University of Texas Health Science Center at San Antonio

School of Health Professions

Strategic Plan 2013-2014

July 18, 2013

Final
Mission:

Our mission in the School of Health Professions is to make lives better by promoting health and wellness through excellence in education, research, patient care and service. We do this through:

- Educating a diverse student body to become excellent health care providers and scientists;
- Advancing health care through research and scholarship; and
- Providing outstanding health care services and health care education for our community.

As a part of the Health Science Center, ours is a story of discovery, vision and commitment. We engage our minds and talents, and give from our hearts, to help and heal. We touch the lives of thousands, to serve those in need, close to home and across the globe. And, through it all, our strength is born through a shared commitment to make lives better.
School of Health Professions

Strategic Plan

2013-2014

ORGANIZATIONAL EFFECTIVENESS:

Goal I:

Recruit new leadership for the School of Health Professions.

Strategy:

Recruit a new Dean for the School of Health Professions

Benchmark:

Identify a national search firm; Develop the position profile and get approval from the HSC; President identifies a search committee and chair; Staff person is identified to staff the search committee (IE. Take minutes, organize meetings and agenda; organize the travel schedules, hotels for perspective candidates); Search firm meets with the search committee to review process; Search firm begins the formal recruitment for new Dean; Search committee develops and formalizes the interview schedule; Search committee invites candidates to campus; Search committee makes recommendation to the President; President due diligence with the candidate and UT System; Finalist approved; Negotiate a contract and start date.

Timeline: Start fall 2013; Complete spring 2014

Progress Report:

- Dean ad interim has started to develop a list of national executive search firms with expertise in Dean Recruitment for allied health.
Goal II:

Evaluate and where appropriate enhance the efficiencies of support structures that will measurably improve the School of Health Professions Education, Research, and Patient Care.

Strategy:

Formalize the roles and responsibilities of the research, academic, and clinical teams; Develop performance metrics for research, academic, and clinical teams and report on accomplishments.

Benchmark: Develop a one-year (2013-2014) strategic plan with performance metrics for the research, clinical and academic teams; Develop a plan of action for 2014-2017.

Timeline: Start fall 2013; Complete spring 2014.

Progress Report:

- Academic Team members: Cathy Ortega (Facilitator); Members: Cheri Burns (CLS); Bruce Butterfras (EHS); Alison Beck (OT); Brent Shriver (PA); and Richard Wettstein (RC).
- Clinical Practice Team members: Bill Allen (Facilitator); Steve Dallas (CLS); Lance Villers (EHS); Autumn Clegg (OT); Jim Bonson (PA); Mike Geelhoed (PT); DeDe Gardner (RC).
- Research Team members: Reto Asmis (Facilitator).

Strategy:

Position the Office of Advising, Admissions and Recruitment Support (OARS) to serve as a critical asset to the School of Health Professions in meetings it annual enrollment targets for 2014.

Benchmark: Develop an enrollment management plan specific to each department; Recruit and hire an Office of Advising, Admission, and Recruitment staff that is knowledgeable in all aspects of student recruitment from identifying prospective students to matriculation; Review and revise all marketing and admission publications and the departments respective web sites for prospective students; Develop tracking mechanism for prospective applicants; Prioritize recruitment and admissions initiatives to increase enrollment and retention; Differentiate the responsibilities and role of the Registrar Office and Bursar from the the School of Health Professions and academic departments to reduce confusion and improve efficiencies.

Timeline: Start summer 2013; Complete spring 2014.

Progress Report:
• Job descriptions written to reflect the new mission for the Office of Advising, Admissions and recruitment Support.
• Jobs posted on the Human Resource web site, NASPA, and ACRU.
• The School of Health Professions was awarded a STEP grant from the Texas Higher Education Coordinating Board to develop pipeline programs with community colleges and four year institutions with the intent to encourage a greater number of low income, first generation, and minority students to consider allied health programs as a career path.

**Strategy:**

Conduct annual performance reviews for all administrators, staff and faculty; Implement the new Health Science Center Comprehensive Periodic Evaluation of Tenured Faculty (post tenure review) procedures to include remediation plans if improvements needed.

**Benchmark:**

Department Chairs will certify in writing to the Dean *ad interim* that all faculty have been reviewed.

Timeline: Start fall 2013; Complete 2014.

**Progress Report:**

**EDUCATION:**

**Goal I:**

**Support Student Learning Through Community Service and Global Education.**

**Strategy:**

The evolving allied health professions requires students to have a community-based as well as a globally perspective on health care issues. The School of Health Professions’ curriculum will include a selection of courses, educational experiences and service learning options that promote this perspective.

**Benchmark:**

Department Chairs will develop a multi-disciplinary grant focusing on service learning. In addition, the SHP Academic Team will develop a proposal for a Global Health Care Certificate Program and submit to SHP Chairs for input and approval. SHP and Department Chairs will investigate and apply to grant funding sources for implementation.
Timeline: Start spring 2013; Complete fall 2014.

Progress Report:

**Goal II.**

**Evaluate and assess current teaching methods through student learning outcomes and peer reviews.**

**Strategy:**

The School of Health Professions will meet the expectations of the Southern Association of Colleges and Schools accreditation standard for Institutional Assessment by annually evaluating, assessing, and where appropriate use the results of assessment to improve teaching and learning.

