

STRATEGIC PLAN 2014-2016

HEALTH SCIENCES DIVISION

UNIVERSITY OF SOUTH ALABAMA

Mission: The mission of the Health Sciences Division (HSD) of the University of South Alabama is to utilize our community of scholars to provide the highest level of socially relevant health care education for our students, to deliver compassionate and competent patient care toward eliminating human suffering caused by disease and promoting health, to discover and disseminate new knowledge about the causes and treatments of disease, and to alleviate health disparities in the health of those throughout the Upper Gulf Coast Region.

Vision: To become a national academic leader in developing interprofessional models for our educational, research, and clinical programs and for developing strategies for reducing health disparities in the Upper Gulf Coast Region.

Key Long-term Strategic Objective: Support the University's plan to increase enrollment to 20,000 within ten years in a fiscally responsible manner while strengthening high academic standards.

Target: Increase enrollment yearly in programs that do not have caps imposed.

Plan:

1. Representatives from the respective Admissions Offices will participate in student fairs, and visit high schools in the region to provide University and College information.
2. Increase the nursing graduate student enrollment by 200 per year through 2018. Faculty will be hired to meet the teaching responsibilities and accreditation standards.
3. Increase Allied Health enrollment by 10% by 2019.
4. Establish new program in Allied Health, e.g. Occupational Therapy Assistant Program.

University Goal 1: Maintain and enhance an innovative and vibrant educational environment that supports teaching and promotes learning.

University Objective 1: Improve academic success among undergraduate and graduate students and promote student engagement with learning.

Target: Continue and develop interprofessional programs that will prepare students to interact as a team for quality patient care.

Plan: Expand the planning group and charge the group to strengthen educational and active learning approaches

1. Provide additional teaching sessions using the Human Simulation Program and the Standardized Patient Program.
2. Establish Student Run Clinic (2014).
3. Small group grants provided by the Vice President's Office for interprofessional programs

Target: Maintain retention rates at or above accreditation requirements with the ultimate goal of achieving and maintaining $\geq 75\%$.

Plan: Further enhance the Health Sciences advisor program to guide students to reach academic success.

University Objective 2: Improve student learning outcomes.

Target: One hundred percent of the Health Sciences Division programs will maintain accreditation with their accrediting agencies and meet their targets for licensure exams, board certifications, or other exams as required by the accrediting agencies. Most programs require pass rates of 90% or higher.

Plan:

1. The Deans will incorporate this objective into their planning and develop the educational curricula necessary to meet this objective.
2. The Deans will keep abreast of all requirements of their accrediting agencies and incorporate necessary changes to maintain accreditation.
3. Develop outcome measures reflecting increased preparation for team-based learning and patient care

University Objective 3: Recruit a diverse body of students who are well prepared for college study.

Target: Increase the number of ethnic minority high school matriculates who aspire to major in the health sciences.

Plan:

1. Enhance established relationships with high school counselors by regular communication via private visits, email, and phone contact.
2. Collaborate with the University Office of Admissions to attend high school recruiting events.
3. Collaboration with the Mobile Area Chamber of Commerce annual "Health Career Expo" which targets all high/middle school students from Mobile/Baldwin Counties who are interested in health careers, and offer a

presentation to student participants who are part of the Chamber's Summer Scrubs program.

4. Create, coordinate, and execute a "High School Counselors Health Sciences Education Conference" for local and regional high school counselors with the Admissions Office.
5. Continue early outreach at local high schools with a primary focus on high schools that have a strong minority and rural presence, and schools with established health sciences programs.

University Objective 4: Increase innovation, efficiency, and instructional resources for educational programs.

Plan: Expand active learning approaches

University Objective 6: Recruit, recognize, develop, and retain high quality faculty.

Plan: All searches for faculty will include advertising in appropriate journals to result in a diverse and high quality faculty.

University Objective 7: Develop and maintain high-quality online and blended courses and programs to accommodate wide-ranging learner needs and experiences.

Target: Increase online and blended course offerings.

Plan: Expand active learning approaches including increasing online and blended course offerings in the Colleges of Allied Health Professions and Nursing.

University Goal 2: Advance the research, discovery, and creative activities of the University.

University Objective 1: Increase the opportunity and success for USA faculty, post-doctoral fellows, and students in seeking and carrying out transformative research, discovery, and creative activities.

Target: Increase grant proposal submissions by 10% and grant award funding by 5% yearly.

Plan: Seek new and continue ongoing collaborations for interuniversity and national partnerships that will result in successful research and discoveries in addition to increasing grant proposal submissions.

University Goal 4: Deliver high-quality health care programs that enhance the health and well-being of the community:

University Objective 1: Achieve exceptional patient quality outcomes for USA Hospitals, clinics and the Mitchell Cancer Institute in comparison to peer groups.

Plan: Continue with Value Based Reimbursements (based on patient outcomes), and develop additional service lines of care for enhanced quality patient care.

University Objective 2: Achieve exceptional patient satisfaction in USA Hospitals, Clinics, and the Mitchell Cancer Institute.

Plan:

1. Continue to revise the interprofessional professionalism exercises and available sessions with simulators and standardized patients to prepare students and residents for interaction with patients in clinical settings.
2. Review all courses to ensure the educational information provides the most up to date information for students to provide exceptional health care.
3. Strengthen alliance with AltaPointe to include enhancement of educational initiatives as resources permit, development of clinical research collaborations, and assisting AltaPointe in expanding mental health services to the region.

University Objective 3: Adapt to changes in reimbursement resulting from health care reform as evidenced by USA Hospitals, Clinics, and the Mitchell Cancer Institute being financially balanced.

Plan: Align expenses with revenues in the Health Services Foundation while still meeting the academic mission of the College of Medicine.

University Goal 5: Strengthen the financial standing of the University using strategies that recognize and address financial and market realities in higher education.

University Objective 3: Increase extramural funding from grants and contracts.

Target: Increase submission of grant proposals by 10% and award funding by 5% yearly.

Plan: The Deans and the Health Sciences Research Office will assist the faculty to identify grant opportunities, and develop faculty grant writing workshops to secure extramural funding.

University Objective 4: Continue to expand and strengthen the University's fund-raising programs.

Plan: The Deans, with guidance and assistance from the Health Sciences Development Officer, will develop strategies for new fund-raising campaigns and for continued action on current fund-raising campaigns.