



UNIVERSITY OF KENTUCKY COLLEGE OF HEALTH SCIENCES



College Report 2011

The College of Health Sciences completed its most recent Strategic Plan in 2009 and a self-study and external review were completed in 2010. The summary of that review states:

“The college is to be commended for its thorough and intentional review of its mission using stakeholder input and review to improve educational programs, increase research productivity and advance the mission of the college and the university.”

The present document provides a comprehensive state of the college in 2011.

College of Health Sciences

Identity, Themes, & Synergies

The College of Health Sciences (CHS) is defined by its **mission**:

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.

The theme that unifies the CHS and establishes our identity across research, education and service missions is our goal to promote health and prevent disability, thereby maintaining functional independence.

The CHS strives to meet the demand for healthcare professional leaders through the diversity of programs it offers to students. Three CHS programs (PT, PA and AT) are among the fastest growing occupations in the Commonwealth, with estimated job growth through 2018 exceeding 30%; with CSD estimated at 19%, and the others averaging 10% (workforcekentucky.ky.gov). In fact, The US Department of Labor predicts that health care in general will be a recession-proof, high-growth industry well into the next decade. According to the US Department of Labor, Healthcare, which includes the degree programs described below, will generate 3.2 million new wage and salary jobs between 2008 and 2018, more than any other industry (<http://www.bls.gov/oco/cg/cqs035.htm>). The CHS includes the following academic programs:

- **Physical Therapy (PT, Lexington and Hazard campuses)** – 37% of licensed PTs in Kentucky received their entry level degree from UK; an additional 11% received post-professional degrees from UK. Pass rates for the national licensure exam on initial attempt and ultimate pass rate (100% for the last rolling three year cycle) exceed the national average. 100% of graduates who desire employment are employed.
- **Physician Assistant Studies (PAS, Lexington and Morehead campuses)** - 1,219 PAs have graduated from the PAS program since 1975, accounting for the vast majority of practicing PAs in the Commonwealth. Greater than 95% of recent graduates (2009-10) are currently employed as PAs. The value of the PA profession is recognized nationally by *Forbes Magazine* - Best Master's Degrees for Jobs 2011 - and *Money* ranked the PA profession #2 for “Best Jobs in America” 2 years in a row (2010, 2011).
- **Athletic Training (AT)** – the only Master’s program in Kentucky and one of only 15 accredited programs in the country. It is well-known nationally, with applicants coming from many of our benchmark institutions. Students are fully funded by UK Athletics and other colleges and secondary schools to provide clinical service as part of their educational experience. Alumni are 100% employed by professional sports teams, universities/colleges, high schools, and industry nationwide.
- **Communication Sciences and Disorders (CSD)** – one of five Master's degree programs in Kentucky. The UK CSD Program regularly graduates one of the largest Master’s classes in the Commonwealth, with the majority of students accepting jobs in Kentucky (of 28 Master’s trained clinicians in 2011, 20 accepted a professional position in Kentucky).
- **Clinical Nutrition (CNU)** – in collaboration with the Graduate Center for Nutritional Sciences (GCNS), is the only Master’s program in the state offering training in clinical nutrition, wellness and sports nutrition, community nutrition and molecular nutrition. Of over 300 graduates, the majority are employed in clinical hospital settings, government, academia, wellness programs, and in industry. The Master’s program also prepares high quality students for the GCNS doctoral program.



