

College of Health Sciences Strategic Plan 2006-2009

The mission of the University of Kentucky College of Health Sciences is to help the people of the Commonwealth of Kentucky and beyond to gain and retain the highest level of health through creative leadership and productivity in education, research, and service.

Goal 1: Enhance the College's Stature among Its Peers.

The College of Health Sciences, originally the College of Allied Health Professions, was one of the first twelve charter schools of allied health in the United States. Initial funding came from HRSA and the College soon became known as a leader in innovative education, with an emphasis in interdisciplinary programs. Since its inception in 1966, the College has continued to excel in the academic arena. There is still room for growth in academic programming, but also in the area of research. The College is committed to moving to national prominence in research with a strong focus on interdisciplinary, translational research.

Objective 1.1. The College will increase its research excellence and visibility

Strategies/ Actions

- A. Promote research accomplishments inside and outside UK
- B. Develop ongoing formal & informal mechanisms to communicate research interests, ideas, and issues
- C. Increase the number of regular title series faculty
- D. Obtain funding for endowed professorships and hire high-quality faculty into those positions.

Key Indicators

- A. Increase number of media items concerning research by 25% per year
- B. Increase faculty research-related recognitions (e.g., awards, appointments to review boards, NIH study sections) by 15-20% per year
- C. Increase research productivity (e.g., presentations, publications, grant submissions) by 15-20% per year
- D. Increase number of formal opportunities for interaction (e.g., colloquia, seminars) among researchers to three per year
- E. Increase number of postdoctoral fellows to five by 2009
- F. Increase the number of endowed professorships to four by 2009
- G. Demonstrate Top 10 NIH ranking compared to Allied Health benchmarks by 2007
- H. Increase number of regular title series faculty to more than 50% of the total faculty numbers by 2009

Objective 1.2. The College will increase its academic excellence and visibility

Strategies/ Actions

- A. Modify, expand and offer high quality degree programs based on advances in the professions and changing health care needs of Kentucky
- B. Make strategic hires to meet the needs of the academic programs
- C. Promote development of present faculty through informal and formal opportunities
- D. Enhance the College infrastructure to support academic programs
- E. Admit, retain, and graduate outstanding students who are prepared to contribute to their professions and to the health care needs of Kentucky
- F. Increase number of professional doctoral and doctoral students by 10%

Key Indicators

- A. Expand distributive learning opportunities based on feasibility and need
- B. Ensure that new faculty hires meet academic needs of programs
- C. Increase number of student publications, presentations, awards, and honors by 10% each year
- D. Offer a BHS program and the CLS program at the Center for Rural Health (CRH) in Hazard in accordance with feasibility and needs assessment findings by 2009

Goal 2: Prepare Students for Leadership in the Knowledge Economy & Global Society

The College of Health Sciences has a history of commitment to international education. Since 1994, over 230 students have studied abroad in England, Africa, Ireland, Dominican Republic, Ecuador, and India. We recognize that students must have a global view of health care and health care systems. We seek to build on our strengths and expand our international connections. By focusing on excellence in academics as stated in Objective 1.2, the College will ensure that students are prepared to meet the knowledge economy and assume leadership positions in today's health care arena.

Objective 2.1. The College will increase and enhance international and multicultural opportunities for students

Strategies/ Actions

- A. Establish funds for students to participate in international experiences
- B. Educate students concerning scholarship opportunities at UK for study abroad experiences
- C. Establish a task force to assess the need for foreign language training for our students as a prerequisite requirement
- D. Establish a task force to identify funding source for Medical Center wide cultural competence initiative

Key Indicators

- A. Increase number of study abroad experiences for students each year

- B. Submit task force report on foreign language issue and implement the recommendations by 2008
- C. Submit application for a Medical Center wide cultural competence initiative with CHS serving as lead College by 2008
- D. Create a curricular map for multicultural course content and increase as needed by 2008
- E. Offer faculty development activities to increase cultural competency and facilitate the incorporation of cultural competence content in coursework by 2008
- F. Increase total scholarship dollars earmarked for international opportunities for students to \$2000 per year

