

College of Health Sciences Strategic Planning Process v2 09/21/2022

About the College of Health Sciences:

The University of Louisiana Monroe's College of Health Sciences houses 19 programs and is comprised of the School of Allied Health, and the Kitty DeGree School of Nursing. It is a nationally recognized leader in the education of health providers whose graduates are leaders in their fields, using their knowledge and skill to deliver quality patient care. Our faculty are experts in their disciplines, leading the way in educational advances, leadership of the professions, and scholarly endeavors.

The College of Health Sciences supports diversity, equity, and inclusion throughout the health sciences and the wider state of Louisiana to foster health and well-being by weaving cultural humility and respect for all people into our words, actions, and deeds.

We strive to recognize, cultivate, and promote all forms of diversity; to fully understand the health needs of our communities; and to advance academic and research excellence.

We know where we want to go, and we know how to get there. Together.

Program Development Philosophy:

"Let it be plain and simple, of good and substantial quality, unembellished by any superfluties which add nothing to its goodness or durability."

Shaker Rule of Craftsmanship

Mission of Health Sciences:

The Mission of the ULM College of Health Sciences to prepare students as health practitioners to improve the health, health care, and well-being of individuals, families, and communities in Northeast Louisiana and beyond through education, service, and research.

This is accomplished by incorporating evidence-based clinical practice into curricula; through strengthening our communities; and by promoting student engagement, interprofessional development, and compassion through innovation and demonstrated commitment to patient-and-family-centered care.

College of Health Sciences Strategic Planning Process v2 09/21/2022

Vision:

Improve the health of Northeast Louisiana, and beyond, through the impact of our graduates. We believe in what's best for all of us, not just a few and define "health" to include all things that allow individuals, families and communities to improve health and well-being. Everyone should have access to quality healthcare and we are responsible for creating contexts to ensure that happens.

Values:

Excellence, Diversity, Service, Innovation (progressive attitude), Health Equity (Social Justice), Equitable Partnerships, Stewardship of Resources, Patient-and Family-Centered Practice, Awareness of Rapidly Changing Health-care Dynamics

College of Health Sciences Pillars of the ULM Strategic Plan (2022-2027)

Student Success	Faculty and Staff Distinction and Well Being	Intellectual Property	Community Engagement	Athletic Excellence
<ul style="list-style-type: none"> • Provide Quality Matters training (and certification) to faculty to ensure development for quality course design. • Pass national accreditation exams. • Implement a recruitment plan focused on middle, junior high and high school students, aligned strategically with community partners, and connected with federally qualified healthcare centers, school-based health care centers and local funding sources. 	<ul style="list-style-type: none"> • Promote collaboration across programs through research, curriculum design, and mentoring. • Develop flowcharts for COHS faculty and staff to support navigation of university processes. • Review faculty and staff workloads to facilitate reasonable, program-specific workloads. • Develop guidelines for flexible work schedules. • Construct and create a faculty/staff mentoring 	<ul style="list-style-type: none"> • Expansion of IPE and simulation opportunities for COHS majors, ensuring the latest technology is available. • Increase grant writing through collaboration and alignment with local funding agencies, enhanced awareness of regional political and programmatic environment, and provision of grant writing training. • Increase faculty participation in student research and the Emerging Scholars programs. 	<ul style="list-style-type: none"> • Expand community partnerships to increase opportunities for clinical placements, internships, grants, and other scholarly opportunities. • Work with elected officials and industry partners on emergency preparedness and disaster management. • Network with business leaders at the COHS professional luncheon to build relationships that open opportunities for students and the COHS. 	<ul style="list-style-type: none"> • Work with student athletes on the scheduling of clinical hours. • Create alternative paths to support student athletes in the successful completion of professional programs. • Adapt alternative, creative curricular paths for athletes in application to the greater COHS student body. • Begin discussions with VCOM on sports medicine and athletic training programming and research. • Create and implement an accredited M.S. in