- **Medical Laboratory Sciences (MLS)** - one of three university-based Medical Laboratory Science programs in Kentucky. The program began in 1933 (as Medical Technology), one of the first in the country, and is now one of the oldest programs. The 2006 KY database (1965-2006) shows that of the 751 UK graduates, roughly 70% are employed in Kentucky hospital/clinical settings.
- **Radiation Sciences (RAS, also called Medical Physics)** - one of a handful of public programs in the Southeast. Accreditation recently mandated residencies, with only ~50 available nationwide, each slot receiving 30-100 applicants. In the last year, 4 graduates obtained residency positions, with the 5th student entering a PhD program. Overall, graduates have been highly successful with 3 past graduates elected president of the national professional society (American Association of Physicists in Medicine).
- **Clinical Leadership and Management (CLM)** - an undergraduate career ladder program for healthcare providers with an Associate degree. These part-time students continue to work full-time and attend night classes through distance learning sites. Since this articulation program with the community colleges was approved in 2006, there are 14 graduates; 11 employed as clinical managers in Kentucky and 3 are pursuing graduate degrees.
- **Rehabilitation Sciences Doctoral Program (RHB-PhD)** - integrates PT, AT, CSD and occupational therapy (OT) from ECU. Additional partners include WKU and Murray State. Established in 2001, with 24 graduates, and 41 current students, the program is the only doctoral program for rehabilitation professionals in Kentucky and the largest in the nation.

The programs are sought after and selective, as illustrated by the admission rate in the table below for the current academic year:

PROGRAM	Total Applicants	# Admitted	% Admitted
Master's – AT	123	9	7%
Master's - RAS (Medical Physics)	48	6	12%
Doctor of PT (DPT), Lex & Hazard	463	65	14%
Master's – CSD	201	45	22%
RHB-PhD	11	3	27%
Master's - PAS, Lex & Morehead	189	57	30%
Master's - CNU (with GCNS)	29	14	48%
Undergraduate – CSD	57	34	60%
Undergraduate -MLS	29	20	69%

*CLM is a part time undergraduate program with rolling admissions

Organizational Structure: Programs, Students, and Faculty

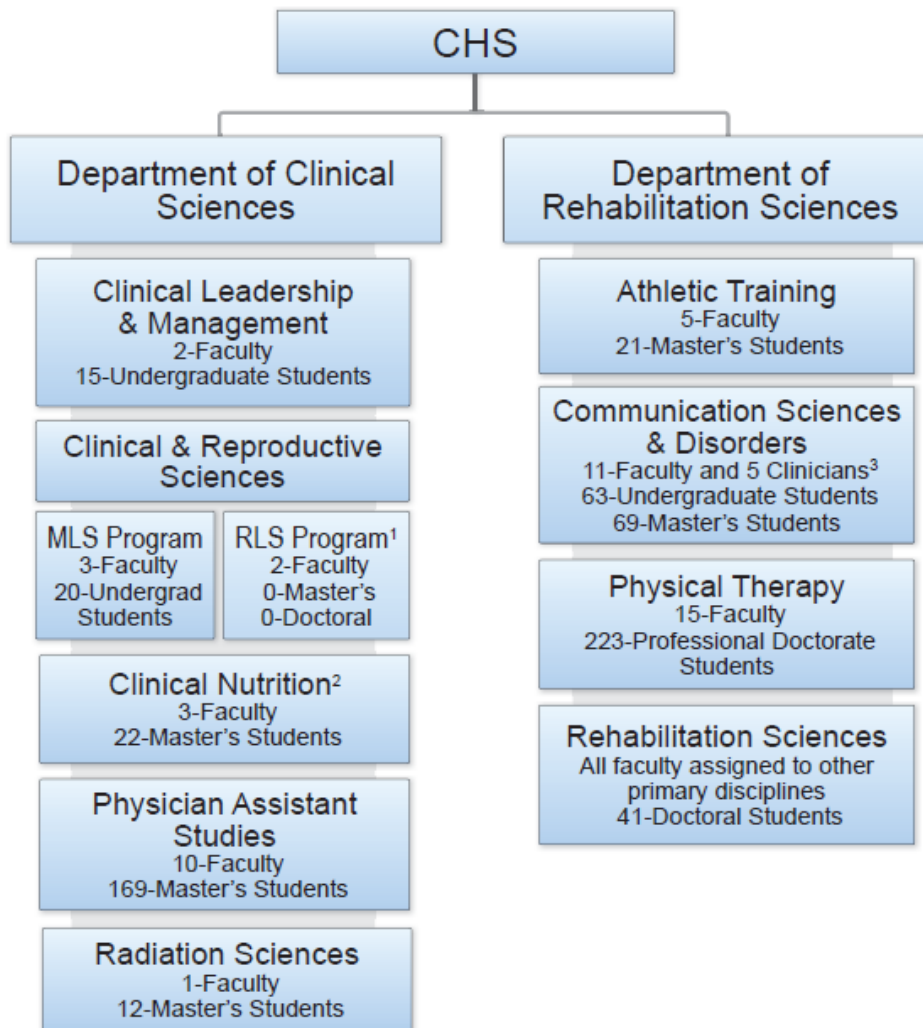
The CHS academic structure encompasses:

