

School of Health Professions Strategic Action Plan FY2018

Teaching and Learning				
Priority of Effort	Facilitator(s)	Target Date	Measure(s)	Status
1. Use innovative pedagogy to develop high caliber health care workforce in SHP professional and non-clinical academic programs.				
a. Develop a plan and take initial steps for increasing interprofessional education in SHP.	L. Lowery S. Reid-Arndt	06/30/18	Plan with action items written. Two action items from plan complete.	In progress
b. Increase and enhance opportunities for experiential learning for undergraduate and professional program students.	C. Orbann E. Mahler L. Lawrence	06/30/18	Increase in number of study abroad programs in DHS. New student clinics opened.	In progress
c. Strategically integrate students in faculty research programs to enhance students' educational experience.	SHP research-engaged faculty	06/30/18	Increase in number of students involved in HTH_PR 4950.	In progress
d. Expand student opportunities for interactions with employers.	L. Gorham Dept. Chairs	06/30/18	Increase in exhibitors at Career Fairs. Increase in on-campus and off-campus organized visits with potential employers.	Completed for Fall Fair. In progress for Spring & visits
2. Expand teaching and training activities that meet key strategic priorities, including contributing to SHP's research mission, meeting educational and workforce needs of Missourians, and generating new revenue for MU/SHP.				
a. Grow enrollment in Master of Science in Applied Behavior Analysis program.	S. Kahng C. Clay	06/30/18	Increase number of enrolled students to program capacity.	In progress
b. Grow enrollment in BHS in Public Health in the Department of Health Sciences.	M. Teti R. Hogan	06/30/18	Meet targets for enrollment as established in program proposal.	Completed for Fall 2018
c. Advance proposal to implement an interdisciplinary Health Sciences PhD program.	K. Hagglund S. Reid-Arndt	06/30/18	Advocate with campus administration to continue review of proposal.	In progress

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d. Participate in UM System's Open Educational Resources Initiative to reduce course costs for students.	DHS Faculty	01/20/18	Transition 4 classes to use of OER instead of purchased textbooks.	In progress
e. Complete conversion to post-baccalaureate MOT.	T. Wolf C. Gateley	06/30/18	Students enrolled for fully post-baccalaureate MOT.	In progress
f. Submit proposal for post-professional OTD program.	T. Wolf C. Gateley	10/31/17	Proposal submitted to Provost's Office for approval.	In progress
g. Submit proposal for a Master of Science in Athletic Training.	D. Colt K. Belmore K. Gibson	12/31/17	Proposal submitted to Provost's Office for approval.	In progress
3. Continue to promote and pursue initiatives to support environment valuing diversity, inclusivity, and academic success for all students				
a. Support and advance initiatives related to holistic admissions for SHP professional degree programs.	S. Reid-Arndt Department Chairs SHP Inclusion Cmte.	06/30/18	Host presentation from programs using holistic admissions approach. Document current admissions practices. Develop plan for furthering goal of holistic admissions approach.	In progress
b. Implement additional activities during Fall Welcome to promote sense of belonging for incoming students.	K. Hayes L. Gorham SHP Inclusion Cmte. S. Reid-Arndt	12/15/17	Add 1 activity to Fall Welcome programming. Create plan for AY2019 with additional programming.	Postponed due to flood. AY19 planning in progress
c. Implement at least 2 recommendations from SHP Inclusion Committee.	D&I GRA M. Teti SHP Inclusion Cmte. S. Reid-Arndt	06/30/18	D&I library established. Programs developed by D&I GRA.	Library established. Programs ongoing

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Research				
1. Increase the grant and scholarly success of faculty members.				
a. Develop new opportunities for mentoring for tenure-track faculty.	J. Goodman Department Chairs	06/30/18	Provide opportunities to network with senior research mentors in faculty members' research areas from other universities.	In progress
b. Engage in activities to advance a culture of research within and across departments in SHP.	J. Goodman	06/30/18	Hold two writing retreats as well as small gatherings that offer opportunities for discussion as well as more traditional brown bag development opportunities.	In progress
c. Manage campus funding for international travel and faculty development leaves.	J. Goodman Research Committee	06/30/18	Expand RFP in Fall and Spring Semesters when Catalyst and Research Facilitation Fund proposals are due to add new funding mechanisms.	In progress
d. Ensure opportunities for frequent, directed mentoring from Associate Dean for Research and regular feedback from academic department (including Chair, tenured colleagues) regarding progress towards tenure.	J. Goodman Department Chairs	06/30/18	Review of progress in regular meetings with AD for Research. Biannual feedback from department regarding progress.	In progress

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e. Garner feedback from representatives from campus outside of SHP for the mid-probationary review.	Department Chairs J. Goodman	06/30/18	At least one non-SHP faculty member on each mid-probationary review committee.	In progress
f. Engage with tenured SHP faculty to identify needs and develop a plan for supporting faculty productivity leading to promotion from Associate Professor to Professor.	J. Goodman SHP tenured faculty	06/30/18	Plan for supporting tenured faculty developed.	In progress
3. Build a culture of research through enhanced communication about health professions research within SHP, across campus and with other stakeholders.				
a. Develop research stories and faculty profiles to share in SHP Newsletter and with alumni.	M. Silvey M. Custer J. Goodman Department Chairs	06/30/18	When grants are awarded, and in recognition of other research accomplishments, develop profile on the faculty investigator for distribution.	In progress
Clinical and Community Service				
1. Increase impact and visibility of clinical and community service				
a. Formalize a strategic public relations plan to highlight SHP professional program clinics.	M. Silvey Department Chairs	06/30/18	Marketing strategies developed for 2–3 clinics. One to two strategies implemented for each clinic.	In progress

