

College of Health Sciences Strategic Plan 2003-2006

CHS Mission Statement

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.

Responsible Party

The parties listed in the category titled "Responsible Party" are done in a prioritized order. Most objectives require input from all college faculty and staff working toward a common goal; however, some individuals or groups have primary responsibility for oversight of activities to meet certain objectives.

Goal 1: Reach for National Prominence.

Objective	Strategies	Indicators	Responsible Party
A. Increase the academic recognition and prominence of faculty scholarship	<ul style="list-style-type: none"> ▪ Promote faculty accomplishments in: <ul style="list-style-type: none"> ○ Campus-wide publications (UK News, etc) ○ College promotional materials (<i>Connections</i>, etc) ○ Summaries on college website ▪ Track national presentations and publications ▪ Develop mechanism for tracking editorships, professional association awards in teaching, research, and service, honors, and fellowships 	<ul style="list-style-type: none"> ▪ increase in number of national presentations (Baseline 136 for 2002-2003) and publications (Baseline 88 for 2002-203) ▪ Evidence of mechanism to showcase faculty accomplishments within the college (e.g., bulletin boards, display cases) 	<ul style="list-style-type: none"> ▪ Dean's Office ▪ Associate Dean for Research ▪ Chairs ▪ Division Directors ▪ Faculty
B. Expand practice plan to enhance the educational & research programs	<ul style="list-style-type: none"> ▪ Identify target areas for development of clinical practice 	<ul style="list-style-type: none"> ▪ Addition of one new practice area by 2006 	<ul style="list-style-type: none"> ▪ Chairs ▪ Division Directors ▪ Faculty ▪ Associate Dean for Academic Affairs ▪ Dean's Office

<p>C. Increase resources in order to offer high-quality instructional, research, and service programs</p>	<ul style="list-style-type: none"> ▪ Increase the number of grant and contract submissions in education and research areas ▪ Begin development activities to increase endowment for student scholarships and fellowships through a discipline specific RCF Graduate Fellowship Campaign 	<ul style="list-style-type: none"> ▪ 10% Increase in submitted educational and research grant proposals (Baseline of 46 proposals for 2002-2003) ▪ 5% increase of endowment for Graduate Fellowship Campaign (Baseline \$743,809 principle 2002-2003) 	<ul style="list-style-type: none"> ▪ Dean ▪ Associate Dean for Research ▪ Grants Officer ▪ Chairs ▪ Division Directors ▪ Faculty
<p>D. Strengthen the link between funding decision, plans and results</p>	<ul style="list-style-type: none"> ▪ Engage faculty in discussion of research themes in the college ▪ Fund non-recurring requests based on fit with research themes ▪ Establish training programs for Chairs, Division Directors, & Administrative Assistants regarding appropriate expenditure procedures 	<ul style="list-style-type: none"> ▪ Implementation of system to monitor non-recurring funding for research activities in thematic areas ▪ Implementation of accepted recommendations from Business Office Review 	<ul style="list-style-type: none"> ▪ Dean ▪ Associate Dean for Research ▪ Research Advisory Committee ▪ Grants Officer ▪ Business Officer ▪ Faculty Council ▪ Chairs ▪ Division Directors ▪ Faculty
<p>E. Streamline CHS business and information technology services</p>	<ul style="list-style-type: none"> ▪ Complete unit reviews of various administrative offices including the Business Office, Information Technology Services, & the Office of the Associate Dean for Research 	<ul style="list-style-type: none"> ▪ Implementation of accepted recommendations from committee reviews of Business Office, Information Technology Services, and Office of Associate Dean for Research 	<ul style="list-style-type: none"> ▪ Dean's Office ▪ Associate Dean for Research ▪ Business Office ▪ Information Technology Office

<p>Goal 2: Attract and Graduate Outstanding Students</p>			
<p>Objective</p>	<p>Strategies</p>	<p>Indicators</p>	<p>Responsible Party</p>
<p>A. Admit, enroll, graduate a student body that is increasingly capable of achieving the college mission</p>	<ul style="list-style-type: none"> ▪ Investigate measures other than standardized tests for measuring student quality ▪ Development recruitment and application materials that require students to provide evidence of desired characteristics (e.g., leadership, community involvement, etc.) 	<ul style="list-style-type: none"> ▪ New recruitment and application materials in place for college ▪ Increase in the percentage of a diverse student body 	<ul style="list-style-type: none"> ▪ Faculty ▪ Division Directors ▪ Student Services ▪ Associate Dean for Academic Affairs

