



UNIVERSITY OF KENTUCKY
COLLEGE OF HEALTH SCIENCES

STRATEGIC PLAN 2009-2014

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.

PREAMBLE

We are a college of multi-disciplinary health care professionals working in the university medical setting who serve as educators, researchers, administrators and providers of patient care and other community services.

Over the past decade, the College of Health Sciences has used the strategic planning process of the University of Kentucky to strengthen the core mission of the college and to move in new directions. This 2009-2014 Strategic Plan will further refine and focus our goals on the tenets of education, research and outreach, ensuring continued growth and success of our students, faculty, staff and our College.

A strategic plan forms the framework for setting goals. The vision of the college is realized through these goals and the steps identified to achieve them. Continual measurement of progress allows for creative use of resources and an ability to change directions when needed.

The College of Health Sciences has a long history of educating outstanding health care providers and administrators. Since 1966 our graduates have gone on to prestigious positions at numerous health care facilities, independent practices, universities and more. Today the college is represented by undergraduate, graduate, doctoral and professional programs.

Our researchers are breaking new ground in the areas of translational research across the human lifespan. These include voice and language disorders; musculoskeletal and neurological interventions; pediatric, geriatric and reproductive health; frailty and disability prevention; and health services research into health outcomes, including quality and safety.

We consider outreach and service to be our third great responsibility. Most of our clinical students complete rotations in rural areas of Kentucky, which bring enhanced health care services and availability to the entire Commonwealth and beyond.

These three priorities – education, research and service – provide our college with unique opportunities to significantly affect the communities around us. From these priorities we have developed this plan that identifies our common goals.

GOAL 1

Prepare Students for Leading Roles in an Innovation-driven Economy & Global Society

Our commitment to preparing students for professions in health care must be stronger than ever, given the demands of the ever-changing healthcare landscape as well as our changing world. Current economic conditions require our graduates to be innovative and responsive to achieve success and make a difference in the lives of our citizens. This innovation must expand beyond Kentucky's borders in recognition of the need to embrace living and working in a global society. Students are given opportunities and encouraged to participate in interdisciplinary, interprofessional and international experiences that broaden their perspectives and assist them in becoming well-rounded, compassionate health care professionals.

Objective 1.1. Ensure that graduates in the College are able to demonstrate expertise in their disciplines and are prepared to succeed in professional and community settings

Strategy 1.1.1. Expand opportunities for interdisciplinary and inter-professional learning and training through academic programs and co-curricular activities

Strategy 1.1.2. Create an on-going college-wide faculty committee to expand and enhance instructional development opportunities for faculty to include innovative pedagogies that focus on active learning, effective use of technology, and assessment

Strategy 1.1.3. Support opportunities for curricular, co-curricular, international experiences and community service activities, particularly with regard to leadership, internationalization, diversity and inclusion

Strategy 1.1.4. Create a systematic and intentional mechanism for undergraduate students to be exposed to health sciences disciplines and to collaborate on an interdisciplinary project, such as a senior capstone seminar

Strategy 1.1.5. Enhance instructional development opportunities through the addition of graduate assistant positions and peer mentoring to assist with innovative pedagogies

Objective 1.2. Increase the number and quality of graduates at the undergraduate level and the quality of students at the graduate and professional level to enhance the reputation of the College and address the critical need for health professionals, academic leaders, and researchers in the Commonwealth and United States

Strategy 1.2.1. Continue to expand educational opportunities for graduate and professional students to serve the needs of the Commonwealth and beyond, through research, teaching, and clinical or professional expertise

Strategy 1.2.2. Develop and implement new programs and strategies to increase student enrollment and create a more diverse and heterogeneous student body, including efforts related to recruitment of transfer and non-traditional students and pipeline initiatives with middle and high school students and their teachers

Strategy 1.2.3. Create and implement a plan for assessing student learning outcomes for each degree program

Objective 1.3. The College will increase financial support for undergraduate, graduate and professional students, both in-state and out-of-state