- Three 2-year undergraduate programs – all with selective admission in the junior year
- Five 2-year master’s programs
- One 3-year professional doctorate program (DPT)
 - Six of the nine programs require accreditation and all are currently accredited. Oversight of the extensive accreditation requirements for all programs is managed centrally.
- One doctoral program (PhD) in Rehabilitation Sciences



CHS Organizational Chart with Student Enrollment & Faculty Numbers, Fall 2011

*Student enrollments are currently unofficial for fall 2011. Source: UK IRIS system



¹ Admissions have been suspended for this program.

² Degrees conferred by the College of Medicine.

³ Funded by UK HealthCare.

The expansion of programs is guided by needs assessment, intentional strategic planning and continual review of educational, service and research missions.

- College enrollment grew by 60%, from 376 students in 2003 to 607 students in 2011, with faculty increasing only 14% during that time (from 50 to 57; excluding clinical title faculty).
- Of the 16 colleges at UK, CHS ranks 7th in number of annual degrees awarded (2010-11) and 7th in degrees awarded per faculty member (2009-10), UK Office of Institutional Research, most recent numbers available.
- Students accepted into CHS programs have outstanding graduation rates for the graduate programs (as would be expected) and for its 3 undergraduate programs. In 2010, greater than 95% of those eligible to graduate received a degree.



Undergraduate Graduation Rates	AY 2010	
	# Graduates/Total Eligible Graduates	Graduation Rate (%)
Medical Laboratory Sciences	12/13	92.3%
Clinical Leadership and Management	7/7	100%
Communication Sciences & Disorders	28/29	96.6%

- Tuition revenue from CHS to the University increased by \$5,056,605 since 2003 due to the growth in student enrollments, new course offerings, cost of living increases, and differential tuition associated with transition from the PT master's to professional doctorate.
- Sixty four percent of CHS graduates stay in Kentucky and work in 114 of 120 counties. Nevertheless, demand exceeds CHS capacity:
 - There are 30–40 current PA vacancies in Kentucky. The medical laboratory science vacancy rate nationally is 10% (*Lab Med.* 2009; 40:133).
 - It is estimated that an average of 13% of current laboratory staff will retire within the next five years, with estimates at 35% in the Commonwealth (*workforcekentucky.ky.gov*).
 - Hospital vacancy rates for PTs, Medical Physicists and Speech Language Pathologists (SLPs) range from 5-9% in Kentucky (*workforcekentucky.ky.gov*).
 - Approximately 50% of SLPs are employed in education, where a considerable shortage exists (American Association for Employment in Education, 2008). School administrators (59%) report that job openings exceed qualified applicants (<http://www.asha.org/careers/recruitment/schools/shortages.htm>).
 - The U.S. Department of Education's Office of Special Education Programs estimates that 49% of SLPs are age 45 or older and will be eligible to retire over the next 15 years.

The complementary expertise of faculty enable them to synergize in teaching interdisciplinary team building, both for primary care, and for the management of injury and chronic disease.

Based on DOEs, on average, faculty spend approximately 88% teaching effort within their respective disciplines, with 8% effort spent teaching in other disciplines within CHS. In the last academic year, faculty provided an additional 45 guest lecture hours in other divisions within CHS, not included on DOEs. This fall, a common reading experience involving 200 students in 7 degree programs and ~30 staff and faculty further integrates programs across the college. The major benefits resulting from the interdisciplinary structure of the college are described in the section below.

