

Strategic Planning Report – 2018-2019

Unit: College of Health Professions



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

Strategic Priority	College Initiative	Accomplishments
<p>Strategic Priority A: Educate Outstanding Graduates Who Meet the Needs of the State & Its Communities</p>	<p>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</p> <ul style="list-style-type: none">• 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.	<ul style="list-style-type: none">• Have developed proposals for 4 new programs (pending final needs assessment by MGT consulting). This includes:<ul style="list-style-type: none">○ BS in Human Health Sciences○ BS in Respiratory Therapy○ MS in Respiratory Therapy○ MS in Clinical Nutrition• We have a new Ph.D. track in Rehabilitation Sciences under the existing Integrative Biomedical Sciences Ph.D. program

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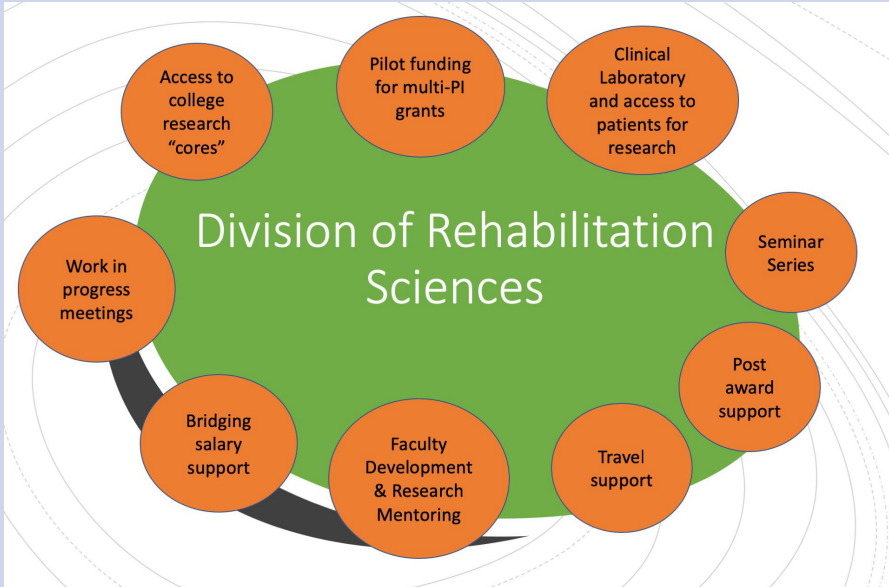
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<p>Strategic Priority B: Grow the Research Portfolio Focusing on Targeted Areas</p>	<p>Strategic Priority 2. Develop a National Reputation for Research by Recruiting and Retaining Outstanding Faculty who will Establish Focused Areas of Interdisciplinary Research Areas and Provide Faculty Research Mentoring and Training for Graduate Students</p> <ul style="list-style-type: none">• 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.	<ul style="list-style-type: none">• Obtained college faculty approval for our Strategic Plan that emphasizes research growth in the college over the next 7 years.• Established a new Office of Research = grant development and pre award support for faculty.• Dr. Carson has transferred his R01 grant and has a score of 1 %tile on a R21. Four NIH grants have been submitted and are pending review.

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<p>Strategic Priority C: Create Areas of Clinical Prominence While Expanding Outreach</p>	<p>Strategic Priority 3: <i>Create an Integrated Clinical Practice and Expand Community Care and Public Outreach</i></p> <ul style="list-style-type: none">• Develop new clinical lab space then expand to include “one-stop” clinical care.• Continue support of Rachel K. Stevens Pro Bono Clinic	<ul style="list-style-type: none">• Planning for one stop clinic• Obtained grant funding for Rachel K. Stevens pro bono Occupational Therapy clinic –plans for expansion• Rachel K. Stevens art show increased visibility of the clinic for the community



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<p>Strategic Priority D: Increase Visibility & Recognition of UTHSC Contribution</p>	<p>Strategic Priority 4: Increase Community Awareness and Develop a Top 25 National Ranking for Each Program in the College by 2025</p> <ul style="list-style-type: none">• 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.	<ul style="list-style-type: none">• Initial steps for planning a One-stop shop clinic for health professions that involves faculty and students from – Physical Therapy, Occupational Therapy, Audiology & Speech Pathology and Clinical Lab sciences• Seeking corporate partnerships that will help to support college growth and community outreach• Dr. Brown and Dr. Schwab – worked to secure new space for ASP on Knoxville campus will give greater community visibility as it is closer to downtown Knoxville 