<p>B. Collaborate with Kentucky's other post secondary education institutions to facilitate success for transfer students and UK students enrolled at remote sites</p>	<ul style="list-style-type: none"> ▪ Develop articulation agreements with community colleges for CLS baccalaureate programs ▪ Continue and strengthen collaboration with partners in Rehabilitation Sciences Doctoral Program 	<ul style="list-style-type: none"> ▪ Complete transfer agreement between LCC & CHS for CLS baccalaureate program ▪ Increased number of college faculty from other institutions involved in teaching and committee assignments (Baseline n = 5) 	<ul style="list-style-type: none"> ▪ Associate Dean for Academic Affairs ▪ Division Directors ▪ Chairs ▪ Faculty
<p>C. Engage students in a rigorous education and provide the environment conducive to success</p>	<ul style="list-style-type: none"> ▪ Provide high quality practicum and clerkship experiences ▪ Increase access to instruction via distance learning and creative class scheduling ▪ Ensure high quality student advising and student services ▪ Explore new academic opportunities including: AT Master's & Ph.D.; PAS links to Doctoral Education; Clinical Management BHS & Graduate Certificate; CLS Forensic Lab track 	<ul style="list-style-type: none"> ▪ Student evaluations of practicum and clerkship experiences indicate high satisfaction ▪ Alumni & employer surveys indicate satisfaction with preparation of graduates ▪ Advising evaluations and Office of Student Affairs surveys indicate satisfaction 	<ul style="list-style-type: none"> ▪ Faculty ▪ Division Directors ▪ Chairs ▪ Associate Dean for Academic Affairs ▪ Dean's Office
<p>C. Increase enrollment of underrepresented students in undergraduate & graduate programs</p>	<ul style="list-style-type: none"> ▪ Improve visibility of programs ▪ Begin on-line application to programs ▪ Seek funds to provide more student financial support ▪ Offer unique programs such as international studies and clinical leadership and management 	<ul style="list-style-type: none"> ▪ Increase in enrollments, as follows: <ul style="list-style-type: none"> ○ undergraduate students by 5% (Baseline 142 spring semester 2002-2003) ○ graduate students by 5% (Baseline 416 spring semester 2002-2003) 	<ul style="list-style-type: none"> ▪ Faculty ▪ Division Directors ▪ Chairs ▪ Student Services ▪ Associate Dean for Academic Affairs

<p>Goal 3: Attract, Develop, & Retain a Distinguished Faculty and Staff</p>			
<p>Objective</p>	<p>Strategies</p>	<p>Indicators</p>	<p>Responsible Party</p>
<p>A. Attract and retain high quality faculty & staff through policy development, competitive salaries and benefits, and by creating an environment that values faculty & staff contributions</p>	<ul style="list-style-type: none"> ▪ Provide increased rewards (monetary etc) for promotion & tenure and merit ▪ Provide sufficient time, facilities, & equipment, and specialized and routine support services for research and teaching activities ▪ Develop exit interview for determining reasons that faculty/staff leave 	<ul style="list-style-type: none"> ▪ Turn-over of faculty represents opportunity for advancement for those faculty who elect to leave the college (rather than dissatisfaction with position in CHS) 	<ul style="list-style-type: none"> ▪ Chairs ▪ Dean's Office ▪ Associate Dean for Research ▪ Research Advisory Committee

