**Working Vision:** Improve health and wellness through education, community service, and research

**Working Mission:** Prepare graduates to lead and collaborate with stakeholders across disciplines to foster exemplary interprofessional, compassionate and family-centered services to create and use new knowledge and to contribute to the health and wellness of individuals, communities, and society

**GOALS**

**Education**
1. Provide a high quality effective educational environment for students, faculty, staff, and other community stakeholders that leads to excellent measurable outcomes.
2. Cultivate an environment that is diverse and inclusive.

**Research**
1. Grow our research endeavor.

**Service**
1. Support our campus and community through service in health related arenas
2. Partner with key constituents to provide pathways for practice that meet community health care needs

**CNHS Supports**
1. Foster faculty and staff excellence
2. Diversify funding mechanisms
3. Enhance learning, research, and office space
CNHS Strategic Plan 2016-2020

Education

1. Provide a high quality effective educational environment for students, faculty, staff, and other community stakeholders that leads to excellent measurable outcomes.

Objectives:

a. Use current best practices in pedagogy & innovation in educational technology

   ACTIONS & TIMELINE: (person(s) responsible in parentheses)
   - Recommend training opportunities to support faculty use of innovation in teaching (Chairs, Vice Chairs (VC)s, Program Directors (PDs))
   - Increase faculty access to new technologies and teaching strategies (Chairs, VCs, PDs)
   - Establish college-wide teaching sharing sessions at least twice a semester (Chair-RMS; Chair-Nursing)
   - Collaborate with the College of Medicine (COM) to bring teacher-scholars to the Teaching Academy (Chair-RMS; Chair-Nursing)

   KEY PERFORMANCE INDICATORS:
   - Move from baseline by 10% the number of faculty reporting conference attendance on pedagogy
   - Move from baseline by 10% the number of courses faculty report the use of new technologies and teaching strategies
   - Number of faculty attending CNHS teaching sharing sessions and reporting satisfaction with the sessions and application of strategies learned
   - Participated in co-sponsoring one teacher-scholar with the COM

   See link to Universal Design for Learning to support students with various learning styles:
   http://www.udlcenter.org/aboutudl/udlguidelines

b. Expand high impact practices to support first year experience, student retention & 4-year plan

   ACTIONS & TIMELINE:
   - Continue and enhance the CNHS first year course, LINKS (peer mentoring) program, and high impact advising for students at risk (Assistant Dean for Student Affairs & Office of Student Services (OSS) staff)
   - Meet with faculty who teach our first year students outside our College to assess how we can better support their success in addressing student content needs (Chair-MLRS; AD for Student Affairs)
   - Facilitate a plan for implementation of high impact practices (HIP) in individual programs (Chairs, VCs, PDs).

   See link to High Impact Practices: https://www.aacu.org/leap/hips
KEY PERFORMANCE INDICATORS:
- First year retention rate is at or above 93% by Fall 2020
- Increase 4-year graduation rate for in-state students by 3% and out of state students by 5% by Fall 2020
- Plan established by each department to institute HIP by Fall 2017

c. Establish new UG & GR programs within the college that address market demands, build on our strengths, and address accreditation requirements

ACTIONS & TIMELINE:
- Develop UG Health Sciences major on campus program by Fall 2016 (Chair-MLRS; Associate Dean)
- Launch IH Minor by Fall 2017 (IH Program Manager & Associate Dean)
- Sunset UG AT by Fall 2018 and launch masters in AT by Fall 2019 (Chair-RMS; PD-AT).
- Discontinue NMT by Fall 2016 (PD-NMT; Chair-MLRS)
- Launch masters in EXMS by Fall 2018 (Graduate PD-Masters in EXMS; Chair-RMS)
- Develop graduate proposal for Occupational Therapy by Fall 2020 (Associate Dean)
- Launch certificate in Paramedic Training by Fall 2018 (PD-IREMS; Chair-RMS; Associate Dean)
- Develop graduate certificate proposal in Integrative Health (e.g., Health Coaching or IH Pain Management) by Spring 2017 (J. Kahn, IH Program Manager, Associate Dean)
- Explore new models of clinical education (e.g., residency & fellowship training) in DPT by Spring 2018(PD-DPT)
- Grow existing graduate programs by Fall 2018 (Chairs, VCs, PDs)
- Market new certificate/non-degree programs through CDE (Chairs, VCs, PDs)
- Develop clear pathways for dual enrollment in clinical/professional doctorates and PhD programs(Chair-CSD, PD-DPT, VC-Graduate Nursing, Associate Dean, Dean).
- Launch PhD in Human Functioning and Rehabilitation Science by Fall 2017 (Chair-CSD, Dean, AD-Business Op)
- Develop strategies to help graduating students excel in their state/national licensure examinations by Spring 2017 (Chairs, VCs, PDs)