Objective 2.2. The College will increase funding opportunities for students

Strategies/ Actions

- A. Create endowed scholarships

Key Indicators

- A. Establish at least one endowed scholarship in each unit by 2009

Objective 2.3. The College will enhance leadership opportunities at college, university, state, & national levels for students

Strategies/ Actions

- A. Identify leadership training opportunities offered by the University and national and state organizations and nominate students for participation
- B. Develop funding mechanisms to cover costs of student participation in leadership training opportunities

Key Indicators

- A. Increase total dollars earmarked for leadership development activities for students to \$1500 per year
- B. Increase student participation in leadership activities (including self-report) each year

Goal 3: Enhance the Intellectual & Economic Capital of Kentucky through Growth in Research

The College is committed to the area of research. Considerable investment has been made in this area and early assessment indicates that the investment has had positive effects. The College's research funding grew by 62% between the 2005 academic year and 2006. We bring clinical research strength to the translational research direction of the University. We anticipate a Top 10 national ranking in NIH funding by 2007.

Objective 3.1. The College will continue to develop focused, interdisciplinary translational research themes for strategic investment

Strategies/ Actions

- A. Establish a task force to investigate research themes in the college by 2007

- B. Partner with other universities, colleges, and departments to develop collaborative research projects
- C. Provide support for existing faculty working toward multidisciplinary research themes through non-recurring funds
- D. Partner with UK entities, industry, schools, and hospitals (e.g., Cardinal Hill) to develop collaborative research opportunities

Key Indicators

- A. Identify at least two areas of research strength with likelihood of NIH funding by 2007
- B. Increase the number of collaborative funded grants, presentations, and publications by 15-20% by 2009

Objective 3.2. The College will increase funding from all sources (e.g. NIH, NSF, DOE, foundations, contracts, other federal and state funds)

Strategies/ Actions

- A. Support pilot studies using college funds
- B. Establish a formalized mentorship program for faculty interested in research
- C. Establish a mechanism for identifying and communicating alternate funding sources for specific research ideas
- D. Educate faculty on patent application processes to protect intellectual properties

Key Indicators:

- A. Increase the number of grant submissions by 15-20% each year
- B. Increase the amount of grant dollars by 15-20% each year
- C. Filing of any patent documents (e.g., disclosure statements) by faculty

Objective 3.3. The College will actively transmit the benefits of its knowledge and expertise to the public including translating research finds into clinical usefulness

Strategies/ Actions

- A. Engage in activities to inform the professions, University, and public of research findings and the College's research strengths through marketing, presentations, publications, continuing education programs, and website entries

Key Indicators:

- A. Increase the number of peer-reviewed, national and international research presentations and publications by 15-20% per year
- B. Conduct at least two continuing education activities related to research activities per year
- C. Increase the number of articles appearing in lay periodicals (i.e., KY Living; Vital Signs, etc) by 3 per year

Goal 4: Embrace and Nurture Diversity

The College recognizes the need for a diverse faculty and student body. The changing demographics of the US require that health care practitioners provide culturally competent services and that education programs graduate a workforce that mirrors the populations in terms of race and ethnicity. The College seeks to serve underrepresented and underserved populations through education, research, and outreach. We aim to educate students from underserved areas who will return to these areas after graduation thus, positively impacting health care in the region. The College is committed to creating an environment of inclusion and respect.

