

University of Arkansas for Medical Sciences

College of Health Professions

STRATEGIC PLAN AY19 – AY22

March 4, 2019



16 Allied Health Programs.
One bright future.

UAMS[®]
College of
Health Professions

THE STRATEGIC PLANNING PROCESS

This strategic plan builds upon the accomplishments of the College of Health Professions while providing a foundation to support our vision and anticipated needs of health care and education. The strategic planning process involved the collective of the faculty and staff. Faculty and staff were asked to participate in a SWOT analysis where they were asked to identify the college's strengths, weaknesses, opportunities, and threats as well as provide their vision of what CHP should look like in 3 to 5 years. The survey results were shared with the Executive Committee, comprised of department chairs and program directors, and the Committee worked in small groups to further develop strategic objectives and initiatives related to five overall goals for the college.

A draft of the goals, objectives and initiatives were made available to faculty and staff to provide additional input into the plan. The plan, with revisions, was reviewed again by the Executive Committee. Upon final revision, the plan has been adopted by the Executive Committee.

The College of Health Professions remains committed to being a nationally recognized leader in the education of health providers whose graduates are leaders in their fields, using their knowledge and skill to deliver quality patient care. Our faculty are experts in their disciplines, adept in educational advances, leaders of their professions, and scholars. All of which positions the CHP as an important contributor to the future of health care delivery in Arkansas and across the nation.

We strive to make a difference. This is our guide.

This strategic plan represents our vision for the future and the direction that we will take over the next 3 years. Through education, scholarly activity and service, we are committed to:

- Providing high quality instruction that leads to effective student learning.
- Staying on the leading edge of national trends and advances in teaching, technology, and patient care.
- Contributing to the advancement of the professions through scholarship.
- Cultivating relationships and maintaining meaningful partnerships.
- Nourishing our faculty and staff through professional development and engagement.
- Creating a community built on diversity, inclusion and equity.

THE MISSION OF UAMS

The mission of UAMS is to improve the health, health care and well-being of Arkansans and of others in the region, nation and the world by:

- Educating current and future health professionals and the public;
- Providing high-quality, innovative, patient- and family-centered health care and also providing specialty expertise not routinely available in community settings; and
- Advancing knowledge in areas of human health and disease and translating and accelerating discoveries into health improvements.

THE MISSION OF THE COLLEGE OF HEALTH PROFESSIONS

The College of Health Professions serves the state of Arkansas as the primary arm of the University of Arkansas in offering programs that provide education, service, and research in the allied health professions.

The College was organized as a separate college within the University of Arkansas for Medical Sciences in 1971. In fulfilling its mission, the College offers education and training opportunities for students of the allied health professions to prepare them as graduates to assume the roles of the professional. The College curricula coordinate the professional course work with the arts, humanities, and basic and social sciences into a total educational experience that emphasizes lifelong learning in the allied health professions.

Patient and public health education is an important part of the mission of the College. In its public service role, programs in the College render patient care services as part of their educational efforts under the supervision of faculty. Technical advice and consultative services are available from the College to institutions and agencies throughout the state.

The professional service mission of the College includes the offering of continuing education courses to practitioners to enhance teaching, administration, and professional skills.

Research in the College involves the educational process as well as professional fields. The research mission involves the quest for new information which addresses the health and health care educational needs of the state, and the sharing of this information with the scientific community.

THE MOST COMPREHENSIVE ALLIED HEALTH COLLEGE IN ARKANSAS

16 professions & a dental residency

- 8 bachelor's degrees
- 1 post-bachelor certificate
- 3 master's degrees
- 4 doctoral degrees

OUR VISION

The UAMS College of Health Professions is a nationally recognized leader in the education of healthcare providers whose graduates excel in their fields and faculty are experts and leaders in their disciplines.

OUR CORE VALUES

Integrity: We foster, encourage and expect honesty, accountability and transparency in pursuit of the highest ethical and professional standards in all that we do. We take responsibility for our performance, and will communicate our critical decisions to our employees, patients, students and stakeholders.

Respect: We embrace a culture of professionalism with respect for the dignity of all persons, honoring the unique contributions provided by a diversity of perspectives and cultures.

Diversity: We are committed to the importance of the diversity of UAMS leadership, faculty, staff and students in order to enhance the education of our students, reduce racial and ethnic health disparities in our state, and provide an environment in which all employees and views are welcomed.

Teamwork: We seek to create interdisciplinary, synergistic and collegial relationships characterized by honesty, collaboration, inclusiveness and flexibility.

Creativity: We encourage and support innovation, imagination, ingenuity, resourcefulness and vision.

Excellence: We strive to achieve, through continuous improvement and adherence to institutional policies and best practices, the highest quality and standards in all our endeavors.

