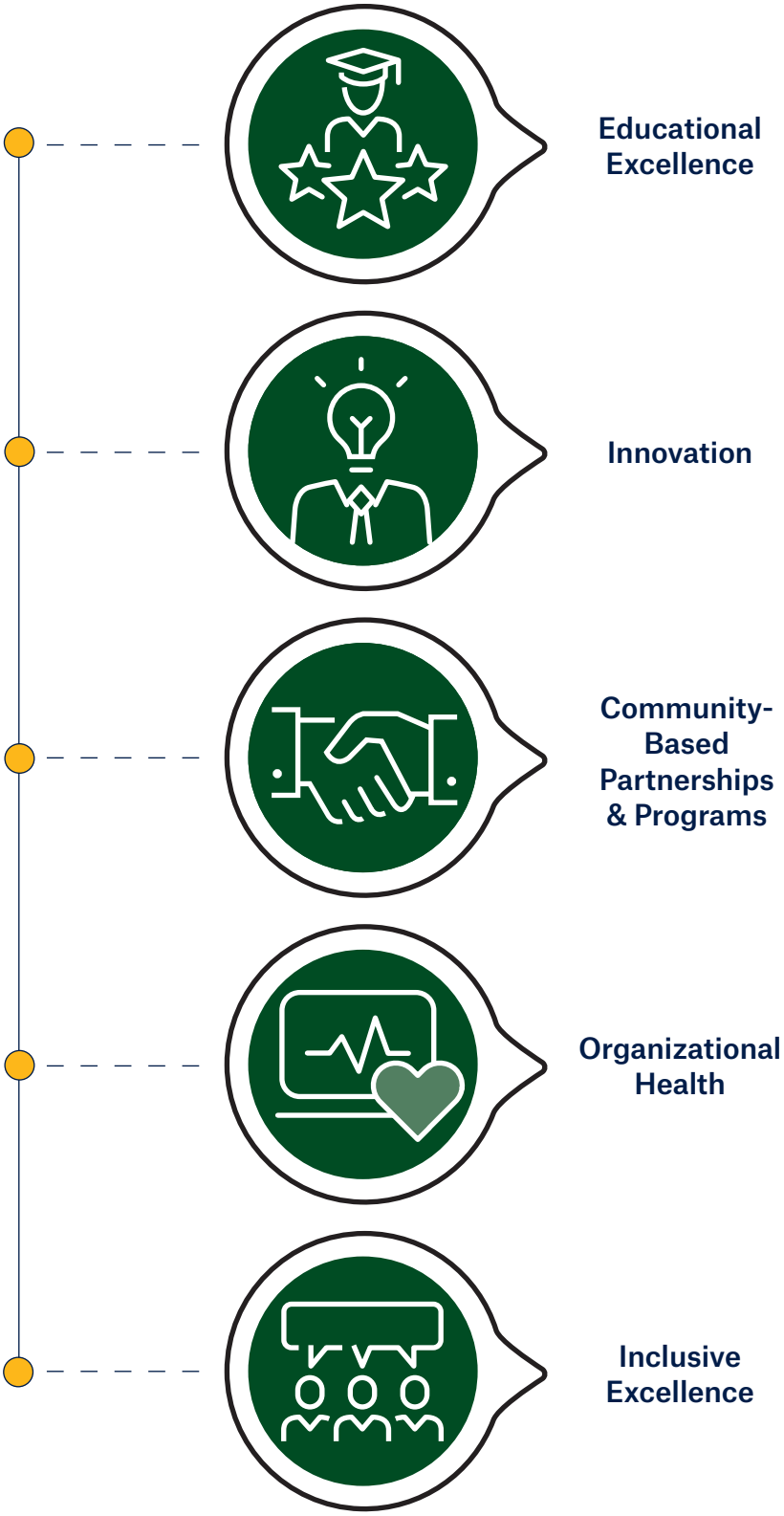
We are ambitious – We are inventors in the classroom, leaders in our communities and discoverers in our labs. We do all of this by translating knowledge into real-world practice to improve health and healthcare across the board. We stand among the upper echelon of health schools of our type with more than 2,100 students who are part of 18 program offerings. We have nationally ranked programs in Occupational Therapy and Physician Assistant Studies and all our programs boast high pass rates on certification exams and 100% placement rates. Our dedication to community service is unparalleled and impacts the lives of people from multiple communities.

We are unique – We stand out in our commitment to shaping the future of healthcare by challenging the traditional functions of educational institutions. While other schools contribute to societal progress by discovering and applying new knowledge, our uniqueness lies in our distinctive approach.

