**Strategic Planning Report – 2017-2018**

**Unit: College of Health Professions**

**Administrative Lead: Stephen E. Alway, Ph.D., FACSM, Dean**

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| **Strategic Priority** | **College Initiative** | **Accomplishments** |
| **Strategic Priority A:** Educate Outstanding Graduates Who Meet the Needs of the State & Its Communities | ***Strategic Priority 1:*** *Identify Current and Future Needs to Provide Outstanding Training for Students to Meet the Needs of the State of Tennessee, the nation and globally** Develop new undergraduate programs to feed into graduate professional programs’
* Develop graduate programs
* Reach a top 20 national ranking in each department in the College of Health Profession by 2025.
 | * Developed draft of a new BS and MS in Biomedical Health Sciences
* Establish a new Ph.D. track in Rehabilitative Sciences under the existing Biomedical Sciences Ph.D. program
* Filled vacant senior leadership positions (Associate Dean for Academic and Faculty Affairs) to lead initiatives in new curriculum and programs for the college
* Discussion for establishments of articulation agreements to obtain students from Southwest College, University of Memphis, other community colleges to enter BS and graduate programs
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| **Strategic Priority B:** Grow the Research Portfolio Focusing on Targeted Areas | ***Strategic Priority 2:*** *Develop a National Reputation for Research by Recruiting and Retaining Outstanding Faculty who will Establish Focused Areas of Interdisciplinary Research Areas and Provide Faculty Research Mentoring and Training for Graduate Students** Fill vacant senior leadership positions (Associate Dean for Research, Associate Dean for Academic and Faculty Affairs).
* Write strong Strategic Plan
* Initiate new strategic hires for funded research-intensive faculty in cross-discipline areas.
* Establish a climate of research and develop a college-wide research infrastructure for research.
* Ensure links with existing research institutions that cross UTHSC colleges, and when possible work with centers in colleges.
 | * Wrote and engaged faculty discussion and college approval for a college Strategic Plan that emphases research growth in the college over the next 7 years.
* Successful recruitment of Dr. James Carson, Dept. Chair and Assistant Cancer Center Director and an NCI/NIH funded (cancer cachexia) scientist to fill the vacant position of Senior Associate Dean for Research and Graduate Studies. Dr. Carson will begin August 2018.
* Establishing a faculty mentoring and faculty engagement in research as a college wide initiative.
* Successful recruitment of new research-intensive faculty (Assistant Professor) in the areas of epigenetic control of stroke-induced dysfunction and cachexia in the dept. of Clinical Laboratory Sciences (to come on board August 2018).
* Research links of two faculty (Associate Dean and Assistant Professor) with cancer institute as a link to one of the university strengths.
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| **Strategic Priority C:** Create Areas of Clinical Prominence While Expanding Outreach | ***Strategic Priority 3****: Create an Integrated Clinical Practice and Expand Community Care and Public Outreach** Develop new clinical lab space then expand to include “one-stop” clinical care.
* Continue support of Rachel K. Stevens Po Bono Clinic
* Establish the planned ASP building in Knoxville and begin to raise resources for a new building for COHP in Memphis.
 | * Obtained grant finding for Rachel K. Stevens pro bono Occupational Therapy clinic
* Began planning for One-stop shop clinic for health professions that involves faculty and students from – Physical Therapy, Occupational Therapy, Audiology & Speech Pathology and Clinical Lab sciences
* In the process of identifying temporary space for the ASP faculty and identifying the time frame for renovations of the proposed clinical lab
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| **Strategic Priority D:** Increase Visibility & Recognition of UTHSC Contribution | ***Strategic Priority 4:*** *Increase Community Awareness and Develop a Top 25 National Ranking for Each Program in the College by 2025** Develop new clinical lab space then expand to include “one-stop” clinical care.
* Work with the Development Office to identify new potential external partners.
* Establish the planned ASP building in Knoxville and raise resources for a new building for COHP in Memphis.
* Increase national scholarship and productivity for the college faculty.
* Promote Rachel K. Stevens pro bono clinic