<p>B. Hire high-quality doctorally trained regular title series faculty</p>	<ul style="list-style-type: none"> ▪ Use faculty hires to support thematic research areas within the college and within UK's Priority Areas for Future Development ▪ Ensure that total compensation and incentive packages are at or above benchmark institutions ▪ Provide sufficient start-up packages for new hires ▪ Provide sufficient time, facilities, & equipment for research and teaching activities 	<ul style="list-style-type: none"> ▪ 75% of new hires are doctorally trained regular title series faculty with at least 30% research time on DOE 	<ul style="list-style-type: none"> ▪ Chairs ▪ Division Directors ▪ Associate Dean for Research ▪ Faculty
<p>C. Provide for faculty development</p>	<ul style="list-style-type: none"> ▪ Provide release time, funding, and DOE flexibility for development ▪ Encourage and develop strategies for master's level faculty, as appropriate, to pursue doctoral studies 	<ul style="list-style-type: none"> ▪ List provides evidence of: <ul style="list-style-type: none"> ○ faculty actively enrolled in doctoral programs ○ faculty participation in development activities ○ faculty participation in CE leadership activities 	<ul style="list-style-type: none"> ▪ Chairs ▪ Division Directors ▪ Dean's Office ▪ Associate Dean for Research ▪ Faculty Council ▪ Faculty
<p>D. Increase availability & utilization of RA/TA support</p>	<ul style="list-style-type: none"> ▪ Support faculty efforts to seek RA/TA funding through grants ▪ Begin development activities to increase endowment for student scholarships and fellowships via RCF discipline-specific campaign 	<ul style="list-style-type: none"> ▪ Number of RA/TAs increases via salary reimbursement, UK avenues (e.g., Graduate School, grants, state budget) 	<ul style="list-style-type: none"> ▪ Dean ▪ Associate Dean for Research ▪ Grants Officer ▪ Chairs ▪ Division Directors ▪ Faculty ▪ Research Advisory Committee
<p>E. Provide adequate start-up support for new faculty</p>	<ul style="list-style-type: none"> ▪ Include start-up funding costs with all new faculty position requests to the Vice President for Research ▪ Set aside adequate start-up funds from non-recurring sources each fiscal year 	<ul style="list-style-type: none"> ▪ Start-up support provided for new hires adequate to ensure success 	<ul style="list-style-type: none"> ▪ Chairs ▪ Associate Dean for Research ▪ Division Directors ▪ Research Advisory Committee
<p>F. Provide adequate & qualified staff support</p>	<ul style="list-style-type: none"> ▪ Provide opportunity for training for all staff members to enhance job skills ▪ Provide dedicated staff for grant support ▪ Create opportunities to convey appreciation to staff 	<ul style="list-style-type: none"> ▪ PE scores indicate that staff performing satisfactorily 	<ul style="list-style-type: none"> ▪ Chairs ▪ Division Directors ▪ Business Office ▪ Staff Council ▪ Faculty
<p>G. Offer competitive salaries and benefits to attract and retain superior staff</p>	<ul style="list-style-type: none"> ▪ Provide clearly defined divisional job descriptions (per staff line) ▪ Provide sufficient rewards for merit, when possible ▪ Enhance work environment by 	<ul style="list-style-type: none"> ▪ Turn-over rate for staff is no more than 20% (Baseline 25% for 2002-2003) 	<ul style="list-style-type: none"> ▪ Dean ▪ Chairs ▪ Division Directors ▪ Staff Council ▪ Faculty Council

	determining and addressing staff needs		<ul style="list-style-type: none"> ▪ Business Office ▪ Staff
H. Provide for staff development	<ul style="list-style-type: none"> ▪ Survey staff for development needs ▪ Provide adequate and quality access to technology training 	<ul style="list-style-type: none"> ▪ Individualized goals from PE process are implemented ▪ Track participation in staff professional development, annually 	<ul style="list-style-type: none"> ▪ Business Office ▪ Staff Council ▪ Chairs ▪ Division Directors ▪ Dean's Office
I. Encourage staff to pursue advanced professional knowledge	<ul style="list-style-type: none"> ▪ Encourage and support talented employees to participate in UK Employee Education Plan 	<ul style="list-style-type: none"> ▪ Increase number of professional development activities within the college to one each semester 	<ul style="list-style-type: none"> ▪ Business Office ▪ Administrative Assistants ▪ Staff Council ▪ Chairs

Goal 4: Discover, Share, and Apply New Knowledge			
Objective	Strategies	Indicators	Responsible Party
Discover Knowledge			
A. Aggressively pursue targeted strategies to increase research, publications, presentations, and extramural research funding	<ul style="list-style-type: none"> ▪ Identify college research activities that support current university themes ▪ Provide non-recurring funding for thematic areas targeted for enhancement ▪ Increase number of submitted and funded applications in the thematic areas ▪ Assign dedicated support staff to grants and contracts ▪ Increase Division Director and Chair responsibility for unit productivity 	<ul style="list-style-type: none"> ▪ Grant funds increase to 2.5 million (Baseline \$1,124,851 for fiscal year 2002-2003) 	<ul style="list-style-type: none"> ▪ Faculty ▪ Associate Dean for Research ▪ Grants Officer ▪ Division Director ▪ Chairs
B. Cultivate the success of diverse efforts in scholarly achievement and research	<ul style="list-style-type: none"> ▪ Define and encourage scholarship among special title series faculty as appropriate for needs of Division, Department, and College ▪ Develop interdisciplinary work groups to investigate extramural funding opportunities 	<ul style="list-style-type: none"> ▪ Increased productivity by faculty with DOE devoted to scholarly activity (e.g., grant submissions, publications, national presentations) 	<ul style="list-style-type: none"> ▪ Chairs ▪ Associate Dean for Research ▪ Faculty
C. Provide facilities and equipment necessary to	<ul style="list-style-type: none"> ▪ Encourage faculty to pursue equipment funding opportunities 	<ul style="list-style-type: none"> ▪ Inventory shows that cutting-edge equipment purchased and 	<ul style="list-style-type: none"> ▪ Chairs ▪ Associate Dean for Research