Objective 4.1. The College will ensure that its core belief in the values of cultural awareness, appreciation, and respect are manifest in its curriculum, extra – curricular activities, and college climate

Strategies/ Actions

- A. Provide professional development activities for faculty with an emphasis on integrating cultural competence into instruction.
- B. Establish new clinical partnerships with health care organizations, clinics, schools, and systems that serve diverse populations
- C. Offer pilot funds for activities targeting diversity growth within the College

Key Indicators:

- A. Provide a biannual faculty development activity pertaining to cultural competence beginning 2008
- B. Increase the number of faculty and students participating in service opportunities through engagement with diverse populations to one additional per year
- C. Increase the amount of funds spent on specific diversity issues (e.g., faculty recruitment and development, student recruitment, clinical experiences, service learning) from current levels

Objective 4.2. The College will establish a clear, focused strategy for achieving diversity in its faculty, staff, and students

Strategies/ Actions

- A. Identify and implement strategies and accountability measures that ensure a diverse pool of applicants during hiring processes for faculty and staff
- B. Develop admission and retention strategies that provide a welcoming environment for a diverse pool of students in educational programs
- C. Increase recruitment activities for potential students that target minority and underrepresented and underserved groups through collaborative efforts with University and Medical Center entities
- D. Define and target underrepresented and underserved groups for specific educational programs and recruit students in those areas (e.g., males in Communication Disorders)

Key Indicators:

- A. Evidence that strategies were utilized to contact and encourage diverse candidates to apply for vacancies within the College (submitted by hiring official)
- B. Increase the number of activities with middle and high schools and HBCUs by 2 each year
- C. Identify and implement new admission strategies that view applicants from a holistic perspective by 2008
- D. Develop and implement retention, and graduation strategies that support student success by 2008

Goal 5: Engage Kentuckians through Partnerships to Elevate Quality of Life

By the very nature of its clinical program, the College has worked to elevate the quality of life of the citizens of Kentucky. Its graduates contribute to the health of the citizens while also contributing to the economic growth and health of the state. We intend to expand our outreach activities to engage Kentuckians in improved lifestyles and improved health, particularly in rural, underserved areas.

Objective 5.1. The College will continue to develop instructional, clinical, and research collaborations with outside entities

Strategies/ Actions

- A. Expand collaborations with CRH and Morehead based on feasibility and needs assessment
- B. Evaluate need for expanded distributive learning activities to provide greater access to educational opportunities
- C. Identify and track present international opportunities to include numbers of faculty; students, and sites.
- D. Reinstate the International Committee to monitor, support, and inform others about international activities
- E. Develop policies for enhancing, monitoring, and evaluating international activities.

Key Indicators:

- A. Expand distributive learning opportunities based on feasibility and need
- B. Increase the number of students participating in international clinical experiences/clinical exchanges by two each year
- C. Offer BHS program and the CLS program based on the implementation plan resulting from the feasibility and needs assessment at CRH by 2009

Objective 5.2. The College will develop outreach and engagement programs for practitioners, alumni, preceptors and Kentucky citizens through continuing education

Strategies/ Actions

- A. Establish an infrastructure to support CE system

- B. Ensure that the College is responsive to health care needs in Kentucky by participating in AHEC Advisory Committee meetings
- C. Encourage faculty collaboration with practitioners, alumni, preceptors, and others through CE offerings

Key Indicators

- A. Monitor that CHS representatives attend at least two AHEC Advisory Committee meetings at regional AHEC locations each year
- B. Increase the number of information sessions (e.g., continuing education and professional development) addressing health care problems related to quality of life to three each year by 2009

Objective 5.3. The college will establish opportunities, outside of clinical instruction experiences, for faculty and students which involve community engagement and service learning

Strategies/ Actions

- A. Identify and track present outreach and engagement activities to include number of: faculty, students, locations, and non-UK recipients
- B. Encourage faculty to apply for UK service learning grants and other relevant grant opportunities to fund projects
- C. Identify opportunities and encourage CHS faculty and students to participate in activities through formal mechanisms (e.g., required class) and informal (volunteer) mechanisms.

Key Indicators

- A. Design and utilize tracking instrument by 2008
- B. Increase the number of faculty, students, locations, non-UK participants in outreach and engagement activities by 10% each year