College of Health Sciences Strategic Planning Process v2 09/21/2022

<ul style="list-style-type: none"> • Examine clinical fees and reimbursement structure. • Develop college student advisory board. • Increase number of clinical and internship sites. • Evaluate the holistic admission process in PT as a pilot admissions process to expand across the COHS. 	<p>program to promote success in business, clinical teaching, personal development, transition into role of faculty member, leadership, career paths, and promotion and tenure.</p> <ul style="list-style-type: none"> • Recruit, develop, and retain strong faculty members. 	<ul style="list-style-type: none"> • Increased collaboration with VCOM in teaching and research. • Collaborate with education partners, federally qualified health care providers and business entities such as Louisiana Delta Community College, CommuniHealth, and Living Well Foundation to create outlets for research, innovation, and creativity. • Develop and implement a COHS-driven student and faculty. Scholarship Symposium that includes industry and community partners to promote research, innovation, 	<ul style="list-style-type: none"> • Network and collaborate with area healthcare providers to provide Health Fairs and Screenings in NELA communities. • Increase awareness of community partner involvement to find more opportunities for students and the COHS by inviting leadership from healthcare, business and education entities in the NELA community to speak at faculty development sessions. • Provide continuing education to nursing and allied health professionals through hosting 	<p>Athletic Training Program.</p> <ul style="list-style-type: none"> • Focus on increasing marketing and nation-wide awareness of creative academic support for student athletes. • Promote the Health Studies Program as an ideal, flexible option for student athletes.
--	--	---	---	---

College of Health Sciences Strategic Planning Process v2 09/21/2022

		scholarship and creativity.	continuing education conferences on campus and online as well as through other means. <ul style="list-style-type: none">• Collaborate with local funding entities.	
--	--	-----------------------------	--	--

STRATEGIC PILLAR 1: STUDENT SUCCESS

Goal 1: Excellence in Education

As a leader in nursing and allied health professions education, the College of Health Sciences at the University of Louisiana Monroe (ULM) prepares highly qualified health care professionals in the disciplines represented within the College. This requires that the College continues to ensure that program offerings are among the best in the nation. Major indicators of program quality include exceptional graduate job placement, excellent graduate performance on board examinations, high levels of graduate satisfaction with their program of study, high levels of employer satisfaction with the graduates and competitive program rankings, where available. Additionally, the success of graduates in achieving leadership positions in the health sciences is an important outcome. These leadership activities include clinical leadership, professional leadership, community service, education, research, and management. The College seeks to promote the values of diversity, access, and inclusion in all of its endeavors.

Initiative 1.1 Quality of Program Portfolio

Expanding the College portfolio of program offerings will demonstrate that the College is meeting and influencing the health care needs of Northeast Louisiana, the State of Louisiana, and the nation.

- a. Ensure that existing programs offered with the College are appropriate to meet the needs of the community, have the resources needed to succeed, and are effective in preparing a diverse workforce of outstanding health care professionals and leaders. Outcomes consistent with this goal will be demonstrated by programs.
- b. Optimize enrollment in existing programs in accordance with the provision of high-quality education, while improving efficiency and resource utilization, where possible.

Continue to review the program offerings in the College and consider the development or expansion of programs that meet the needs of ULM, the underserved communities of Northeast Louisiana, the State of Louisiana, and the nation.

- a. New programs should not have a negative impact on existing resources.
- b. Programs to consider include the following:
 - i. B.S. in Diagnostic Medical Sonography
 - ii. B.A.S. in Medical Laboratory Sciences
 - iii. M.P.H. in Community Health Sciences
 - iv. D.N.P. in Nursing

College of Health Sciences Strategic Planning Process v2 09/21/2022

- v. M.S. in Cardiopulmonary Sciences
- vi. O.T.D. in Occupational Therapy
- vii. M.S. in Athletic Training
- c. Resources will be expanded with the continuing development of distance learning and consortiums, and through implementation of a clinical enterprise.

Initiative 1.2 Quality and Diversity of Faculty

To ensure that College programs are the highest quality, faculty will demonstrate effectiveness in their educational roles.

- a. Design and implement a faculty development plan for promoting teaching excellence.
- b. In conjunction with the Provost and Vice President for Academic Affairs, develop of a Center for Faculty and Staff Excellence.
- c. Create the process for faculty to receive Quality Matters certification, and assure that all courses delivered through online learning are QM-certified.
- d. Continue to increase the diversity of faculty to better represent the communities served by the College.
- e. Assess faculty satisfaction and engagement to ensure retention maintenance of a high quality faculty.

Initiative 1.3 Quality and Diversity of Students

The quality of students graduating from College programs is determined, largely, by the quality of students entering these programs.

- a. Work with the Provost and Vice President for Academic Affairs to reorganize the admissions and advising process to be student-centered, efficient, and effective in its tasks for the College; and to facilitate recruitment and retention of an academically prepared and diverse cadre students across all College programs.
- b. Continue to develop the role of ULM recruitment to include recruitment processes for all College programs.
- c. Continue to develop recruitment materials, tools, and processes including, but no limited to the website, e-marketing, advertisements, mailings, brochures, and presentations; and evaluate their usefulness.
- d. Continue to develop scholarship and stipend programs to attract and retain the best students.
- e. Continue to increase the diversity of the student body to better represent the communities served by the College.