enhance research capacity	<ul style="list-style-type: none"> Maintain up-to-date inventory of equipment to allow for shared resources Support equipment maintenance and repair 	maintained as needed	<ul style="list-style-type: none"> Division Directors Business Office Dean's Office
Share & Apply Knowledge			
D. Encourage faculty excellence in teaching, scholarship, & student learning	<ul style="list-style-type: none"> Develop research award for faculty Develop mechanism for nominating teaching & research award winners for university wide or national recognition Provide merit funding when available for excellence in teaching and research 	<ul style="list-style-type: none"> First award for research given in 2005 Continued annual awarding of Kingston Award for Excellence in Teaching 	<ul style="list-style-type: none"> Chairs Associate Dean for Research Associate Dean for Academic Affairs Dean's Office
E. Attract and enroll highly qualified master's and doctoral students and postdoctoral fellows	<ul style="list-style-type: none"> Increase visibility of graduate students 	<ul style="list-style-type: none"> Number of publications and presentations by doctoral and postdoctoral student (Data available from DGSs) 	<ul style="list-style-type: none"> Faculty Division Directors Chairs
F. Secure & maintain cutting-edge equipment and technology to improve teaching & learning	<ul style="list-style-type: none"> Maximize new opportunities for funding Encourage faculty to pursue funding opportunities to enhance the educational mission 	<ul style="list-style-type: none"> Increase in number of grant proposals to support academic programs 	<ul style="list-style-type: none"> Faculty Associate Dean for Research Grants Officer Chairs Division Directors
G. Encourage use of technology to enhance and expand course delivery, including distance learning	<ul style="list-style-type: none"> Ensure staffing is adequate to support IT needs of the college 	<ul style="list-style-type: none"> Annual survey shows faculty satisfaction with MIT services 	<ul style="list-style-type: none"> Dean's Office Instructional Technology Staff

Goal 5: Nurture Diversity of Thought, Culture, Gender, & Ethnicity			
Objective	Strategies	Indicators	Responsible Party
A. Improve climate for diversity	<ul style="list-style-type: none"> Implement recommendations from college diversity committee 	<ul style="list-style-type: none"> Four activities per year devoted to cultural competence offered to faculty, staff and students, depending on available funding 	<ul style="list-style-type: none"> College
B. Create a diverse workplace and learning community within the college	<ul style="list-style-type: none"> Implement recommendations from college diversity committee 	<ul style="list-style-type: none"> Improved scores on diversity survey (administered in 2004 & 2005), depending on funding 	<ul style="list-style-type: none"> College

<p>C. Increase student, faculty, and staff diversity by recruiting students from minority underrepresented, and international groups</p>	<ul style="list-style-type: none"> ▪ Increase recruitment activities that target minority, and underrepresented groups and international students ▪ Define and target underrepresented groups as appropriate for individual programs ▪ Establish on-going pool of funding for L.T. Johnson awardees 	<ul style="list-style-type: none"> ▪ Demographic characteristics of students tends toward that of Kentucky over time 	<ul style="list-style-type: none"> ▪ Associate Dean for Academic Affairs ▪ Student Services ▪ Division Directors ▪ Faculty
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<p>Goal 6: Elevate the Quality of Life for Kentuckians</p>			
<p>Objective</p>	<p>Strategies</p>	<p>Indicators</p>	<p>Responsible Party</p>
<p>A. Engage the College and its resources in a renewed commitment to outreach</p>	<ul style="list-style-type: none"> ▪ Seek extramural funding for interdisciplinary service learning activities 	<ul style="list-style-type: none"> ▪ Increase number of proposals for extramural funding in the area of service learning (Baseline zero 2002-2003) 	<ul style="list-style-type: none"> ▪ Faculty ▪ Division Directors ▪ Chairs
<p>B. Lead in the delivery of specialty care in select clinical areas</p>	<ul style="list-style-type: none"> ▪ Increase availability of clinical services ▪ Ensure high quality clinical services ▪ Promote specialty care programs such as Communication Disorders Training Clinic; Voice Center; PT & RLS Clinics; PT Hippotherapy program 	<ul style="list-style-type: none"> ▪ Increased practice plan income and increased income from contracts/ agreements (Baseline \$46,044 2002-2003) ▪ Customer satisfaction surveys indicate satisfaction with services 	<ul style="list-style-type: none"> ▪ Faculty ▪ Staff ▪ Business Office
<p>C. Meet the new and developing human resource needs of the Commonwealth & the nation</p>	<ul style="list-style-type: none"> ▪ Identify human resource needs in the allied health professions ▪ Develop, expand, and implement programs based on identified needs and available resources 	<ul style="list-style-type: none"> ▪ New and expanded programs are offered based on documented need and university resources 	<ul style="list-style-type: none"> ▪ Division Directors ▪ Chairs ▪ Associate Dean for Academic Affairs