We actively listen to the needs of external constituencies, including business, industry and government, to identify genuine real-world problems. We strategically allocate resources to address problems where our school holds a unique position and advantage. Our commitment extends to crafting innovative solutions tailored to tackle these real-world challenges. Moreover, we foster collaboration by co-creating solutions with partners, amplifying the impact of our collective efforts. This distinctive methodology sets us apart from other institutions in our dedication to making a tangible and transformative impact on the future of healthcare.

Strategic Pillars


Teach.
Discover.
Serve.





Educational Excellence

Goal: Ensure a unique and transformative educational experience that develops students, faculty and staff to be intellectually curious and catalysts for change

We are known for delivering preeminent programs that produce sought-after graduates who quickly become professionals leading at all levels of an organization. Our faculty members are exceptional and engaging in their teaching, caring with their approach to service and unwavering in their commitment to building future leaders. In the fast-paced world of healthcare and biomedical research, employers are increasingly eager to hire professionals who can “hit the ground running” with skills to navigate and succeed in ever-changing professions. This is particularly important now since many of these professionals will eventually be tapped to manage or lead in their careers.

Building on a solid foundation of academic excellence, we know that a real opportunity for our school to be a leader in educating students to be successful in the ever-evolving and demanding fields of health sciences involves us: 1) prioritizing the health and wellness of our students, 2) embedding tools and strategies into our programs that will enable our graduates to thrive in demanding fields, 3) creating proficiency in soft skill essentials such as leadership, professionalism, problem solving and emotional intelligence and 4) leveraging the health synergy at QU to train students through an immersive, team-based approach that is enhanced by practical experiential learning.

Ultimately, the goal is for us to produce graduates who are curious about society’s healthcare challenges and who are confident and prepared to meet those challenges, transforming how care is delivered.

Educational Excellence Objectives

Provide teaching and support that meets the evolving needs of students and develops them to be humanistic, professional, resilient and well prepared for future careers and citizenship

Enhance and prioritize experiential learning for all students

Provide infrastructure and support to recruit and retain faculty with strengths and interests aligned with the school’s values and priorities, including inclusivity

Leverage and grow the Center for Interprofessional Healthcare Education into a nationally recognized center, one that creates innovative interprofessional experiences and new learning communities that extend traditional boundaries

Remain relevant through a strong commitment to scholarship and discovery of knowledge



Innovation

Goal: Anticipate emerging healthcare needs and develop innovative programs that transform healthcare

We take pride in the future-focused and immersive approach to our education because we understand that the knowledge we provide will need to be translated to situations and environments that don't exist today. By fostering a culture of innovation and providing immersive real-world experiences to our students through partners and partnerships, we ensure that our graduates translate classroom knowledge into real-world settings.

We believe that we have an opportunity to differentiate ourselves by developing innovative education for the future healthcare workforce in areas such as leadership, wellness, diversity, equity and inclusion, artificial intelligence, informatics and technology. We know that accessible learning opportunities that engage professionals in all stages of their career will help our school remain relevant, address significant workforce needs and create upskilling opportunities to meet the needs of our market.

Innovative offerings are needed such as online or hybrid learning environments, stackable degrees, and certificates/badges for adult learners and non-traditional students. Partnerships with clinical sites and other key stakeholders are critical to sustaining and enhancing experiential learning opportunities that allow our school to be labor-market responsive. Another significant opportunity for us is growing partnerships with healthcare employers as placement sites, collaborators in strategy and curriculum, and a pipeline for the lifetime education of the healthcare workforce. Finally, an emerging priority and differentiator for SHS is the opportunity to incorporate wellness as foundational to sustainable healthcare careers.

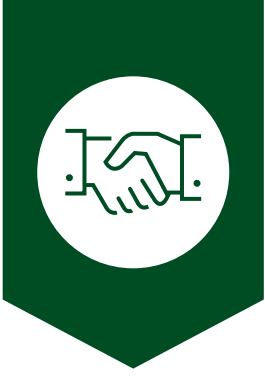
Innovation Objectives

Develop innovative curriculum and educational programs that ensure career readiness, particularly in high-demand fields

Offer educational opportunities and programs for learners across the professional lifespan

Provide resources, including professional development and teaching activities, to support change and incubate innovation

Equip faculty, staff and students to advocate for the health and wellness of all



Community-Based Partnerships & Programs

Goal: Enhance our community impact through strategic partnerships that promote health and wellness

We recognize the importance of community partnerships in elevating community health and opportunities for current and potential students. Over the next three years, the school will nurture and expand community partnerships to promote health education. To achieve this, the school will devise mechanisms that enable genuine engagement with the community, actively listening to its needs and then building on this dialogue to co-create solutions with the community that leverage the school's strengths while addressing specific community needs.