Shared governance defines the college.

Balanced representation from the diverse divisions in college governance and activities, and concerted efforts to work together, promote interprofessional education and service opportunities, and interdisciplinary research. The growth and integration of the college was facilitated when all divisions and departments were consolidated into one location in 2003. Proximity facilitated the long- term efforts to generate cohesion and a true sense of community.



Major Benefits

CHS's current configuration has resulted in a cohesive core that is greater than the sum of its parts, evidenced by:

A long history of combining interprofessional education, service and outreach.

In AY10, students participated in 1,148 clinical rotations across the state, with approximately 15% outside the state. Programs provide education and clinical service, as well as exposure to cultural diversity. Many of these not only cross disciplines within CHS, but also cross colleges. Highlights include:

- The Rehabilitation Sciences Doctoral Program integrates PT, AT, CSD and OT.
- The Orofacial Pain Clinic, the first clinic in the world to receive accreditation status as an Orofacial Pain Clinic, is a collaboration among PT, Psychology and Dentistry.
- The faculty-led course, *International Perspectives on Care of Older People - Great Britain*, provides students with an interprofessional opportunity to explore healthcare and policy from a cross-cultural perspective.
- International rotations exist in Kenya, South Africa, Swaziland, Australia, Hong Kong, Italy and England; international medical brigades travel to Kenya, Mexico and Ecuador.
- The PREPaRE: Preparing RElated Services Personnel for Rural Employment grant prepares graduate students in CSD, PT, and OT to serve children in rural areas.
- Shoulder-to-Shoulder Global is an established program that provides interprofessional opportunities for CSD, PT, PAS and MLS students to serve in Ecuador.
- Samaritan's Touch, a free, student-run PT clinic established in 2010, serves the Lexington community while providing PT students with clinical experience.
- Athletic training graduate students provide clinical services through graduate assistantships funded by UK Athletics, neighboring colleges and secondary schools. This is a very affordable way for organizations to obtain clinical coverage for their teams.
- Student Health Navigators, a new outreach initiative that partners students from CNU, PT and PA with Family Health Care Advisors at Homeplace, in Hazard, to assist individuals in rural areas.
- Communication Sciences and Disorders Graduate Student Clinic, a low-cost speech, language, and hearing clinic provided approximately 1,620 patient visits in AY10.
- CSD clinics within the UK Healthcare Enterprise provide all speech/language/cognitive and swallowing therapy services in Chandler Hospital, Kentucky Clinic, and Communication Disorders Outpatient Clinic with over 3,000 patient visits in 2010. CSD clinics also house the UK Clinical Voice Center (UKCVC).
- CHS Student Ambassadors, a competitive college-wide student organization (grad and undergrad) that provides team building and professional development activities. Ambassadors also participate in recruitment, public relations and fund raising.
- Students in PT and CSD provide health screenings and education at the annual Hispanic Health Fair.
- CNU students provide free nutrition counseling at the annual UK Healthcare Fair.

Development of innovative educational initiatives.

- CHS initiated distance learning sites and onsite training in rural and underserved communities of Kentucky to strengthen the capacity to meet the needs of the Commonwealth. The CHS was one of the first colleges to employ distance learning at sites in Hazard and Morehead and continues to be a leader in distance education with over 65 distance learning courses offered per year.



- Hazard PT Program: Since its inception, the program at the Center for Excellence in Rural Health graduated more than 200 PTs, 80% of whom took jobs in rural counties, mostly in Kentucky. Through 2010, 100% of the graduates from this expansion program achieved licensure.
- Morehead PAS Program: Extended its educational program in 1996 to Eastern Kentucky, partnering with Morehead State University and the St. Claire Regional Medical Center. The program is located in the state-of-the-art Center for Health Education and Research Building and has graduated 176 students, the majority remaining in underserved, rural Kentucky, providing primary medical care services.
- The PharmD/MS PAS dual-degree program, established in 2009 with the College of Pharmacy, is one of few such programs in the country. This program provides a new level of preparation and interprofessional training for non-physician healthcare providers. Currently there are 3 dual degree students enrolled in the program.
- CHS competes successfully for interdisciplinary HRSA educational grants, procuring significant and continuous HRSA funding for interdisciplinary education, scholarship and service projects. Since 1975, awards total close to \$8 million.