College of Health Sciences Strategic Planning Process v2 09/21/2022

Initiative 1.4 Quality of Curriculum

- a. Develop and implement interprofessional education (IPE) coursework focusing on leadership, supervision, and management; ethics; education; research and statistics; cultural competency; disaster response and emergency preparedness; disease prevention and disease management; patient safety; health care policy; and health care systems, as appropriate.
- b. Continue to ensure the integration of didactic learning and clinical practice for students through appropriate sequencing of classroom, student laboratory, and clinical experiences. Clinical experiences should be enhanced by the use of problem-based learning, case-based learning, simulation laboratories, clinical skills assessments, and student practice laboratories.
- c. Ensure further development of the educational technology and information technology support available for faculty and students. Provide adequate instruction to faculty for use of technology and adequately maintain the educational technology once in place.
- d. Expand dynamic, innovative learning opportunities across disciplines by creating a comprehensive simulation curricula and integrating additional simulation opportunities.
- e. Expand IPE and interdisciplinary collaborations to ensure that College graduates have knowledge, skills, ethics, and professionalism needed for the healthcare industry.

STRATEGIC PILLAR 2: FACULTY AND STAFF DISTINCTION AND WELL-BEING

Goal 2: A supportive learning environment of inclusive excellence.

The most important asset to the College is people. Our People. Their talent, experience, intellect, passion, and commitment are the reasons that will enable the College's vision to be achieved. The creativity, passion, ambition, and discipline of this workforce is harnessed by providing a supportive learning environment of inclusive excellence that inspires individual and team success.

From on-boarding and training, to personal health and well-being efforts, the College will strengthen its commitment to diversity in every aspect, and celebrate the achievements of people in every role within the College. The efforts will be extended to include the growing number of alumni in order to set a new direction in healthcare through education, service, clinical care, and research, scholarship, innovation, and creativity.

Initiative 2.1 Explore and provide new ways to help faculty, staff, and students grow and collaborate.

- a. Recruit and retain excellent faculty, staff, and students.
- b. Elevate diversity, equity, and inclusion in all regards as an essential component of the College's mission and vision.

College of Health Sciences Strategic Planning Process v2 09/21/2022

- c. Cultivate a culture and environment that encourages inclusiveness and respect, promotes career advancement through a lifelong learning environment, and leads the way in change and innovation.
- d. Provide programs and systems that empower individual, team, and institutional excellence.
- e. Establish processes and services that cultivate cultural competency, inclusiveness, and value multiple perspectives.
- f. In collaboration with the ULM Alumni Association, invest in faculty, staff, students (undergraduate and graduate), and alumni through education, research, and partnership opportunities.

STRATEGIC PILLAR 3: INTELLECTUAL ACTIVITY

Goal 3: Excellence in Research, Scholarship, Innovation, and Creativity

There is a need to further develop research, scholarship, innovation, and creativity within the College. Outcomes research, translational research, interprofessional education research, and collaborative and interdisciplinary research should be expanded. Additional areas of focus include health promotion and wellness, disease prevention, and management of chronic disease. Research associated with allied health and nursing work force issues, and health training and education is warranted. Impediments to intellectual activity success include insufficient faculty time due to teaching and clinical loads, a need for faculty development, and insufficient numbers of existing faculty with research expertise. A research infrastructure within the College is needed to assist faculty in the development of research proposals, study design and management, data analysis and statistics, identification of funding sources, grant writing, and manuscript preparation. Space and equipment, funding availability, and lack of startup funds and seed money are also barriers to research within the College.

Faculty engagement with intellectual activities related to their disciplines is a hallmark of outstanding schools of allied health, and nursing. Activities that will be encouraged in the College include the discovery of new knowledge and dissemination of existing knowledge through invited lectures, invited courses, presentations, publications, service as an editor or on an editorial board for scholarly publications, grant submissions, consultations, and software and product development.

Initiative 3.1 Research and Scholarship Excellence

Develop additional research support infrastructure within the College, managed through the Dean's office, to expand and support fundable or publishable research activities.

- a. Formalize a research support process in the College to help with the preparation of grants and budgets.
- b. Continue disseminating information to faculty about available request for proposals.

College of Health Sciences Strategic Planning Process v2 09/21/2022

- c. Develop the process to support external and internal review of grant proposals and manuscripts, and make the availability of this resource known.
- d. Develop the resources and mechanisms to support consultation about research design and data analysis.
- e. Develop a mechanism to award seed funds to College faculty on a competitive basis to support pilot or preliminary research which will lead to external funding.