KEY PERFORMANCE INDICATORS:
- IH minor has 15 students by Fall 2018
- AT masters has 20 students by Fall 2019
- EXMS masters has 10 students by Fall 2018
- Paramedic certificate has at least 10 students enrolled by Fall 2019
- Proposal for an OT program is submitted to Faculty Senate in Fall 2020
Proposal for a Health Sciences major (on campus) is submitted to Faculty Senate by Fall 2017
Proposal for a graduate certificate in IH is submitted to Faculty Senate by Fall 2017
Existing graduate programs are fully enrolled by Fall 2018
One DPT residency program is submitted to Faculty Senate by Fall 2019
Marketing plan for new programs developed by Summer 2017
Successful accreditation and re-accreditation for DPT and AT by Fall 2017
Two PhD students enrolled by Fall 2018 and 5 by Fall 2019
Licensure exam pass rates are above the national average in all disciplines by Fall 2017

Enhance IPE in all graduate programs

**ACTIONS & TIMELINE:**
- Develop a plan for infusion of IPE including defined measurable outcomes in graduate curricula across programs by Spring 2017 (P. Bednash, Associate Dean for IPE, IPEC team (D. Kazenski, B. Ouellette-Morton, B. Rouleau, N. Lemieux)
- Expand CNHS faculty practice to include at least 2 additional disciplines (e.g., CSD, DPT, EXMS) by Spring 2018 (CNHS Faculty Practice President & Board)
- Launch at least one IPE activity with COM by Fall 2017 (P. Bednash, Associate Dean for IPE, Dean)

**KEY PERFORMANCE INDICATORS:**
- Current graduate programs have adopted IPE content into their 2017-2018 curriculum plans & measurable outcomes are established
- CNHS faculty practice includes DPT and CSD faculty and graduate trainees in the 2017-2018 academic year
- CNHS designs and implements one IPE activity with the COM across at least 3 disciplines

2. Cultivate an environment that is diverse and inclusive.

**Objectives:**

a. Expand global/domestic learning opportunities that facilitates student understanding of diverse cultural contexts including clinical practicum opportunities in other countries

**ACTIONS & TIMELINE:**
- Establish new Travel Study Courses that provide opportunities for inter-cultural exchange by Fall 2017 (Associate Dean)
- Increase visibility of global/domestic learning opportunities on the CNHS website by Summer 2017 (OSS-Communications Specialist).
- Explore international opportunities for graduate clinical education by Fall 2017 (Chairs, VCs, PDs)
CNHS Strategic Plan 2016-2020

- Offer informational session on Travel Study Course development by Fall 2016 (Associate Dean)