Leadership in research in colleges of Allied Health.

- **CHS is a major contributor on grants totaling more than \$9 million.** The growth in funding is possible because of the synergy resulting from interdisciplinary collaborative relationships across divisions, across colleges (summarized in *Degree of Collaboration*, below), and across institutions.
 - The most dramatic growth in funding is in grants awarded to CHS faculty as PI. In FY05, CHS had \$800,000 in research funding which increased in FY11 to \$4.8 million, including \$1.3 million in F&A.
 - Since 2005, NIH ranking among Colleges of Allied Health improved from 34th to 8th and data indicate CHS will rank in the Top 10 for two consecutive years.
 - Considering NIH award dollars per faculty, CHS is 3rd among Allied Health institutions.
 - CHS faculty are major contributors on collaborative grants totaling an additional \$4.6 million, including nearly \$1 million in F&A (excludes CTSA dollars, see *Degree of Collaboration*, below). The most innovative examples are the collaborative relationships among CSD, AT and PT (CHS), Department of Physiology (COM), and Fine Arts faculty to define muscle structural and functional properties associated with impaired voice production (NIH-funded) and impaired feeding and swallowing in infants (CCTS pilot grant submitted).
- CHS faculty established the NIH-funded Kentucky Appalachian Rural Rehabilitation Network (KARRN), a network of people with neurological conditions (e.g. spinal cord injury, stroke and brain injury), healthcare providers who serve them, educators, researchers and other community members. The 3rd Annual KARRN Conference: Issues Related to Spinal Cord Injury and Stroke, attracted more than 200 nationwide participants.
- CHS eagerly embraced the University's priority to increase undergraduate student involvement in research. Since appointment of a Director of Undergraduate Research last year, UGR opportunities have been made available to any interested UK undergraduate across 4 divisions in the college. The program is serving as a model for campus-wide initiatives.



Philanthropy.

Donations to CHS are on the rise as awareness of College identity grows. The number of donors to CHS has grown 140% since FY06; gifts and pledges reached \$222,621 in FY11, compared to \$84,893 in FY05. CHS strives to forge relationships with alumni and established interdisciplinary advisory and philanthropy boards in 2008. In 2010, CHS principle endowment balance was \$1.6 million with total expenditures of \$200,000 for the year.

Opportunities Associated with the Current Configuration

- Now that CHS has reached out to alumni and established an identity and an infrastructure for giving, donations are increasing. However, in FY09 (the most recent university numbers available), among the 16 UK colleges, CHS was 15th in amount of annual giving and 14th in the number of donors. Clearly this area is primed for further growth and working with a major gifts officer shared with other colleges, and possibly UK Healthcare, will be explored.
- To further integrate education across divisions and health care colleges and to address the university's goal of increasing the enrollment of high-achieving undergraduate students, the CHS is proposing a new undergraduate program in Human Health Sciences (HHS). This program is expected to increase tuition dollars coming into the university by attracting incoming and transfer students who desire a specialized program of interprofessional courses necessary for success in the evolving healthcare delivery system. There is currently no comparable degree program on campus and there are few in the nation. Developed with cooperation from the Colleges of Medicine, Dentistry, Pharmacy, and Public Health, the HHS program will provide a firm background for students intending to seek advanced degrees in the health sciences. A search is underway for the HHS Director. Faculty lines will be acquired through internal reallocation and from the TIIF Program.
- Our partnership with UK Healthcare is improving. Currently, CSD provides all inpatient and outpatient SLP services through UK Healthcare. In 2008, CSD had 4 full-time and 2 part-time clinical faculty, which has grown to 8 full-time and 6 part-time faculty and professional staff in 2011. Billing has more than doubled since 2009. There are opportunities for other divisions within CHS to partner with the Enterprise to improve the quality of patient care, improve clinical education for students, and enhance research opportunities.
- There are 13,069 sq ft of research wet lab space on the 4th floor of Wethington, with 6,845 sq ft assigned to CHS. In FY11, expenditures were \$216 per sq ft. Currently, 4,034 sq ft are efficiently occupied, with expenditures of \$334 per sq ft. The unoccupied lab space can be used as a resource to grow CHS and UK's research enterprise through cross-college, joint recruitments of well-funded investigators. The collaborative spirit of CHS investigators, and their unique expertise in translational, musculoskeletal and rehabilitation research, offers a great opportunity to grow this thematic area of research excellence.
- There is a statewide demand for Continuing Education (CE) that CHS could meet through traditional (face-to-face) and on-line approaches. Recognizing that students in clinical placements place a burden on efficiency, providing CE to our preceptors is an added value to retain high quality clinical sites and to develop additional ones. CE is also valuable to alumni, allowing the college to target them for future giving.
- The CHS is a leader in distance learning via the Hazard and Morehead sites and planned expansion of these teaching modalities to reach non-traditional students and students in rural sites, particularly eastern Kentucky and outside the Commonwealth, will be revenue generators, e.g. certificate program in nutrition, courses in CSD.



