**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 |
| **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. |
| **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 |
| **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 |
| **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. |
| **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 |
| **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 |
| **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 |
| **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 |
| **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 |