Strategy 1.3.1. Identify and obtain funding for student support, including tuition incentives to attract high quality undergraduate, graduate, and professional students

Metrics

- a. Exceed national averages on pass rates of first-time test takers in professional programs with licensure and/or certification examinations
- b. Increase the number of undergraduate and graduate students participating in program-approved, health-related education abroad experiences
- c. Offer the Human Health Science program on the UK campus and at the Center for Rural Health (CRH) in Hazard by 2014
- d. Offer the Clinical Laboratory Science program and other targeted programs at the CRH in Hazard in accordance with feasibility and needs assessment findings
- e. Retention and graduation rates for undergraduate and graduate students will increase from baseline by 2014
- f. Create and evaluate an interdisciplinary senior capstone seminar, including monitoring the number of students who participate from each program
- g. Complete one three-year assessment cycle of student learning outcomes for each program by 2014
- h. Increase the number of funded graduate assistantships within the College by six by 2014
- i. Increase the number of student scholarships and total scholarship dollars through development activities from baseline

GOAL 2

Promote Research & Creative Work to Increase the Intellectual, Social and Economic Capital of Kentucky and the World Beyond its Borders

The College has answered the General Assembly's call for the University of Kentucky to become a Top 20 public research university. This commitment has been realized by the significant rise in research funding since 2004 and a ranking in the top 20 in NIH funding for allied health colleges resulting in a nationally recognized research enterprise. Our cutting-edge translational research in reproductive health, voice and language disorders and frailty and disability prevention is finding better, more innovative ways to improve health in Kentucky and throughout the world. We anticipate being ranked in the Top 10 of NIH funding by 2011.

Objective 2.1. Increase faculty research and scholarly productivity

Strategy 2.1.1. Facilitate interdisciplinary research and collaborative scholarship

Strategy 2.1.2. Add faculty positions in targeted and emerging areas, as funding permits

Strategy 2.1.3. Facilitate opportunities for research engagement and mentorship for faculty

Strategy 2.1.4. Enhance and effectively utilize mechanisms for identifying and communicating funding sources for specific research ideas

Objective 2.2. Enhance the impact of the College's research and scholarship through public awareness and engagement at the local, national and global levels

Strategy 2.2.1. Continue public relations programming to communicate the impact of research and scholarly accomplishments

Strategy 2.2.2. Integrate research and teaching more fully by increasing research opportunities for students at all levels

Strategy 2.2.3. Foster and engage the community directly in research partnerships

Metrics

- a. Demonstrate Top 10 NIH ranking compared to Allied Health benchmarks
- b. Complete 40 media items concerning research annually
- c. Increase annual research productivity to 150 presentations and 120 publications by 2014
- d. Increase the amount of annual grant dollars to \$3,000,000 by 2014
- e. Increase the total research DOE for regular title series faculty that is sponsored to 50% by 2014
- f. Secure two mentorship/training grants (NIH K, F32, T32, HRSA or pre-doctoral grants) annually

GOAL 3

Develop the Human and Physical Resources of the College of Health Sciences to Achieve the Institution's Top 20 Goals

The strength of any organization, company or institution is its people. We are committed to seeking the best and brightest students, faculty and staff and to provide facilities and resources that enable their success. The college strives to create a climate open to change and inquiry – one that nurtures and promotes ideas from any student, faculty or staff member. The college also recognizes one's need to find personal and professional fulfillment and is diligent about promoting and encouraging the development of those pursuits.

Objective 3.1. Recruit faculty and staff with high potential for success at a Top 20 level research university

Strategy 3.1.1. Ensure faculty starting salaries and start up support are nationally competitive

Strategy 3.1.2. Identify and capitalize on university funding mechanisms to ensure that staff are compensated fairly

Objective 3.2. Enhance the success, retention and advancement of all faculty and staff engaged in various missions of the College

Strategy 3.2.1. Support, recognize, and reward faculty and staff for achievement within and beyond assigned responsibilities

Strategy 3.2.2. Cultivate faculty and staff leaders through professional development activities within and outside the College

