

**University of New England**  
**College of Health Professions**  
***Strategic Plan***

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**The Committee for the Future**  
**&**  
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# College of Health Professions Strategic Plan

## *Vision, Mission, Core Values, and Goals*

### Vision

In 2017 the College of Health Professions at the University of New England is a top tier and nationally recognized leader in innovative, interdisciplinary health professional education & research. CHP is a model educator of health care professionals producing graduates recognized for their critical thinking, compassion, collaborative approach to care, leadership, and passion for promoting health and wellness. The college's strong research program is grounded in the clinical disciplines and takes an interdisciplinary approach to scientific questions and clinical problems. Our clinical care settings serve as models for our students, laboratories for our researchers, and practice sites for our faculty. In collaboration with other colleges and the community, CHP serves as a thriving, sustainable and community-based model of integrated health care, health promotion, education and research.

### Mission

*The College of Health Professions improves the health of communities by graduating students who are passionate and well equipped to lead, excel, and act as agents of change in a complex health care system, by developing and disseminating new knowledge, and through the delivery the highest quality relationship-centered clinical and community care.*

### Core Values

As part of the global community, the College of Health Professions embraces the fundamental right of all human beings to physical, mental, and social wellbeing. The College values student-centered, integrated, and interdisciplinary education, research, and service programs that meet the highest standards of excellence and innovation. We value and expect integrity and ethical behavior, campus and community diversity, health and wellness, and environmental stewardship. As members of the College community, we place a special emphasis on effective communication and lifelong learning, as we strive to be **Compassionate, Collaborative Leaders** who are **Critical Thinkers**, and who promote **Health & Wellness**.

### Goals

- 1) **Core Attributes:** Identify, develop, and assess the core attributes we desire for graduates of the College of Health Professions.
- 2) **Academic Excellence.** Identify and develop academic excellence within the College and in collaboration with other units of the University.
- 3) **Excellence in Clinical and Community Service:** Identify and develop opportunities for the College to promote and provide accessible and integrated health care services.
- 4) **Excellence in scholarship and research:** Identify and develop areas of research and scholarship that support the evolution of health care and interdisciplinary collaboration.
- 5) **Excellence in Administrative Operations:** Identify and develop opportunities to enhance administrative operations in the service of all other college goals.

## Goal #1: Core Attributes

Identify, develop, and assess the core attributes we desire for graduates of the College of Health Professions

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### **Compassion:**

#### **Definition:**

‘Understanding the emotional state of another with a focus primarily on the alleviation of pain and suffering.’

#### **Action Steps:**

- Develop a process for measuring compassion in CHP graduates.
- Establish a resource of teaching information for all programs on this topic.

### **Collaboration:**

#### **Definition:**

‘A dynamic process wherein people with diverse knowledge and skills work together toward a common goal’

#### **Action Steps:**

- Identify opportunities for cross collaboration between departments by the end of the year.
- Promote collaborative efforts in the following areas within the next 12 months:
- Student collaborative learning (e.g. Grand Rounds, IGEP)
- Collaborative research & scholarship
- Interdisciplinary grant submissions and funding
- Develop a process for measuring compassion in CHP graduates.

### **Critical Thinking:**

#### **Definition:**

‘Critical thinking is a process by which the individual utilizes the cognitive skills of analyzing, applying standards, discriminating, information seeking, logical reasoning, predicting, and transforming knowledge in a manner that is conceptually appropriate to his/her discipline of inquiry.’

#### **Action Steps:**

- Identify current division-specific critical thinking curricular objectives and their associated measurement instrument (1 year).
- Develop a process for measuring critical thinking outcomes in CHP graduates (3 years).

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## **Health & Wellness**

### **Definition:**

‘The well-being of an individual involves a balance of the physical, mental, emotional, intellectual, cultural, spiritual, occupational and social aspects of everyday life.’