**We value
integrity, respect,
diversity, teamwork,
and creativity**

OUR PROGRAMS

The College of Health Professions has an enrollment of nearly 600 students. A core faculty of nearly 80 and 40 staff members over three campuses support the college's 16 academic programs, dental residency program, Center for Dental Education, and Oral Health Clinic.

1. Audiology
2. Clinical Nutrition
3. Cytotechnology
4. Dental Hygiene
5. Diagnostic Medical Sonography
6. Dietetic Internship
7. Genetic Counseling
8. Medical Laboratory Sciences
9. Nuclear Medicine Imaging Sciences
10. Occupational Therapy
11. Ophthalmic Medical Technology
12. Physical Therapy
13. Physician Assistant
14. Radiologic Imaging Sciences
15. Respiratory Care
16. Speech Language Pathology

Degree Completion Programs:

The college provides an opportunity for degree completion in diagnostic medical sonography, medical laboratory sciences (MLT-MLS), radiologic imaging sciences, and respiratory care.

Joint Degree Program:

The college offers a joint Au.D/Ph.D. program where a student can earn both a Doctor of Audiology degree and a Doctor of Philosophy in Communication Sciences and Disorders degree.

OUR CLINICS

The College of Health Professions manages the operations of three patient care clinics that provide valuable services to members of our community and also provide training for our students and advanced learning opportunities for post-doctoral dental residents.

- **UAMS Speech and Hearing Clinic** is part of the Audiology and Speech Pathology academic program which is accredited by the American Speech-Language-Hearing Association's (ASHA) Council on Academic Accreditation (CAA). Open to the public, all services at the Clinic are provided by graduate students and senior-level undergraduate students under the direct supervision of ASHA-certified faculty.

- **UAMS Dental Hygiene Clinic** is part of the Dental Hygiene academic program which is accredited by the Commission on Dental Accreditation. Open to the public, the Clinic provides patients with services such as cleanings, fluoride applications, dental sealants, and radiographs. All services are provided by students under the direct supervision of licensed dental hygienists and dentists.

- **UAMS Delta Dental of Arkansas Foundation Oral Health Clinic** provides the clinical basis for the General Practice Dental Residency program, accredited by the Commission on Dental Accreditation. The Clinic is open to the public and ready to care for the dental needs of all Arkansans. The clinic is staffed by resident and attending dentists, registered dental hygienists and registered dental assistants.

SPEECH AND HEARING CLINIC

Speech-Language -

Over 200 clients annually

Audiology -

Nearly 160 patients annually

DENTAL HYGIENE CLINIC

Nearly 3,000 patients annually

ORAL HEALTH CLINIC

Over 4,000 patients annually

CHP FAST FACTS FOR 2018

- **Student Enrollment**
 - 593 total CHP students (fall 2018)
 - 344 undergraduate student
 - 249 graduate students
 - 501 full-time students
 - 274 undergraduate
 - 227 graduate
 - 92 part-time students
 - 70 undergraduate
 - 22 graduate
 - 284 new students; 309 returning students
 - 22% of total UAMS student enrollment (2,758)
 - 95 CHP students at the NW campus
- **Student Demographics**
 - 29% minorities (169/585)
 - 73% female (431/593)
 - 27 years - average age
- **Graduates**
 - 289 CHP graduates – CHP had the largest number of UAMS graduates (May 2018)
 - 8,263 living alumni
- **Affiliation Agreements**
 - Over 600 clinical affiliation agreements around the state and nation
- **Scholarships**
 - 58 scholarships awarded
 - \$69,723 provided in scholarships
- **Faculty & Staff**
 - 86 core faculty
 - 49% with a doctoral degree (42/86)
 - 26 faculty are CHP alumni
 - 92 adjunct faculty
 - 38 staff
- **Faculty Scholarship (2017)**
 - 70 peer-reviewed publications
 - 99 peer-reviewed presentations/posters
 - 22 grant proposals submitted
- **CHP Dean's Society**
 - \$19,358 awarded to 5 projects in 2018
 - Provided seed funding for 17 research/service projects since 2012
 - \$69,317 in total funding since 2012

COLLEGE HIGHLIGHTS:

1. Most comprehensive allied health college in Arkansas

- Program representing 16 allied health professions
- Dental residency program
- 8 bachelor's degree programs; 1 post-bachelor certificate program; 4 master's degree programs; 4 doctoral degree programs; 1 post-doctoral certificate program

2. Largest UAMS student presence at the NW campus

- 95 CHP students currently at the NW campus (Physical Therapy, Radiologic Imaging Sciences, Genetic Counseling)
- Addition of 32 occupational therapy students in 2020