KEY PERFORMANCE INDICATORS:
- At least 3 new Travel Study Courses are launched for the 2017-2018 academic year and have 10 students enrolled in each
- Website is updated with global/domestic learning opportunities highlighted
- At least 1 international opportunity to support clinical education in graduate programs is launched for the 2018-2019 academic year

b. Increase the diversity and cultural skills of students

ACTIONS & TIMELINE:
- Initiate and evaluate an academic & social support system for international, New Americans, first generation and minority students in CNHS Programs by Spring 2017 (AD-Student Affairs, Chair-CSD, Committee on Inclusive Excellence (CIE))
- Develop a financial mechanism to facilitate recruitment of high quality diverse students in undergraduate and graduate programs by Spring 2017 (Dean, AD-Business Op, AD-Student Affairs)
- Establish key partners in VT school districts to recruit high quality diverse students by Spring 2018 (AD-Student Affairs, OSS staff, CIE)
- Establish a standing Committee on Inclusive Excellence by Fall 2016 (Associate Dean)
- Sponsor cultural competency workshops/seminars for graduate and undergraduate students by Spring 2018 (CIE)
- Develop and implement a plan to enhance and evaluate cultural competence and PFCC within the curriculum across disciplines by Fall 2018 (Chairs, VCs, PDs, CIE)

KEY PERFORMANCE INDICATORS:
- An academic and social support program for international, first generation and minority students is in place with faculty trained and students satisfied overall with the experience by Spring 2017
- Financial support plan is established for minority recruitment Spring 2017
- Partnership is developed with the Burlington school district to create a pathway for students interested in health careers by Spring 2018
- Committee on Inclusive Excellence is approved in the CNHS by-laws by Fall 2016
- At least one cultural competency workshop/seminar is attended by all CNHS students by Fall 2019
- Tool or tools are developed to assess growth in cultural competence & PFCC for all graduates Fall 2018
CNHS Strategic Plan 2016-2020

Research
1. Grow the CNHS research endeavor.

Objectives:
   a. Promote and reward research innovation across disciplines

   ACTIONS & TIMELINE:
   - Institute incentives using F & A for programs and PIs by Fall 2016 (Dean)
   - Revisit salary return and course release policy for PIs by Fall 2016 (Dean, Chairs, Assistant Dean for Business Operations (AD-Business Op))
   - Create and implement a plan to increase student engagement in research at the UG level by Fall 2017 (Chairs, Dean’s UG Student Leadership Council)
   - Revisit student research support policy by Fall 2016 (Dean, AD-Business Op, Dean’s UG & GR Student Leadership Councils)
   - Build a research infrastructure in collaboration with the College of Medicine (COM) to provide research staff support and faculty mentorship by Fall 2017 (Dean, AD-Business Op, Research Committee)

   KEY PERFORMANCE INDICATORS:
   - Both PIs and Programs received a percent of F & A during FY17
   - Salary return and course release policies are updated and put in place for FY 17
   - Departments have established a plan to engage and support UG students in research
   - Greater than 50% of UG students will report involvement in research at their senior exit survey
   - Student research support policy is updated and put in place for FY17
   - Research infrastructure support plan is developed in collaboration with the COM

   b. Provide faculty development in research and external grant funding

   ACTIONS & TIMELINE:
   - Collaborate with College of Medicine on faculty development opportunities in research by Spring 2017 (Dean, Research Committee, Chairs)
   - Provide Dean’s professional development discretionary funds for faculty attending trainings related to external funding by Fall 2016 (Dean)

   KEY PERFORMANCE INDICATORS:
   - Co-sponsor at least one professional development research activity with the COM by Fall 2017
   - Dean’s Professional Development Fund is in place to support faculty attendance at external grant funding trainings during the 2016-2017 academic year
c. Provide an IPE model for translational research

**ACTION & TIMELINE:**
- Recruit a Program Director with translational research experience for the new PhD in Human Functioning and Rehabilitation by Spring 2018 *(Dean)*
- Engage students in translational research activity through the PhD Program in Human Functioning and Rehabilitation by Summer 2018 *(PD for PhD Program)*

**KEY PERFORMANCE INDICATORS:**
- At least three inter-professional and translational research rotations are in place during the 2018-2019 academic year
- Program Director for the PhD program is hired by Spring 2018

d. Build on current and evolving research strengths

**ACTION & TIMELINE:**
- Hire faculty with research experience, expertise, and funding in identified areas of strength for CNHS by Fall 2017 *(Dean, Chairs, Search Committees)*