By fostering community-based partnerships and implementing programs, we will create invaluable opportunities for students to gain experiences firsthand in understanding the profound impact of social determinants of health. These experiences will not only enhance academic learning but will produce more well-rounded professionals who are better equipped to address the complex challenges faced by diverse communities.

Community-Based Partnerships & Programs Objectives

Develop and nurture opportunities to build connections in the community, engage community partners and leverage strengths

Grow and expand program offerings by creating new partnerships and fully leveraging existing relationships

Co-create solutions with the community that meet identified needs aligned to the school's strengths

Strengthen the alumni community through engagement and connection



Organizational Health

Goal: Prioritize and support the health and wellness of faculty, staff and students so they have the energy and resources to be innovative and successful

In the dynamic landscape of healthcare education, the quest for excellence extends far beyond the mastery of medical knowledge and attainment of research and clinical skills. It encompasses the very essence of an institution's well-being and vitality: its organizational health. For our school, organizational health is not a mere buzzword; it is the cornerstone upon which our school will build our foundation for success. In a world where healthcare is continually evolving and the expectations of students, faculty and the broader healthcare community are ever increasing, the concept of organizational health is indispensable.

Over the next three years, we will focus and invest in robust support to promote a healthy work and learning environment. Central to these efforts are the resources, infrastructure and support for mental health and wellness for students, faculty and staff. We will create a culture that supports faculty, staff and students to model work/life balance. Focused efforts will be dedicated to reducing the current administrative burden on faculty and staff through reducing redundancies and streamlining processes. In addition, productivity and morale can be increased by reducing the number of tasks faculty and staff are asked to undertake outside their area of expertise.

Finally, strengthened collaboration and cohesiveness within the school were seen as key components to organizational health. By promoting a healthy and a collaborative environment, the school will be well positioned for innovation and success.

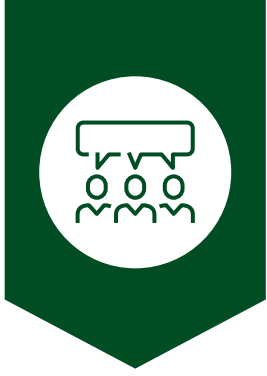
Organizational Health Objectives

Advocate for needed resources, infrastructure and support for mental health and wellness

Promote and model work/life balance

Improve operational efficiencies by reducing redundancies, sharing resources and leveraging opportunities to streamline academic offerings

Develop strategies that stimulate engagement, collaboration and cohesiveness among the school's departments



Inclusive Excellence

Goal: Create an inclusive, diverse and excellence-driven culture and demonstrate a steadfast commitment to addressing healthcare inequities and disparities

We are dedicated to the pursuit of inclusive excellence because it aligns with our mission to educate compassionate, competent and culturally sensitive healthcare professionals. We believe that inclusive excellence is not an option but an imperative, essential for addressing healthcare disparities, fostering innovation and preparing our students to excel in a diverse and interconnected world. By embracing inclusive excellence, we uphold the highest standards of education and ethics, ensuring that our graduates are prepared to make a meaningful and equitable impact on healthcare and society. To achieve excellence in health science and healthcare delivery, the racial demographics of the workforce and the classroom should reflect the population served. Embracing these fundamental tenets, we will build systems and create partnerships to attract more diverse students and faculty, build cultural awareness and cultural humility within our culture, and create a school environment that promotes a sense of belonging for all. Creating an inclusive, excellence-driven community is also a goal of the university. Campus-wide and school efforts are inextricably linked and will therefore require thoughtful coordination and planning.

In addition to creating a culture of inclusive excellence, the school has also prioritized the promotion of health equity, which will be an important lens for teaching, scholarship and service for the school.

Inclusive Excellence Objectives

Embed cultural awareness and cultural humility into the school community to promote a sense of belonging for all

Diversify our faculty, staff and student body

Promote health equity through teaching, scholarship and service

Quinnipiac

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Our Commitment

Quinnipiac University has a strong commitment to the principles and practices of diversity throughout the Quinnipiac community. Members of minority groups and individuals with disabilities are encouraged to consider and apply for admission. Quinnipiac University does not discriminate based on race, color, creed, gender, age, sexual orientation, national and ethnic origin or disability status in the administration of its educational and admissions policies, employment policies, scholarship and loan programs, athletic programs or other university-administered programs.