3. Sole Programs in Arkansas:

- Audiology
- Genetic Counseling – one of 46 programs in the US and Canada
- Cytotechnology – one of only 22 programs in the US
- Diagnostic Medical Sonography – only BS program in Arkansas
- Respiratory Care – only BS program in Arkansas
- Nuclear Medicine – only 100% online program
- Radiologic Imaging Sciences - Only program to offer multi-certification preparation in 5 specialty tracks (CT, MRI, mammography, cardiac interventional, vascular interventional)

4. Sole Program in the Nation

- Ophthalmic Medical Technology – only BS program in the country

5. Oldest Programs in Arkansas

- Medical Laboratory Sciences - 100 years old; Likely oldest in the country
- Dental Hygiene – 50 years old; Approx. 85% of hygienists in AR are UAMS graduates
- Speech-Language Pathology – 48 years old; Close to 1,000 graduates

6. Three Patient-Care Clinics (open to the public)

- Dental Hygiene Clinic– dental hygiene students; Approximately 3,000 patient served annually
- Oral Health Clinic – general practice dental residents; Over 4,000 patients served annually
- Speech and Hearing Clinic – audiology and speech-language pathology students; SLP - Over 200 clients served annually; Audiology – 160 patients served annually; Over 450 patient visits

7. Academic Partnerships

- UAMS/CAVHS Dietetic Internship program
 - 1973 – Post-Baccalaureate Certificate in Dietetics with a concentration in Medical Nutrition Therapy and Management in Dietetic Practice
- UAMS/CAVHS Respiratory Care program
 - 1977 – UAMS and the Veteran's Administration co-sponsor the Bachelor of Science in Cardio-Respiratory Care program
- UAMS/UALR/UCA Audiology and Speech Pathology PhD program
 - 2007 - PhD in Communication Sciences and Disorder
- UAMS/UAF Occupational Therapy program
 - 2017 approved by UA BOT and AHECB
 - 2020 – first cohort to be enrolled

Goal One: PROVIDE LEADING EDGE ACADEMIC PROGRAMS

We are committed to staying on the leading edge of national trends and advances in teaching, technology, and patient care. We will provide new program opportunities, when appropriate, and expand current programs as the need for additional graduates to serve the citizens of the state becomes evident. Together, we will build on our existing strengths while identifying areas of growth and excellence that serve community needs and meet student demands. We will be the college that students choose for allied health education.

Objective 1: Ensure recruitment and admission of quality students for all CHP programs.

Initiatives:

1. Develop, implement, evaluate, and annually update program-specific recruitment plans that detail strategies for capturing the unique attributes of students who are ultimately successful in the CHP program.
2. Reduce barriers in program admission requirements.
3. Partner with student recruiters in the UAMS Regional Programs to promote the allied health professions across the state.
4. Develop, implement and evaluate a comprehensive college communication and marketing plan.

Objective 2: Provide high quality instruction that leads to effective student learning - *lasting acquisition of knowledge, skills, and values.*

Initiatives:

1. Provide all core faculty with a confidential formative evaluation of their teaching through the UAMS Office of Educational Development to encourage reflection and development of practice, skills and understanding of teaching and learning. Initial evaluation to occur before January 2020 and no less than every two years thereafter.
2. Enhance the student learning experience by incorporating different teaching methodologies and activities into courses (e.g., subject matter experts, collaborative learning, active learning strategies, etc.).
3. Evaluate quantity/quality/relevancy of current clinical education sites, and identify and obtain new/additional clinical affiliations for student training as appropriate.
4. Develop collaborative and relevant interprofessional education (IPE) opportunities between CHP programs for student learning.
5. Improve the validity and reliability of course examinations.
6. Conduct curriculum mapping to identify and address gaps, redundancies, and misalignments in order to improve the overall coherence of each program's curriculum and assessments.

Objective 3: Develop a standardized approach to promote student success.

Initiatives:

1. Develop and implement mechanisms to assist with students' successful transition to health professions education.
2. Develop and implement a remediation process that serves the student by identifying issues early, improving clinical skills, and maintaining competency.

Objective 4: Expand CHP program offerings to meet need and demand.

Initiatives:

1. Maximize enrollment in current programs within confines of program accreditation, available resources, and workforce needs.
 2. Partner with the UAMS Northwest to evaluate the need for program expansion to meet the needs of rural Arkansas.
 3. Evaluate the need for new degree levels of existing programs.
 4. Investigate new programs that help address the healthcare demands of the state.
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Goal Two: INCREASE THE QUALITY/QUANTITY OF SCHOLARSHIP IN THE COLLEGE

We believe in evidence-based teaching, research, and practice. Scholarship (of discovery, integration, application, and teaching) is a constantly changing dynamic that is necessary to support evidence-based teaching, clinical practice, and new discoveries.