Metrics

- a. Faculty salaries will be at or above 90% of median benchmark for faculty salary based on data from the Association of Schools of Allied Health (Southern Dean's Data)
- b. At least 90% of staff will participate in at least two professional development activities that contribute to job performance and are approved by their supervisor per year
- c. Increase the number of faculty and staff who are involved in or recognized for institutional and external leadership opportunities

GOAL 4

Promote Diversity & Inclusion

Diversity and inclusion should be core values at any institution of higher learning. Differences of opinion and varied backgrounds and heritage are components of strength in our society and should be championed. These factors should challenge individuals to broaden their perspectives, promote engagement in the community and create a deeper understanding of the world around them. These principles of inclusion and diversity are part of the foundation of the University of Kentucky and College of Health Sciences.

Objective 4.1. Promote inclusive excellence across the College

Strategy 4.1.1. Establish a CHS Advisory Council on Diversity which reports directly to the dean and the Executive Council

Objective 4.2. Establish a clear, focused strategy for achieving diversity in its faculty, staff, and students

Strategy 4.2.1. Follow established strategies and accountability measures that ensure a diverse pool of applicants during hiring processes for faculty and staff

Strategy 4.2.2. Develop marketing and outreach initiatives using engagement with alumni and local professionals to foster a welcoming environment, which promotes success in educational programs

Strategy 4.2.3. Promote non-academic characteristics in admissions criteria to encourage a diverse pool of applicants (holistic admissions)

Strategy 4.2.4. Promote awareness of academic and study skills resources to at risk students

Objective 4.3. The College will develop outreach and engagement programs for practitioners, alumni, preceptors and Kentucky citizens to promote diversity and inclusion in the CHS

Strategy 4.3.1. Identify and effectively utilize networks of community representatives to assist diverse faculty, staff and students in finding social networks, student mentoring, academic and financial support

Metrics

- a. Achieve the employment goals of UK's annual Affirmative Action Plan
- b. Track and monitor the number of minority students, staff and faculty in the College
- c. Retention and graduation rates for undergraduate and graduate students from minority groups will increase from baseline by 2014
- d. Establish a link on the College Web site that promotes culturally diverse activities on campus and in the communities

GOAL 5

Improve the Quality of Life of Kentuckians through Engagement, Outreach and Service

Outreach and service are core components of the college's identity. By the nature of our clinical focus, the college is in a great position to positively affect the lives of Kentuckians. We are educating high-quality, caring health care professionals and academicians who participate in programs and activities aimed at benefiting underserved areas in our communities. Many of those students stay in Kentucky after graduation, contributing to the health and economic well-being of the Commonwealth.

Objective 5.1. The College will develop outreach, engagement and service programs for practitioners, alumni, preceptors and Kentucky citizens

Strategy 5.1.1. Establish an infrastructure to support a CHS continuing education (CE) system

Strategy 5.1.2. Encourage faculty collaboration with practitioners, alumni, preceptors, and others through college-sponsored CE offerings

Strategy 5.1.3. Ensure that the College is responsive to health care needs in Kentucky by participating in AHEC activities and Centers for Excellence in Rural Health

Strategy 5.1.4. Expand opportunities for clinical activities in the College

Objective 5.2. Promote public awareness of College expertise, outreach and engagement activities

Strategy 5.2.1. Continue to publish annual report that focuses on College activities and expertise related to the health professions, including collaborations with AHEC Centers

Strategy 5.2.2. Use publications in the College to highlight outreach and engagement activities

Strategy 5.2.3. Increase local, regional, and international partnerships for engagement opportunities

Metrics

- a. Include CHS faculty and staff representation at five CHS Alumni and/or AHEC events per year
- b. Provide 15 college-sponsored continuing education (CE) activities in accordance with feasibility and needs assessment findings by 2014
- c. Increase the number of faculty and staff reporting outreach and engagement activities on the Engagement Measurement Instrument (EMI) to 25 per year
- d. Increase number of clinical rotations and community-wide partnerships to over 1,000 per year by 2014
- e. Generate two media pitches on outreach activities to local media annually