**KEY PERFORMANCE INDICATORS:**
- At least 2 faculty members are hired with expertise, and funding in an identified area of strength

e. Develop health systems research

**ACTION & TIMELINE:**
- Hire faculty with expertise in organization and financing of healthcare including access, disparities, etc. by Fall 2018 *(Dean, Chairs, Search Committees)*

**KEY PERFORMANCE INDICATORS:**
- At least 2 faculty members with expertise in health systems research are hired for the 2018-2019 academic year
Service

1. Support our campus and community through service in health related arenas
   
   **Objectives:**
   
   a. Establish new service learning relationships at a local and-community level, including collaboration with Community-University Partnerships & Service Learning (CUPS)

   **ACTION & TIMELINE:**
   
   - Define areas of potential service learning that will enhance the student experience and support a community need by Fall 2017 (VCs, PDs)

   **KEY PERFORMANCE INDICATORS:**
   
   - At least 2 new service learning relationships are in place for 2 different disciplines by Spring 2018

   b. Increase the number of community outreach activities not tied to a course that our faculty, staff and students participate in

   **ACTION & TIMELINE:**
   
   - Identify community outreach needs for support and training by Spring 2018 (Dean, Associate Dean, Chairs, Dean’s Students Leadership Councils)

   **KEY PERFORMANCE INDICATORS:**
   
   - At least one new community outreach activity is implemented by faculty, staff &/or students by Fall 2018

   c. Increase the number of clinical partnerships in the UVM Health Network and related COM partners

   **ACTIONS & TIMELINE:**
   
   - Identify potential clinical partnerships across the UVM Health Network by Spring 2017 (VCs, PDs, Luse Center Clinic Director)
   
   - Collaborate with COM to build on established clinical partnerships for medical students by Spring 2017 (VCs, PDs, Luse Center Clinic Director)

   **KEY PERFORMANCE INDICATORS:**
   
   - At least 2 new clinical partnerships are established for undergraduate or graduate placements in the UVM Health Network
   
   - At least 1 new clinical partnership is established with COM partners (e.g., Danbury)

2. Partner with key constituents to provide pathways for practice that meet community health care needs

   a. Collaborate with UVMMC and the COM to place graduate students in areas of high community need

   **ACTION & TIMELINE:**
   
   - Work to recruit graduate students with identified interests in geriatrics, rural and underrepresented populations (Chairs, VCs, PDs, OSS staff)
KEY PERFORMANCE INDICATORS:
- Number of students who first jobs are working with older adults, and/or in rural or underrepresented populations

CNHS Supports
1. Foster faculty and staff excellence.

Objectives:
   a. Develop a professional development plan for all faculty and staff

   ACTIONS & TIMELINE:
   - Provide opportunities for staff & faculty to attend existing UVM professional development (Dean, AD-Business Op, Chairs, VCs, PDs)
   - Train faculty in IPE (P. Bednash, Associate Deans for IPE & IPP)
   - Establish a professional development fund for staff (Dean, AD-Business Op)

   KEY PERFORMANCE INDICATORS:
   - 25% of staff attend at least one UVM professional development opportunity annually
   - 25% of faculty attend at least one teaching/learning training opportunity annually
   - 25% of CNHS faculty attend at least one training in IPE annually

   b. Anticipate changes in faculty & staff resources & plan proactively for changes

   ACTIONS & TIMELINE:
   - Increase faculty & staff in strategic areas by Fall 2018 (Dean, AD-Business Op, Chairs, VCs, PDs)
   - Develop a plan to ensure competitive wages across disciplines Fall 2018 (Dean, AD-Business Op, Chairs)

   KEY PERFORMANCE INDICATORS:
   - Succession planning document is in place for all existing programs by Spring 2017
   - Recruit plan is in place for current and proposed programs by Spring 2017
   - Plan in place for competitive wage review with first proposal for adjustment submitted to Provost for approval by Fall 2016

   c. Increase the diversity of faculty & staff

   ACTIONS & TIMELINE:
   - Sponsor and secure a Henderson Fellow by Fall 2017 (Dean, Chairs)
   - Increase the number of diverse hires for faculty and staff by Fall 2018 (Dean, Chairs, Faculty & Staff Search Committees)