Objective 1: Identify existing and potential areas of research/grant activity in the college.

Initiatives:

1. Establish a process to routinely capture current scholarly activity within the college.
2. Utilize the Translation Research Institute's "Profiles" to improve networking to more easily connect with other researchers through common interests, projects, and specialties.

Objective 2: Develop basic research/scholarship skills of faculty

Initiatives:

1. Establish a dedicated research/scholarship development group.
2. Provide periodic faculty development opportunities to promote attainment of knowledge and skills for scholarly activity. This can include communication of existing opportunities on campus or the development of new opportunities.

Objective 3: Increase the offset of faculty salaries from extramural funding.

Initiatives:

1. Increase the number of individual and multidisciplinary extramural grant submissions by 2 each year.
 2. Establish a process for timely identification and communication of grant opportunities internal and external to the CHP.
 3. Increase the amount of salary offset from extramural grants by 0.5% each year.
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Goal Three: DEVELOP AND MAINTAIN STRONG COMMUNITY PARTNERSHIPS AND PHILANTHROPY

Cultivating relationships and maintaining meaningful partnerships with our alumni and the community is critical to our success. Through collaboration with and dedicated support from our partners, the CHP will continue to make a meaningful impact on health care delivery in Arkansas and across the nation.

Objective 1: Increase engagement and collaboration with groups and partners to strengthen relationships and enhance awareness of the CHP and programs.

Initiatives:

1. Increase overall awareness and knowledge of development and philanthropy.
2. Evaluate the current level of engagement and overall effectiveness of program advisory committees, and establish an engagement plan for each CHP program, as indicated.

Objective 2: Grow alumni engagement with programs and the college.

Initiatives:

1. Working with UAMS Institutional Advancement, assemble an accurate CHP alumni database.
2. Increase alumni engagement with their program and the college.

Objective 3: Increase community support for the college through fundraising

Initiatives:

1. Grow new donor base and increase fundraising dollars.
 2. Rebrand and promote support of the CHP Dean's Society through membership.
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Goal Four: ENGAGE AND DEVELOP FACULTY AND STAFF IN SUPPORT OF THEIR EFFORTS TO ADVANCE THE COLLEGE'S MISSION AND PRIORITIES

We consider faculty and staff as our greatest assets towards accomplishing our mission. Professional development is vital in building one's knowledge base and proficiencies, advancing in an area of interest or specialty, and achieving career progression and growth. The college seeks to provide opportunities and resources necessary to promote faculty and staff development and engagement.

Objective 1: Provide CHP faculty and staff with guidance in and resources for professional development

Initiatives:

1. Develop a formalized career development planning process in the college.
2. Develop individualized career development plans for each faculty member with the aim of building faculty expertise and engagement.
3. Evaluate current CHP new faculty onboarding program for effectiveness and revise as appropriate.
4. Reestablish a mechanism to assist chairs and program directors in further developing administrative leadership skills and to provide an avenue for peer support and mentoring (formerly called "CHP Chair/Director's School").
5. Utilize professional development opportunities and e-learning through UAMS Office of Human Resources for staff training.

6. Continue monthly administrative staff meetings to promote mentoring and peer support.

Objective 2: Increase faculty and staff engagement

Initiatives:

1. Utilize data from the 2018 CHP Engagement Survey to identify opportunities to increase faculty and staff engagement.
 2. Continue to identify mechanism to promote effective communication and collaboration among administration, faculty and staff.
 3. Continue to identify and promote avenues for faculty and staff socialization and opportunities to express appreciation to our team.
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Goal Five: PROMOTE AN ENVIRONMENT THAT FOSTERS DIVERSITY, INCLUSION, AND EQUITY

We strive to create a community built on diversity, inclusion and equity through education and implementation of strategies to increase representation of diverse populations in the CHP, maintain a welcoming and affirming college environment, and promote inclusive learning and scholarship.

Objective 1: Promote diversity, inclusion and equity among faculty, staff and students through education and awareness.

Initiatives:

1. Evaluate the campus diversity and inclusion initiatives at UAMS that are relevant to CHP students, faculty, and staff and the extent to which CHP is currently involved, opportunity for future involvement, and provide recommendations for moving forward.
2. Promote outreach programs, annual events, workshops, and conferences sponsored by the Center for Diversity Affairs (CDA).

Objective 2: Build and advance a diverse student body.

Initiatives:

1. Identify strategies and opportunities to promote diversity in the CHP student population.
2. Partner with student recruiters in the UAMS Regional Programs to promote the allied health professions across the state.
3. Review program admission criteria to remove barriers and include holistic measures. (See Goal 1, objectives 1 and 2)