

## **CNHS Strategic Plan 2016-2020**

**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 inter-professional, 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>

## CNHS Strategic Plan 2016-2020

### 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

## CNHS Strategic Plan 2016-2020

- 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

d. *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



## 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

## CNHS Strategic Plan 2016-2020

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



## CNHS Strategic Plan 2016-2020

### 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 UVMHC 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)

## CNHS Strategic Plan 2016-2020

### 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:**

## CNHS Strategic Plan 2016-2020

- Identify corporate opportunities for support of CNHS training and/or research objectives by Spring 2017 (Dean, CNHS Major Gifts Officer, IH Program Manager, UVM Foundation staff)
- Identify foundation opportunities to support CNHS training and/or research objectives by Spring 2017 (Dean, CNHS Major Gifts Officer, IH Program Manager, UVM Foundation staff)

### **KEY PERFORMANCE INDICATORS:**

- At least one corporate opportunity is identified and pursued by Fall 2017 in Integrative Health
- At least one foundation is identified and proposal submitted each year of the next 4 years

### 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