### **Action Steps:**

Students, faculty and staff have opportunities to participate in events such as:

- Work with dining services to increase healthy options
- Encourage physical activity with regular events (e.g. 5K run)
- Provide physical exercise programs to uphold fitness as a key component in achieving the balance of the mental and physical being.
- Promote health and wellness in each of the programs
- Continue established programs that promote health and wellness on campus (e.g. Core Connection Lecture Series, Spring Symposium, Habitat for Humanity)

## **Leadership:**

### **Definition:**

‘Leadership is a uniquely personal, developmental characteristic that affords on many levels clarity of purpose, inspiration, trust, respect, and fulfillment of potential in oneself and in others.’

### **Action Steps:**

- Identify a self-evaluation tool that students, staff and faculty will use as part of their objective self-discovery. The assessment tool will be used by students at the onset, and periodically throughout, their academic career.
- Initiate a speaker series. Speakers will address how opportunity, rather than their title or position, have developed their leadership skills.
- OT May Symposium on Leadership will included events for all college members
- Develop an infrastructure to recognize exemplary implementation of the core attributes by members of the college (e.g. an annual award for each of the core attributes).

## **Goal 2: Academic Excellence**

*Identify and develop academic excellence within the College and in collaboration with other units of the University.*

**Objective 1:** *Faculty and administration will explore and identify the dynamic components of academic excellence.*

**Action steps:**

- Establish Academic Excellence as a standing Committee of the CHP FA
- Hire a consultant on academic excellence
- Disseminate information about academic excellence
- Cite examples of current status of application of academic excellence
- Convene faculty development session in the fall to educate faculty about academic excellence

**Objective 2:** *Faculty will define the metrics for measuring academic excellence.*

**Action step:**

- Specific metrics will be the ultimate product of faculty workshop in the spring

**Objective 3:** *CHP will promote academic excellence in faculty and students.*

**Action steps:**

- Defined metrics of academic excellence will be applied to the work in the following areas; scholarship and research, clinical and leadership.
- Perform an annual review of metrics for adaptation or validation of progress toward academic excellence

**Objective 4:** *The health professions curriculum will strive to achieve a dynamic process of academic excellence.*

**Action steps:**

- Develop curriculum that integrates health sciences at the basic level during the first two years and fosters progression to a specific programmatic curriculum when the student declares their major prior to the third year.
- Establish a bridging mechanism that will allow students to enter graduate and doctoral degree programs.

**Objective 5:** *Academic excellence will be facilitated, integrated, and evaluated on an on-going basis at all levels to include administration, faculty and staff, and learners.*

## **Goal 3: Excellence in Clinical and Community Education**

*Identify and develop opportunities for the College to promote and provide accessible and integrated health care services.*

**Objective 1: *Establish a health care facility on Westbrook Campus incorporating clinical and educational opportunities across disciplines.***

### **Action steps:**

#### Short-term:

- Establish Excellence in Clinical & Community Service as a standing committee of the CHP FA
- Hold first annual Health and Wellness Day as a platform to foster interaction between UNE and the community members.
- Increase knowledge within our community about our already existing clinics (dental and COTC) to promote increased awareness, use, and referrals.
- Collaborate with PT to build clinical space.

#### Mid-term:

- Add other disciplines to the PT clinic. Emphasis on interdisciplinary interaction and use of space.
- Initiate clinical opportunities for faculty within CHP clinics.

#### Long term:

- Establish a freestanding dedicated facility to house interdisciplinary health clinic.
- Promote faculty appointments and clinical work within this facility.

**Objective 2: *To provide community outreach to populations with health-related needs.***

### **Action steps:**

#### Short-term:

- Provide and evaluate the one-week interdisciplinary summer camp for adults with Parkinson's disease and their caregivers.
- Start feasibility study for funding and needs assessment for community outreach programs.
- Create central "posting" site to clarify existing alliances to start the process of fostering, promoting and formalizing collaborative partnerships with external agencies.

#### Mid-term:

- Set priorities for creating or formalizing partnerships with local community groups (e.g. Oxford Street Homeless Shelter, Salvation Army, Logan Place, and Preble Street Resource Center).

Long term:

- Have 5 well-established programs of interdisciplinary outreach.