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2. Pursue opportunities to contribute to MU Health's goal of becoming a medical destination by developing and participating in the expansion of high value patient care services within MU Healthcare.				
a. Develop new clinical services that meet patient care needs and provide opportunities for student training.	T. Wolf D. Huber	06/30/18	New clinical services funded by MU Health in the departments of Occupational Therapy and Health Psychology initiated.	In progress
Operational Excellence				
1. Promote a clear vision for the School and implement systems to monitor and promote progress toward goals				
a. Complete strategic plan update, obtaining input from SHP faculty and staff.	S. Reid-Arndt K. Hagglund J. Goodman	09/01/17	Strategic Plan document completed and disseminated.	Completed 10/01/17
b. Evaluate and document the extent to which SHP research programs contribute to the success of the MU Strategic Plan and MU's AAU status.	J. Goodman T. Greenup G. Scavone	09/30/17	Metrics gathered annually and reviewed by Deans and Dept. Chairs.	In progress
c. Provide departments with annual summaries of the School-wide budget and School-wide metric scorecard to promote accountability and strategic activities.	K. Hagglund T. Winfrey M. Silvey	09/30/17	Annual summary for FY17 provided.	In progress
d. Engage faculty in determining the best organizational structure for ensuring increased faculty engagement in decision making within SHP, using models in other schools as a reference (e.g., central faculty governing bodies such as a Faculty Advisory Council [Education] or a Policy Committee [CAFNR and Journalism]).	S. Reid-Arndt	06/30/18	All SHP faculty engaged in discussion and planning. Any needed policy change submitted to Policy Committee for vote.	In progress

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e. Refine and disseminate overarching strategic communications plan for SHP; provide communications and marketing resources to support SHP, departments, and programs.	M. Silvey	06/30/18	Strategic communications plan completed and posted on SHP website. Communications/marketing assistance to SHP faculty and staff as needed.	Completed In progress
2. Promote and support an environment of inclusion, equity and diversity within SHP and the University.				
a. Support activities of ad hoc Committee on Inclusion to improve SHP performance in diversity, inclusion and equity	S. Reid-Arndt K. Hagglund K. Flynn Peters	06/30/18	Provide administrative support to committee; meet regularly with committee representatives for updates; provide/obtain seed funding for 1-2 activities	In progress
b. Organize school-wide event to promote inclusion, equity and diversity.	S. Reid-Arndt SHP Inclusion Cmte.	06/30/18	One annual event carried out for faculty and staff.	In progress
3. Promote professional development opportunities, recognition of excellence, and opportunities for engagement within SHP and across the University among members of the faculty and staff.				
a. Implement activities to increase ongoing recognition of excellence among staff.	Staff Advisory Council C. Veach	06/30/18	Create more staff awards and encourage nominations to recognize excellence (e.g., staff nominations of peers-SHP "Top Dog").	New Award created. Nominations ongoing.
b. Promote engagement in professional development activities by staff.	Department Chairs K. Hagglund S. Reid-Arndt C. Veach	06/30/18	A majority of staff will complete 1 to 2 professional development activities during the year.	In progress
c. Support faculty development focused on teaching/instruction.	S. Reid-Arndt Y. Liu G. Scavone	06/30/18	2-5 Lunch & Learn sessions offered each semester.	In progress

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d. Support faculty development focused on research.	J. Goodman G. Scavone	06/30/18	Brown bag lunches approximately once a month; Internal funding opportunities	In progress
e. Promote sense of community and positive work environment for all staff and faculty through shared activities.	Staff Council C. Veach S. Reid-Arndt K. Hagglund	06/30/18	At least one full staff meeting each semester. At least one all-SHP activity held each semester.	In progress
3. Enhance SHP facilities and infrastructure to promote teaching, research and service missions				
a. Space reconfigured/acquired to support research and teaching activities in growing departments and programs.	S. Reid-Arndt G. Scavone K. Hagglund	06/30/18	Regular updates re: space needs provided to Space Planning & Mngt. Additional space acquired.	In progress
b. Utilize MU Health operating funds to enhance facilities and infrastructure to support key SHP departmental missions.	Department Chairs R. Hayden S. Reid-Arndt K. Hagglund	04/30/18	Planned renovations completed. Funding request submitted for FY2019.	In progress
4. Increase fundraising to support SHP missions				
a. Re-establish the full complement of Advancement activities to achieve the annual fundraising goal.	M. Custer Q. Hull K. Hagglund	06/30/18	Fundraising goal for FY2018 is \$300,000	In progress
b. Pursue endowments to support faculty members and/or students	Q. Hull M. Custer K. Hagglund	06/30/18	Potential donors identified and at least three proposals submitted	In progress
c. Increase the number of annual gifts to SHP by 5%.	M. Custer Q. Hull M. Gill K. Hagglund	06/30/18	Receive 837 gifts	In progress