Degree of Collaboration in Education, Service and Research

Education, research and service are integrated both across the college and the university. Many of the initiatives and programs highlighted above are collaborative with other colleges, however, the degree of collaboration with other colleges in each of the areas is specifically addressed below.

Cross-College Collaboration – Education

- Many of the accreditation requirements for the different programs within CHS are program-specific. However, faculty teach in disciplines other than their own, promoting innovative approaches to interprofessional health-related education. In 2010, faculty spent 4% of their teaching effort in courses offered through other colleges and an additional 70 hours in guest lectures, not included on DOEs.
- PT faculty, funded by the CHS, collaborate with A&S and Dentistry through the Orofacial Pain Clinic, teaching in the international residency program for practicing dentists and 4th year dental students. PT students take electives through Dentistry and the international residents take PT classes on cervical spine and TMJ.
- CNU faculty, funded by the CHS, provide all of the didactic content for the emphasis areas of clinical nutrition and wellness and sports nutrition for the GCNS, as well as a significant number of lectures for the core courses for both master’s and doctoral students, totaling more than 1.0 FTE.
- Program requirements for students are fulfilled both through courses offered through CHS (88.4%), as well as courses offered through the colleges of Medicine (5.4%), Arts and Sciences (3.9%), Education (1.4%), and Public Health (0.9%).
- The RAS program has existed for over 40 years and exemplifies the benefits of cross-college collaboration. Approximately ⅔ of the didactic coursework is provided by faculty from the CHS, with the remaining taught by faculty from the Department of Radiation Medicine in the COM. The Program Director and Director of Graduate Studies have joint appointments in the two colleges. An extensive clinical practicum, that spans a full calendar year, is provided by Radiation Medicine.
- The PharmD/MS PAS dual-degree program provides a new level of preparation and interprofessional training for non-physician healthcare providers.
- Activities outside standard curricula more accurately convey CHS’s contributions to cross-college education. The CHS is a leader in the UK Center for Interprofessional Healthcare Education, Research and Practice since its inception; faculty and students are active participants in Leadership Legacy, the Clarion Competition (Local and National Competitions on Healthcare Quality and Safety) and the Deans’ Interprofessional Honors Colloquium.
- CHS faculty actively mentor graduate students outside of their divisions, both within and outside CHS, as summarized in the table below for the past five academic years.