Timeline: Start fall 2013; Complete spring 2014.

Progress Report:

**Goal III.**

**Enhance faculty diversity and retention of faculty.**

**Strategy:**

Develop and implement best practices for faculty recruitment to enhance faculty diversity.

Benchmark:

Review the current School of Health Professions’ faculty recruitment policies including search committee composition and regional and national best practices to identify a diverse applicant pool.

Timeline: Start fall 2013; Complete spring 2014.

Progress Report:

**Strategy:**

Implement competitive faculty compensation and incentives to promote faculty retention.

Benchmark:

Assess faculty salaries benchmarked to the national norm using ASAHP and CUPA salary surveys; Where appropriate SHP will develop a financial plan to address.
Timeline: start fall 2013; Complete spring 2013.

Progress Report:

**Goal IV:**

**Enhance exposure and clinical experiences for students in underserved areas and South Texas through a variety of enrichment and learning activities.**

**Strategy:**

Collaborate with Laredo to develop a summer enrichment program for aspiring high school graduates and college transfers; Collaborate with Laredo to identify and obtain funding sources to support the summer enrichment program.

**Benchmark:**

In collaboration with Dr. Gladys Keene develop and implement a summer enrichment program for summer 2014; In collaboration with Laredo develop appropriate performance metrics for the summer enrichment camp.

Timeline: Start fall 2013; Complete spring 2014.

Progress Report:

- A pilot two week summer enrichment program in Laredo has been established and will commence July 2013.

**Strategy:**

School of Health Professions will continue to develop and implement inter-professional education; Initiate discussions with Rehabilitative Medicine, Pathology, Pulmonary, Health Restoration and Care Systems for cross curriculum and broad based education and training for students in the School of Health Professions.

**Benchmark:**

Complete proposal for SHP multi-disciplinary courses in research, administration and ethics. The Department Chairs with support from the Dean *ad interim* will initiate discussions leading to collaborations with the School of Medicine and the School of Nursing on joint education programs.

Timeline: Start summer 2013; Complete spring 2014.

Progress Report:
Goal V.

Evaluate and assess the School of Health Professions classroom and laboratory space for state of the art technology.

*Strategy:*

Review and report findings on classroom and laboratory space and technology needs.

*Benchmark:*

Include in the Health Science Center Facility Master Plan the return of Physical Therapy and Occupational Therapy to the main campus; Where needed provide and enhance classroom technology for all SHP departments.

Goal VI:

**Increase the use of technology that supports educational best practices.**

*Strategy:*

Investigate the use of emerging technologies in educational programs and implement technologies that demonstrate improved learning via evidence-based practice.

*Benchmark:*

Seek institutional funds and other sources of funds to support use of patient and simulation technology to enhance student learning; Collaborate with IMS to support different training methods in instruction.

Progress Report:

**RESEARCH:**

Goal I:

**Contribute to the body of knowledge in the health professions through research and scholarship.**

*Strategy:*

In collaboration with the Research Council and the Vice President for Research, the Department Chairs will identify faculty that can and should apply for government, foundation and organization grants; Increase the number of research grant proposals submitted and funded; Identify and match SHP investigators to current and newly released RFA’s.
Benchmark:

Increase new research, educational and allied health oriented grant submissions by one application from each Department; School of Health Professions will develop one multidisciplinary grant for submission to an appropriate funding source.

Timeline: Start fall 2013; Complete spring 2014.

Progress Report:

**Strategy:**

Increase the School of Health Professions visibility through an increase in publications and presentations at professional meetings: Where appropriate utilize the SHP web pages and alumni data based in addition to the Faculty Council and Faculty Assembly as a forum for faculty to present current research, discuss ideas for research, and barriers for research.

Benchmark:

Increase the number of articles, presentations and citations in national journals by three.

Timeline: Start fall 2013; Complete fall 2014.

Progress Report:

**Strategy:** Identify and prioritize key research initiatives.

Benchmark:

The SHP Research Team will develop, maintain and disseminate a database of funded, current unfunded, and planned research projects.

Timeline: Start fall 2013; Complete spring 2014.

Progress Report:

**Strategy:** Enhance research collaborations across the School of Health Professions.

Benchmark:
With support from the Dean’s Office, the SHP will apply for one multi-discipline research grant per year.

Timeline: Start fall 2013; Complete spring 2014.

Progress Report:

**Strategy:** Increase effectiveness of research funding initiatives.

**Benchmark:**

Initiate “Grantseekers for SHP”, in collaboration with the Graduate School of Biomedical Sciences, the SHP Research Team will review all new proposals. Establish a Research Support Team to assist investigators with the preparation and submission of grants and to support research mentoring programs within each Department. Establish a presidential learning community to enhance research skills and grantsmanship.

Timeline: Start fall 2013; Complete spring 2014.

Progress Report:

**HEALTHCARE:**

**Goal I:**

*Increase faculty practice plan and patient care revenue.*

**Strategy:**

The Department Chairs will identify faculty that can and should increase or begin to participate in a faculty practice plan.

**Benchmark:**

The School of Health Professions total revenue from faculty practice plans and alternative revenue sources will increase by at least 10% from FY 2013 to FY 2014.

Timeline: Start fall 2013; Complete spring 2014.

Progress Report: