

## School of Health Professions Strategic Action Plan FY2017

Operational Excellence					
Priority of Effort	Mizzou 2020	Facilitator(s)	Target Date	Measure(s)	Status
<b>1. Promote a clear vision for the School and implement systems to monitor and promote progress toward goals</b>					
a. Revise SHP Demographic and Performance Metrics to include metrics around SHP Staff activities	3.4	D. Germain L. Beal M. Gill K. Hagglund	10/31/2016	Metrics booklet revised to include new metrics with data	In progress
b. Provide departments with annual summaries of the School-wide budget to promote accountability and strategic activities	3.4	B. Walter T. Winfrey K. Hagglund	09/01/2017	Annual summary for FY16 provided	In progress
c. Revise a database system to track school-wide performance in key domains for the purposes of goal setting and recognizing excellence	3.4	M. Gill R. Hayden S. Reid-Arndt J. Goodman	08/31/2016	"Score card" completed and linked to Metrics booklet	Completed
<b>2. Promote an environment of excellence and inclusion to enhance engagement and retention of faculty and staff members</b>					
a. Establish Ad Hoc Committee on Inclusion to improve SHP performance in diversity, inclusion and equity	1.2, 3.2	K. Hagglund K. Flynn-Peters	10/30/2016	Committee established, given charge, and meetings initiated	In progress
b. Initiate activities to support mentorship for all ranked faculty, with a specific focus on mentorship of early-career faculty	3.5	S. Reid-Arndt J. Goodman Faculty Mentoring Advisory Group	06/30/2016	Implement at least two of the Faculty Mentoring Advisory Group's strategies to provide mentoring and mentorship training.	In progress

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c. Implement activities to increase ongoing recognition of excellence among faculty and staff.	3.5	S. Reid-Arndt G. Scavone C. Veach	06/30/2017	Implement one ongoing recognition program for faculty and one for staff (e.g., monthly kudos in SHP newsletter).	Ongoing
d. Promote engagement in professional development activities by faculty.	3.5	S. Reid-Arndt G. Scavone	06/30/2017	Offer 1 to 2 learning opportunities in SHP.	Ongoing
e. Engage with Diversity and Inclusion Advisory Board to develop ongoing plan for enhancing inclusion in SHP	3.5	K. Flynn Peters S. Reid-Arndt G. Scavone Ad Hoc Inclusion Comm.	06/30/2017	Advisory Board will meet 2+ times each semester, will follow up on recommendations from Task Force on Student Diversity and Inclusion to prioritize and implement as feasible, and will create plan for ongoing efforts.	In progress
<b>3. Enhance SHP facilities and infrastructure to promote teaching, research and service missions</b>					
a. Space reconfigured/acquired to support research and teaching activities in growing departments and programs.	3.3	S. Reid-Arndt G. Scavone K. Hagglund	06/30/2017	Space use study in SHP completed. Regular updates re: space needs provided to Space Planning and Management. Additional space acquired	In progress
<b>4. Increase endowments to support SHP missions</b>					
a. Increase the number and size of annual giving scholarships and endowed scholarships for SHP students	1.2, 3.4	M. Custer K. Hagglund	06/30/2017	Total dollars spent increased relative to FY2015	In progress
b. Pursue endowed chair and/or professorship(s)	3.1, 3.4	M. Osterthun K. Hagglund	06/30/2017	Potential donors identified and at least one proposal submitted	In progress

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c. Develop and pursue strategy for increasing engagement with alumni to support student programming needs and develop a base of SHP supporters		M. Custer L. Gorham M. Gill S. Reid-Arndt	06/30/2017	Increase alumni involvement in COMPASS mentoring program. Implement two strategies for increasing communication with alumni.	In progress
<b>Teaching and Learning</b>					
<b>1. Further develop high-caliber health care professionals and academic program offerings</b>					
a. Implement Master of Science in Applied Behavior Analysis program	1.2, 3.4	S. Kahng S. Reid-Arndt	06/30/2017	Program implemented	In progress
b. Establish an undergraduate program in public health in the Department of Health Sciences	1.2	D. Hume DHS Comm. R. Hogan K. Hagglund	06/30/2017	Proposal submitted to UM System by 08/01/2016; program structure in place and students selected by 05/31/2017	Proposal submitted; remainder in progress pending approval
c. Complete proposal to implement an interdisciplinary Health Sciences PhD program	1.2, 3.4	S. Reid-Arndt J. Farmer B. Walter	06/30/2017	Doctoral program submitted to campus for review	Proposal submitted
d. Establish a MHS in Clinical and Diagnostic Science	1.2	M. Hdeib K. Moss K. Hagglund S. Reid-Arndt	06/30/2017	Emphasis area submitted for fall MU and UM approval 10/31/16	In progress
e. Implement a BHS in Nuclear Sciences (non-clinical) in the Department of Clinical and Diagnostic Sciences in collaboration with the MU Research Reactor	1.2	J. Galen M. Feldman K. Moss K. Hagglund	06/30/2017	New emphasis area submitted to MU for approval	In progress

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f. Complete conversion to post-baccalaureate MOT	1.2	T. Wolf C. Gateley	06/30/2018	Students enrolled for fully post-baccalaureate MOT	In progress
g. Designate SHP as the host school for the MPH program	1.2	L. Saffran J. Hosey K. Hagglund	10/31/2016	Provost designates SHP as host school for the MPH program	In progress
h. Establish a Master of Science in Athletic Training	1.2	D. Colt K. Gibson S. Reid-Arndt	06/30/2018	Proposal submitted to Provost's Office for approval	In progress
<b>2. Pursue new initiatives to enhance student diversity and promote success for all students</b>					
a. Implement recommendations from the SHP Student Diversity and Inclusion Advisory Board to retain and facilitate success of under-represented students.	1.2, 3.2	K. Flynn Peters S. Reid-Arndt K. Hagglund Diversity and Inclusion Advisory Board	06/30/2017	Recommendations from Task Force report implemented and additional initiatives begun, as feasible and appropriate; public notice made of all implemented recommendations	In progress
<b>Research and Scholarship</b>					
<b>1. Increase the grant and scholarly success of faculty members</b>					
a. Continue to clarify and enhance strategies to facilitate faculty research productivity	3.3	J. Farmer J. Goodman Enid Schatz Dept. Chairs	06/30/2017	Expand the use of Box online files as a repository for strategies that facilitate research productivity	In progress

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<b>2. Increase student research participation and success.</b>					
a. Enhance recognition of student research	1.1	S. Wagovich J. Goodman M. Gill Dept. Chairs	11/30/2016	Promotion plan developed	In progress
<b>3. Build a culture of research through enhanced communication about health professions research within SHP, across campus and with other stakeholders</b>					
a. Revise and update the SHP website, including faculty profiles, online faculty resource links and featured faculty research activities	3.3	M. Gill J. Goodman	08/31/2016	Updates to new website completed	Completed
b. Review procedures for regular SHP research seminars and set in place improvements in this process.	3.3	M. Gill J. Goodman J. Farmer	08/31/2016	SHP research seminars planned for Fall, 2016	In progress
c. Create a monthly e-mail communication about an SHP researcher, research team or focused topic area to send to all faculty, staff, and alumni	3.3	M. Gill J. Goodman	06/30/2016	Monthly e-mail sent during the fall and spring academic semesters	Ongoing

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Clinical and Community Service					
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<b>1. Increase impact and visibility of clinical and community service</b>					
a. Update the SHP website to enhance recognition of clinical and community services provided by SHP students and faculty	3.3	M. Gill Dept. Chairs S. Reid-Arndt	09/30/2016	Modification of SHP website pages presenting information about clinics and community service	Completed
b. Develop a strategic public relations plan to highlight SHP professional program clinics.		M. Gill	06/30/16	Marketing strategies for 2 – 3 clinics developed and reviewed with department chairs and Dean. One to two strategies implemented for each clinic	In progress