# of Doctoral Committees Outside Division, Within CHS	# of Doctoral Committees Outside CHS	# of Master’s Thesis Committees Outside Division, Within CHS	# of Master’s Thesis Committees Outside CHS
76	93	114	34



Cross-College Collaboration – Service

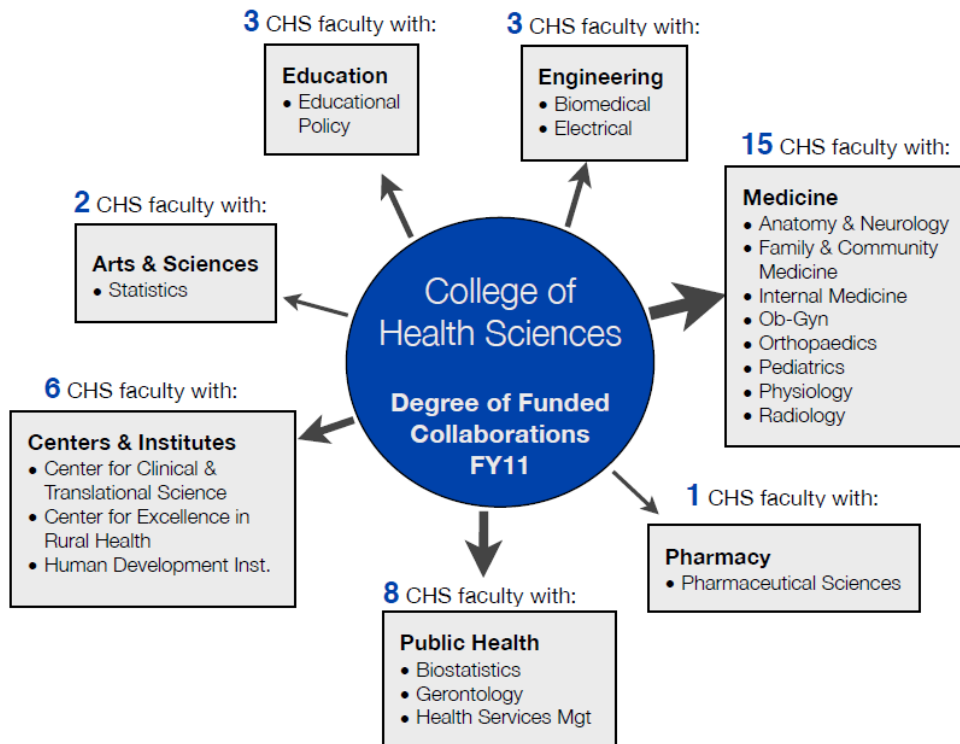
CHS faculty are good citizens with 77% serving on university committees. Faculty and staff serve on the IRB (including the Chair), University Appeals Board, Instructional Technology Committee, Institutional Diversity Advisory Committee, Commencement Committee, Health Care Clinical Sciences Area Advisory Committee, Biomedical Sciences Executive Committee, International Advisory, Undergraduate and Graduate Councils.

Examples of clinical service collaboration include:

- CSD clinics within the UK Healthcare Clinical Enterprise (described above), including the UK Clinical Voice Center (UKCVC). This center provides state-of-the-art diagnostic evaluation, treatment and management of conditions related to hoarseness, swallowing, shortness of breath, speech, and other voice disorders. The multidisciplinary team includes speech-language pathologists and otolaryngologists. Since inception, the revenue generated by the UKCVC has more than doubled each year with FY11 in excess of \$1.5 million.
- Multidisciplinary ALS Clinic in cooperation with the COM Neuroscience Department. PT, OT, and CSD graduate students provide comprehensive rehabilitation assessment and referral for patients with ALS.
- Neonatal Intensive Care Unit. CSD faculty participate in the multidisciplinary team providing services, and also lead a task force on development of a critical pathway for infant feeding readiness.

Cross-College Collaboration – Research

Research collaborations can be most effectively quantified by tracking grant awards and dollars. Total grant dollars secured by CHS faculty as PIs reached \$4.8 million in FY11. Of those, 40% were collaborative across colleges at UK, with COM collaborations accounting for the majority. CHS faculty also serve as coPI or col on grants across colleges, which account for an additional \$4.5 million in awards, including \$950,000 in F&A (excludes CTSA dollars). The translational nature of CHS research is well-recognized on campus, with CHS faculty providing clinical perspective and mechanistic insight in multiple collaborations, as summarized in the chart below.