**Objective 3: *To strengthen clinical education and life-long learning opportunities.***

**Action steps:**

Short-term:

- Continue to include and promote participation of key community players in CHP Spring Symposium.
- Increase student placements at pre-existing UNE health care facilities.
- Continue to lay the groundwork for increased external clinical placement sites.

Mid-term:

- Establish affiliations with major institutions for multidisciplinary clinical placements.
- Initiate a feasibility study for hosting a program of Continuing Education conferences that provide affordable opportunities to faculty and community partners.

Long term:

- Establish a program of revenue-generating conferences.

**Objective 4: *To use technology to enhance excellence in clinical and community service.***

**Action steps:**

Short-term:

- Identify resources to establish and maintain an up-to-date, state of the art Health Promotion website highlighting issues of interest.

Mid-term:

- Establish said website and give it prominent placement on the UNE site with regular student contributions to the site tied to curriculum.
- Create intranet/shared drive/meetings to share ideas about community resources and clinical sites.
- Ensure all UNE faculty and staff have access to appropriate technology for them to perform their academic and clinical roles from remote sites.

Long term:

- TBD

## **Goal 4: Excellence in Research & Scholarship**

### **Definition of Research & Scholarship:**

Scholarship is creative intellectual work that is validated by peers and communicated. Fundamental forms of scholarship include discovery of new knowledge; development of new technologies, methods, materials, or uses; integration of existing knowledge leading to new understanding; artistry that creates new insights and interpretations. Research is a systematic investigation, including research development, testing, and evaluation, designed to develop or contribute to generalizable knowledge.

Relationship between Scholarship and Research: Research is a vital university mission and faculty activity, which is not scholarship in and of itself, but that can involve creative, communicated, peer-validated intellectual work (i.e., scholarship) in any of its several forms (i.e., discovery, development, integration, and artistry).

**Objective 1:** *Establish a core administrative infrastructure that sustains and promotes the ongoing development of research and scholarship.*

### **Action steps:**

Short-term:

- Establish Excellence in Research & Scholarship as a standing committee of the CHP FA
- A Research Readiness Survey will be administered to CHP faculty during September 2008. The survey will identify barriers and needed resources to conducting CHP research.
- Promoting an efficient, effective working partnership with the IRB. Potential short-term strategies include (1) establishing department-level or other informed review of research protocols prior to IRB submission, (2) offering an IRB workshop for CHP researchers, and (3) identifying strategies for streamlining the IRB review process.
- A new Office of Sponsored Programs staff member, stationed on the Portland campus, will facilitate funding searches, help to coordinate grant submissions, advise IRB submissions, and otherwise support CHP research endeavors.
- Strategies for carving out time research effort remain unclear. Faculty will work with the Dean's office and program directors to identify viable strategies for increasing research effort.
- With support from the Dean's Office, the R&S Committee will plan to hold winter and summer retreats to continue to the ongoing process of identifying strategic Goal 4 priorities and developing strategies for their implementation.



Mid-term:

- Hire an Associate Dean for Research and Scholarship.
- Create an Office of Interdisciplinary Research and Scholarship (OIRS) to coordinate and monitor the development of faculty, curriculum, partnerships, and resources, as well as dissemination efforts.
- From each program, appoint 1 faculty member with effort dedicated to OIRS activity.
- Develop personnel and technology infrastructure to assist faculty in research IRB protocol development, preliminary review, troubleshooting, and renewal.

Long term:

- Assemble a CHP bio-statistics core.
- In anticipation of an increase in the number of protocols, we will evaluate the need for additional IRB resources.

**Objective 2: *Develop a research and scholarship agenda.***

**Action steps:**

Short-term:

- Define research and scholarship.
- Develop a process for building and monitoring a research and scholarship agenda consistent with the CHP mission and cognizant of local and national funding priorities.
- Survey faculty readiness for research to determine strengths and gaps of current research and scholarship culture.
- Establish annual or semi-annual forum for faculty to share their respective research interests, projects, or programs.
- Establish monthly “CHP Research Conference” at which faculty or students could seek input on developing ideas, projects, etc.

Mid-term:

- Define the CHP research and scholarship agenda.