Initiative 3.2 Research and Scholarship Support

Design and implement a faculty development plan for promoting excellence in research and scholarship.

- a. Collaborate with College programs to develop guidelines for scholarly expectations in relation to faculty teaching loads, compensation, and clinic or other outside assignments, and define guidelines for protected research and other time spent on scholarly activities.
- b. Assist College programs with the development of goals associated with research, and other intellectual activities.
- c. Develop a “research agenda” for the College and collaborate with ULM Foundation and Development, and the Office of Sponsored Programs and Research to promote and fund these initiatives.
- d. Present short courses on clinical and outcomes research that are incorporated into the College’s existing Lunch-N-Learn programming.

Initiative 3.3 Research and Scholarship Sustainability

Seek funding through Foundation and Development, and other sources to establish a sustainable mechanism within the College that focuses on outcomes, and comparative and effectiveness research.

- a. In collaboration with the College’s Grants and Research Committee, develop the purpose, structure, and funding for this mechanism and an implementation plan.
- b. Additional activities of this mechanism could include research related to health promotion, wellness and disease prevention, chronic disease management, and educational research.

STRATEGIC PILLAR 4: COMMUNITY ENGAGEMENT

Goal 4: The enhancement of existing community partnerships and engagement of additional communities of interest to improve population health.

College of Health Sciences Strategic Planning Process v2 09/21/2022

In addition to genetics and accessibility of quality health and medical services, the overall health of a community is determined by behavioral, cultural, environmental, and societal factors. As a College we seek sustainable development and inclusive collaborative approaches to achieving health care services capacity and accessibility across Northeast Louisiana, the State of Louisiana, and the nation. We will focus on the aging population, urgent and chronic health issues, and educate the next generation of health leaders. We support programs, services, policies, and projects with the highest potential to reduce health disparities, decrease costs, prevent disease, and improve the health and wellbeing of the communities we serve.

Initiative 4.1 Excellence in Community Engagement

- a. Improve the health of Northeast Louisiana, the State of Louisiana, and the nation through education, care, service, and research, scholarship, innovation, and creativity.
- b. Continue to be a trusted and respected partner and workforce development thought leader for community members, community organizations, industry partners, support groups, and health professionals.
- c. Drive population health and well-being practices in the local, regional, and global community and workplace.
- d. Drive policy in state government and insurance companies through developing research and innovation with industry partners for economic impact and workforce development.
- e. Regularly seek community, state government, and alumni stakeholders input for advocacy of College priorities through advisory boards, events, partnering opportunities, and communications.

Initiative 4.2 Identify Corporate, Community, and Healthcare Industry Partners to Enhance and Grow Opportunities for Learning.

- a. Be recognized as a community resource, practicing the scholarship of engagement to solve problems and find solutions in healthcare.
- b. Partner with high schools, colleges, counselors, employers, and industry experts to recruit high quality, diverse student populations.
- c. Build relationships with the community by becoming a premier resource for community education and professional development by hosting conferences, continuing education seminars, and symposiums.
- d. Coordinate community engagement efforts to address health issues of mutual concern and ensure effective leveraging of community and university resources.

STRATEGIC PILLAR 5: ATHELETIC EXCELLENCE

Goal 5: Enhancing the Visibility and Integration of Student Athletes into the University and Broader Community.

The College of Health Sciences believes it takes collaboration, ambition, and a sound strategy to achieve excellence, whether on the field of play or in the classroom. The College will amplify its professional development services by enhancing internship and clinical placement programs with top-ranked national and international employers. We will leverage our connections with industry partners to create student-athlete specific career pathways.

Initiative 5.1 Student Athlete Experience and Success

- a. Focus on holistic student-athlete development, measured by graduation rates, academic achievement, student-athlete wellness and post-graduation success.
- b. Foster an environment that promotes comprehensive student-athlete wellness in the areas of physical, mental, emotional, social, financial, intellectual, environmental, and cultural well-being.
- c. Create the programming and infrastructure for student-athletes that allows for a successful post-graduate transition.
- d. Develop competency-based approaches to learning for student-athletes.

Initiative 5.2 Community Engagement

- a. Create a fan-friendly health sciences experience that offers opportunities for engagement and participation.
- b. Develop a culture that promotes strong connections between student-athletes and their teams, other athletes, and the community more broadly.
- c. Engage meaningfully with Northeast Louisiana, the State of Louisiana, and the nation by developing programming to assist student-athletes in entrepreneurial opportunities.