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<p>Strategic Priority E: Align UTHSC Resources with Areas of Excellence</p>	<p>Strategic Priority 5: Optimize College Alignment of Resources and Restructuring to Improve Efficiency</p> <ul style="list-style-type: none">• Develop new clinical lab space then expand to include “one-stop” clinical care.• Restructure Dean’s office and administration staff as needed.• Hire Dean staff to provide support for faculty and student success	<ul style="list-style-type: none">• Centralized support for research faculty research, development, and support through the Division of Rehabilitation Sciences, the office of research & Sponsored programs for efficient grant submission and tracking• Providing partial faculty support for a faculty in in stroke, a UTHSC strength. We have recruited another faculty with a preclinical research program in stroke and movement• On going national search for new PT chair to expand student enrollment which will increase UTHSC resources• Hired Terrice Watson Assistant controller to be the Assistant Dean of Finance and Operations – will evaluate and restructure finance and administrative models in the departments• Filled Associate Dean for Academic, Faculty and Student Affairs, and Senior Associate Dean for Research and Director of the Division of Rehabilitation Sciences

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<p>Strategic Priority F: Expand & Strengthen Key Community & Other Partnerships</p>	<p>Strategic Priority 6: Expand & Strengthen Key Community & Other Partnerships</p> <ul style="list-style-type: none">Increase links with community – e.g. through Rachel K Stevens pro bono clinic	<ul style="list-style-type: none">Obtained grant funding for Rachel K. Stevens pro bono Occupational Therapy clinicGo-Baby-Go Physical Therapy    <ul style="list-style-type: none">Tamika Catchings (Lady Vol) basketball campAudiology & Speech PathologyFaculty participation in school career fairsASP – Your voice summer student camp for communications

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<p>Cross Cutting Priority 6 : Recruit & Retain Faculty, Staff & Students Through Development, Support & Mentorship</p>	<p>Strategic Priority 7: Recruit & Retain Faculty, Staff & Students</p>	<ul style="list-style-type: none">● RECRUITED<ul style="list-style-type: none">➤ Associate Dean of Academic and Faculty Affairs – Professor of Clinical Lab Science➤ Senior Associate Dean for Research and Graduate Studies – Professor of Physical Therapy➤ Assistant Dean of Finance and Operations● NEW FACULTY<ul style="list-style-type: none">➤ Recruited 1 Assistant Professor● STAFF<ul style="list-style-type: none">➤ 2 Administrative Assistants (Deans office, OT)● REPLACEMENT – FACULTY RETIREMENTS<ul style="list-style-type: none">➤ 2 Assistant Professors (CLS and OT)➤ Student recruiter – Office of Student Affairs● REPLACEMENTS-PLANNED OR ONGOING FACULTY REPLACEMENTS<ul style="list-style-type: none">➤ 1 Chair –PT➤ 3 (non tenure track)Assistant Professors (PT, ASP and OT)

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Cross Cutting Priority 7: Continue to Increase Diversity	Strategic Priority 8: Continue to increase diversity	<ul style="list-style-type: none">• Seeking to establish new diversity scholarships in research for graduate students• Ongoing searches with and emphasizes to recruit qualified persons from underrepresented minorities• Filled Dean’s Administrative Assistant (Bobbie Scott) and the Assistant Dean for Finance and Operations (Terrice Watson)• Recruitment strategies to target colleges with underrepresented minorities through newly hired student recruiter

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Cross Cutting Priority G: Increase Strategic Integration Across UTHSC	<p>Strategic Priority 2: Develop a National Reputation for Research</p> <ul style="list-style-type: none">Establish Strategic Plan that is consistent with the Strategic Plan of the UTHSC	<ul style="list-style-type: none">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 studentsRecruitment strategies for faculty to UTHSC strengths – e.g. Cancer, Health policy, Neuroscience

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<p>Cross Cutting Priority H: Strengthen Organizational Effectiveness & Adaptability Through a Focus on a Culture of Excellence Across the Institution Including Staff, Faculty & Administration</p>	<p>Achieve top 20 national ranking in each department/program in the college by 2025</p> <ul style="list-style-type: none">• Increase productivity in scholarship	<ul style="list-style-type: none">• 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• Began recruitment of research faculty to improve national ranking by enhancing productivity in research and scholarship in departments• Setting research bar for national funding for new faculty – partial salary expectation for new tenure track faculty• Staff development