Long term:

- TBA

**Objective 3: *Improve faculty research and scholarship productivity as demonstrated by increases in grant submissions and peer-reviewed publications.***

**Action steps:**

Short-term:

- Organize and conduct annual faculty development grant writing workshop(s) appropriate for the learning needs of faculty.
- Identify resources to support faculty researchers (e.g. course release/time; capital, training, mentorship; utilize existing research sites/dental hygiene clinic/simulation lab).
- Communicate the needs of faculty researchers with VPR.

- Conduct a monthly forum for research/scholarship ideas and feedback.
- Establish systematic data collection and annual evaluation of CHP grant activity.

Mid-term:

- Establish a research mentorship program.

Long term:

- Through targeted hiring, insure that each CHP program includes 1 faculty member who is actively seeking external grant funding and / or conducting research.

**Objective 4: *Increase student participation in research & scholarship as demonstrated by graduate research literacy and productivity.***

**Action steps:**

Short-term:

- Increase cross-college participation in the Research & Scholarship Day.
- Convert December DPT Research Symposium into a CHP Research Day.
- Explore options for intra- and extramural funding for student research, including a competitive “Research Fellowship Program” for students. OSP staff will be solicited to help identify extramural funds for student research internships (e.g., NIH AREA Grants that use the R15 funding mechanism).
- Convene a task force to develop a weekly interdisciplinary student research & scholarship presentation forum.
- Share information among programs on how we teach “research.”

Mid-term:

- Include education about research, scholarship and evidence-based practice across all programs to increase opportunities to collaborate with other disciplines.
- Establish a weekly student research & scholarship presentation forum.
- Establish minimum program-specific curriculum standards for student research & scholarship training.
- Establish minimum common standard for information literacy across the college.
- Establish interdepartmental research assistantships for students.
- Develop an interdisciplinary research course available to all students.
- Investigate options for a CHP-wide research and scholarship honors program.

Long term:

- Establish an advanced interdisciplinary health research degree program.
- Integrate faculty, student, and community research and scholarship using the interdisciplinary campus health clinic.

**Objective 5: *Increase the dissemination of research and scholarship within and beyond UNE.***

**Action steps:**

## Short-term:

- Organize and conduct annual faculty development workshop(s) appropriate for the learning needs of faculty that focus on preparing effective oral, poster, and electronic presentations as well as manuscript writing.

## Mid-term:

- Promote and participate in the searchable database of completed UNE research and scholarship.
- Create awareness of faculty research efforts across Schools (e.g. quarterly "hot sheets," brown bag lunch idea exchanges, and monthly faculty research presentations).

## Long term:

- TBA

**Objective 6: *Promote the visibility and viability of interdisciplinary research and scholarship conducted within UNE and with collaborative partners.*****Action steps:**

## Short-term

- Survey faculty to identify formal and informal, current and historical, CHP interdisciplinary research and scholarship partners.

## Mid-term

- Contribute to a searchable and accessible database of UNE research partnerships.
- Expand the number of funding resource databases available to UNE faculty.

## Long term:

- Establish formal interdisciplinary research and scholarship teams that focus on improving the health of specific populations, resolving healthcare disparities, improving health education and training, or otherwise addressing a community health concern.
- Establish an annual weekend research and scholarship conference open to collaborative partners to develop collegial relationships and increase awareness about local research and scholarship efforts.

**Goal 5: Excellence in Administrative Operations**

Identify and develop opportunities to enhance administrative operations in the service of all other college goals.

**Objective 1: *Achieve Operational Excellence*****Objective 2: *Provide exemplary customer service*****Objective 3: *Adapt to, and effect change within the university***

**Objective 4:** *Construct an adequate & informed workforce through training opportunities*

**Objective 5:** *Keep vital information current and transparent*

**Objective 6:** *Generate a sustainable assessment process for determining the effectiveness of policies and procedures*

**Objective 7:** *Implement and assess new division structure in college*

**Objective 8:** *Generate truth in advertising – “be who we say we are”*

**Action steps for objectives 1-8:**

- Create task group that will work to assess current processes and how we can improve them
- Further develop and define terms for each objective
- Develop action steps and timeline for each objective