 | * Began planning for One-stop shop clinic for health professions that involves faculty and students from – Physical Therapy, Occupational Therapy, Audiology & Speech Pathology and Clinical Lab sciences
* Identified stakeholders and revamp external college council to include nationally recognized leaders
* Recruited Associate Dean for Research and Graduate Studies who is a leader with a national reputation and national extramural funding in cancer cachexia and exercise/rehabilitation research.
* Rachel K. Stevens art show increased visibility of the clinic for the community
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| **Strategic Priority E:** Align UTHSC Resources with Areas of Excellence | ***Strategic Priority 5:*** Optimize College Alignment of Resources and Restructuring to Improve Efficiency* Develop new clinical lab space then expand to include “one-stop” clinical care.
* Restructure Dean’s office and administration staff as needed.
* Hire Associate Dean for Research and Graduate Studies and a faculty position with research areas that are within the existing strengths of UTHSC
 | * Within the office of the Associate Dean for Research and Graduate Studies identify a mechanism for pre and post award grant support that will liaison with the Vice Chancellor for Research’s office for grant support
* Filled position of Associate Dean for Research and Graduate Studies who will help to link faculty with current UTHSC research resources
* One faculty with research in stroke, a UTHSC strength, and one administrative position in a research area of cancer, also a UTHSC strength
* Began planning for recruitments in 2018-19 in the areas of obesity/diabet3es and cancer; with neuroscience recruitments in subsequent recruitments.
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| **Strategic Priority F:** Expand & Strengthen Key Community & Other Partnerships | ***Strategic Priority 6:***  Expand & Strengthen Key Community & Other Partnerships* Increase links with community – e.g. through Rachel K Stevens pro bono clinic
 | * Obtained grant funding for Rachel K Stevens clinic
* Faculty participation in school career fairs
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| **Cross Cutting Priority 6:** Recruit & Retain Faculty, Staff & Students Through Development, Support & Mentorship | ***Strategic Priority 7**** Recruit & Retain Faculty, Staff & Students
 | * Recruited Associate Dean of Academic and Faculty Affairs
* Recruited Associate Dean for Research and Graduate Studies
* Recruited two Assistant Professors
* Established mentoring team for Assistant Professors on tenure tracks
* Ongoing staff searches
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| **Cross Cutting Priority 7:** Continue to Increase Diversity | ***Strategic Priority 8:***   Continue to Increase Diversity | * Seeking to establish new diversity scholarships in research for graduate students
* Ongoing searches (faculty and staff) with and emphasizes to recruit a qualified person from underrepresented minorities
* Have recruited two of three faculty from underrepresented populations for the college
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| **Cross Cutting Priority G:** Increase Strategic Integration Across UTHSC | ***Strategic Priority 2: Develop a National Reputation for Research*** * Establish Strategic Plan that is consistent with the Strategic Plan of the UTHSC
* Expand IPE efforts across the campus
 | * Wrote and adopted new Strategic Plan that emphasizes research while expanding educational and clinical outreaches for the college.
* Participation in IPE council at UTHSC and across the college and simulation center experiences for students
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| **Cross Cutting Priority H:** Strengthen Organizational Effectiveness & Adaptability Through a Focus on a Culture of Excellence Across the Institution Including Staff, Faculty & Administration | Achieve top 20 national ranking in each department/program in the college by 2025* Increase productivity in scholarship
* Increasing national recognized evidence for extramural funding
 | * Began discussion of promotion and tenure guidelines with the goal of increasing the bar for promotion and tenure by increasing expectations for faculty excellence and scholarship rigor
* Achieved new college extramural funding (co-I with college of medicine) by Department of Defense funding
* Began recruitment of research faculty to improve national ranking by enhancing productivity in research and scholarship
* Increased extramural funding for the college
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