   KEY PERFORMANCE INDICATORS:
   - At least one Henderson Fellow is sponsored and hired as a faculty member by Fall 2017
CNHS Strategic Plan 2016-2020

- At least 15% of CNHS staff and faculty will be ALANA by Fall 2020

d. Foster cultural skill among faculty & staff

**ACTION & TIMELINE:**
- Complete an assessment of cultural competence across all CNHS programs & establish an action plan based on the results by Spring 2018 (Dean, CIE, Chairs, VCs, PDs)

**KEY PERFORMANCE INDICATORS:**
- All CNHS programs complete a cultural assessment & have an action plan in place

2. Diversify funding mechanisms

**Objectives:**

a. Increase planned and alumni giving

**ACTIONS & TIMELINE:**
- Talk with each CNHS advisory board member about the opportunities for planned giving by Spring 2017 (CNHS Major Gifts Officer)
- Create alumni events that cultivate philanthropic support in collaboration with Chairs and PDs by Spring 2018 (CNHS Major Gifts Officer, Dean, Chairs, VCs, PDs)

**KEY PERFORMANCE INDICATORS:**
- At least 3 CNHS Advisory Board members commit to planned giving by Spring 2019
- At least 2 CNHS alumni events occur with the identification of 5 new prospects

b. Increase faculty engagement in development efforts

**ACTIONS & TIMELINE:**
- Develop annual Community Clerkships that highlight CNHS faculty research and service strengths by Fall 2016 (CNHS Major Gifts Officer, Dean, Academic Health Sciences Development Team)
- Invite faculty to present their research at quarterly Community Rounds events (Dean)
- Include faculty in key development visits throughout the year through 2020 (CNHS Major Gifts Officer)

**KEY PERFORMANCE INDICATORS:**
- At least one Community Clerkship is held each year through 2020 with the identification of at least one prospect with potential resources to support faculty research from each event.
- At least 4 faculty participated in Community Rounds with connections made to community members during each of the 2016-2017, 2017-2018, 2018-2019, and 2019-2020 academic years
- At least 3 faculty/PDs/chairs participate in a development visit each year

c. Work with UVM Foundation to explore funding through Foundations and Corporate relationships

**ACTIONS & TIMELINE:**
3. Enhance teaching, research, and student study/work space

Objectives

a. Assess space needs for teaching & research

Actions & Timeline:

- Work with enrollment management and the registrar’s office to identify priority space for professional programs by Fall 2016 (Dean, Associate Dean, Chairs)
- Assess and prioritize needs for upgrades in CNHS managed classroom space and technology by Spring 2017 (Dean, Associate Dean, Chairs, VCs, PDs)
- Assess and prioritize needs for upgrades in CNHS research laboratories by Fall 2016 (Dean, Chairs)
- Develop equipment upgrade and replacement plan for all programs by Spring 2017 (AD-Business Op, Departmental Business Managers)

Key Performance Indicators:

- Adequate teaching space is earmarked for professional programs by the Registrar
- Plan for upgrading CNHS classroom space and technology is established
- Plan for upgrading CNHS research laboratories is established
- Research equipment upgrade and replacement plan is in place for all programs with funds allocated to equipment reserve

b. Assess space needs for student study and interaction

Actions & Timeline:

- Collaborate with COM to develop a quiet study space for CNHS and COM students by Fall 2016 (Dean, AD-Business Op)
- Assess and prioritize use of first floor lounge space to support IPE & group study activities by Fall 2016 (Dean, AD-Business Op, Dean’s UG & GR Student Leadership Councils)

Key Performance Indicators:
CNHS Strategic Plan 2016-2020

- Brickyard space is renovated for quiet study space for CNHS & COM students by Spring 2017
- First floor lounge space is renovated to support inter-professional student workspace by Fall 2017