Greatest Cross-College Collaborative Accomplishments

Established:

- Top 10 status in NIH funding for colleges of Allied Health
- The Orofacial Pain Clinic
- Kentucky Appalachian Rural Rehabilitation Network (KARRN)
- The dual degree program between PAS and College of Pharmacy
- CSD clinics, including the UKCVC

Integral contributors to:

- Center for Muscle Biology, a grassroots center, established in 2008, with 42 members from 9 different colleges, with over \$14 million in funding. CHS faculty are founding members and actively participate in projects in multiple areas of muscle biology including the effects of exercise, disuse, aging, and arthritis.
- Clinical and Translational Science Award (CTSA). CHS faculty participated in grant preparation, and now provide core services to the center and leadership for the Pilot Studies Program.
- Human Development Institute (HDI). The director of the HDI is on the faculty of the college. CSD and HDI faculty collaborate at both federal and state levels on grants focused on education of children with severe disabilities, resulting in approximately \$2.1 million in annual funding.

Possibilities for Greater Efficiencies and Cost Savings

(Without Impacting the College's Educational and Research Outcomes)

CHS has been proactive in increasing efficiency, making tough decisions when necessary, based on intentional review of the college mission and strategic plan, and consideration of stakeholder input. In 2004, the MLS Program suspended the Hazard site based on decreased workforce demand and student enrollment. Due to the recent resurgence in demand from employers, the program will be reinstated in 2012 with expected student enrollment of 6 in the first year, and 8 students thereafter. Using distance technology, this expansion can be achieved with the addition of only one lecturer on site in Hazard. In addition, the Lexington campus increased their student enrollment from an average of 10 students per year to 20 students per year in Fall, 2011.

Based on analysis of student enrollment and faculty productivity, the CHS determined that the Reproductive Sciences Program was not sustainable. Student admission was suspended and 3 faculty members left the College, another will leave in December and the fifth will leave at the end of the 2013 academic year with no plans to replace. The cost savings will be fully realized in coming years, but to date, have enabled CHS to operate more efficiently, meet budget cuts, and reallocate funds to programs with pressing needs. As opposed to negatively impacting educational and research outcomes, initiatives are underway to augment them, including:

- Implementing the HHS undergraduate program.
- Increasing accessibility of CHS educational programs through distance learning approaches.
- Moving to complete online application process.
- Partnering on wet lab space. Discussions are underway among CHS, COM and COEng for joint hires of accomplished investigators to strengthen translational musculoskeletal research.



- Contributing to renovation of the Wenner Gren Human Biodynamics Lab to facilitate cross-college translational research collaboration.
- Re-evaluating management of college resources to enable better allocation to meet the CHS mission. Centralizing printing and ordering processes is underway to reduce duplication and increase efficiencies.

Others proposed or under consideration:

- Consolidation/sharing of administrative activities among colleges (IT, assessment, PR, ordering, travel planning and reimbursement) is being explored at both the college and university levels. CHS will work with other colleges to streamline administration and collaborate on processes across colleges as appropriate. CHS recently lost the Development Officer and partnering with other colleges and UK Healthcare may help to realize giving potential in an integrated way.
- Establishing a Center for Health Services – envisioned to further integrate CHS disciplines, enhancing already strong interprofessional education, research and service in a revenue neutral way. Under discussion are outreach services in nutrition, wellness, elder care education, and nursing home services.
- Better coordination of college functions with services offered centrally by the university (e.g., minority student recruitment, securing major gifts, etc.)

Summary

The coherence and spirit of collegiality among the divisions and departments of the CHS that has grown over the last 8 years has enabled CHS to establish:

- Enhanced educational opportunities for the development of leaders in healthcare in the global economy.
- Interprofessional service experiences that benefit students and the community.
- Interdisciplinary research initiatives that have generated significant extramural funding.

Through ongoing commitment to intentional review, the college has adapted to internal and external pressures, and established a clear vision to maintain momentum for continued growth and excellence that will contribute to the overall educational, service and research missions of the university.