



 UNIVERSITY OF WYOMING

COLLEGE OF HEALTH SCIENCES
STRATEGIC PLAN 2017-2022



Health is a multidimensional issue that touches everyone. It involves preventative health, well-being, healthcare access, the treatment of diseases and disorders, mental health, disability, and healthcare policy – all interwoven within a dynamic matrix of social, economic, technological, and political forces. The College of Health Sciences is positioned to play an impactful role in ensuring the health and well-being of the citizens of Wyoming and the Mountain West region. As the leader in clinical science and medical-health education, we intend to:

- Serve as a resource for clinicians, practitioners, and teachers who seek information regarding current basic and clinical research and how this can facilitate best practices related to their respective specialties
- Conduct research that is rooted in basic science and/or designed to advance clinical practice
- Advance health research capacity by establishing strategic partnerships with the various health and community agencies that serve the state
- Develop innovative health care solutions that improve quality of – and access to – healthcare that is aligned with state health goals and global public health needs
- Stimulate community health and economic stability via research and development, entrepreneurship, and addressing health policy issues
- Provide “practice-ready” practitioners, clinicians, and teachers to meet the workforce needs of the state and region

The pages that follow reflect the goals of the College of Health Sciences through the year 2022, and the means by which we intend to achieve these goals. In accordance with “Breaking Through” – the strategic plan of the University of Wyoming – the goals and objectives in the CHS strategic plan demonstrate our commitment to a) excellence in teaching and research, b) intensifying our engagement across the state of Wyoming, and c) expanding our financial resources and retaining our valued staff and faculty.



COLLEGE OF HEALTH SCIENCES GOALS AND OBJECTIVES

Advance excellence in health scholarship/research/teaching through an environment that promotes and rewards productive, quality, and sustainable health-focused scholarship that focuses on rural, state and global needs and endeavors to infuse new and innovative research and teaching initiatives.

- **Support faculty by sustaining state of the art teaching tools and clinical equipment, and challenging faculty to improve and sustain excellence in instruction**
 - o Secure funding to purchase and sustain state-of-the-art clinical equipment that reflects current and future practice
 - o Foster excellence in instructional practice
 - o Develop a system to evaluate teaching within and across academic units that is comprehensive
 - o Develop systems of support for Clinical Preceptors and Externship/Field Supervisors

Metrics

- o Funding (UW or UWF) secured to purchase clinical equipment
- o Status of teaching/clinical equipment relative to aspirational comparator institutions
- o Evaluation approaches developed to assess classroom and clinical instruction
- o Support to Preceptors/Externship Supervisors that demonstrate the CHS commitment to those individuals

- **Promote and develop interdisciplinary research teams and approaches that can address complex health problems and clinical translational health questions/approaches via creation of new knowledge, new application of existing knowledge, and development of innovative health solutions.**

- o Identify existing areas of research strength/expertise and commit to further strengthen via infusion of resources (personnel/hires, facilities, equipment, etc.) that bring new expertise or fill needs/gaps.
- o Complete a needs assessment to identify interdisciplinary research opportunities and gaps/weaknesses to inform strategic growth in the college that addresses state and national health needs/forecasts.
- o Based on needs assessment and identification of areas of research strength, establish research programmatic priorities/areas that are innovative, impactful, productive, and address state, national, and global needs.
- o Engage state-wide/regional agencies/organizations in interdisciplinary research partnerships.

Metrics

- o Number of interdisciplinary research partnerships, publications, presentations, innovations (tech-transfer, intellectual property, patents)
- o Number of clinical-translational projects and corresponding outcomes
- o CTR-IN & other regional and national research grants/contracts applied for and awarded, including external monies awarded.
- o Identification and prioritization of strategic growth research areas
- o Residency/clinic research engagement (number of projects/seminars)
- o Volume and mechanisms by which research addressing state/rural issues is disseminated for betterment of WY communities (intersection of research & service/outreach/continuing education)

GOAL ONE

Driving Excellence

JOIN TOGETHER AS AN INTELLECTUAL COMMUNITY ALREADY RENOWNED FOR ITS REGIONAL, NATIONAL AND GLOBAL RELEVANCE AND IMPACT BY FOSTERING AND REWARDING EXCELLENCE IN TEACHING, SCHOLARSHIP, INNOVATION AND CREATIVE ENDEAVOR.

- Promote and strengthen the university as a scholarly and creative enterprise
- Foster entrepreneurship and collaboration in research and teaching that bridge disciplines and engage public concerns
- Enhance local and global relevance, engagement and impact by recruiting a regional, national, international and diverse community of students and faculty
- Achieve consistently excellent teaching and mentoring that give students the knowledge, ability, determination and innovation to meet tomorrow’s challenges with sustainable solutions

• **Increase research productivity and research support capabilities of the college to respond to timely research opportunities across all faculty/researcher ranks and disciplines.**

- o Establish CHS Research & Economic Development infrastructure (REDi)
 - Associate Dean or similar 1.0 FTE position w/ staff support
 - Support Grant/contract application, acquisition, and management
 - Liaison with ORED, Sponsored Programs, and all CHS units
- o Invest personnel and resources in Biomedical Innovation Hub to achieve complete development. Market hub capabilities and resources statewide to entice research partners and drive growth
- o Increase the number of external grant and contract applications and awards
- o Develop a model for infusion of recurring capital and resources to CHS REDi

Metrics

- o Number of grants and contracts applied for and awarded
 - By type and agency (e.g., NIH, NSF, R01/03, SBIR, etc.)
 - High risk High reward
- o Number of personnel and funding committed to CHS REDi and to the CHS research enterprise
- o Number of first author and co-author peer-reviewed publications
- o Number of juried/peer-reviewed presentations
- o Growth in monies invested by college and units to achieve goal, e.g., internal grants, disbursement of ICR's to support research, etc.

• **Enhance local to global research relevance, impact, and excellence via entrepreneurship, innovation, student-engagement, and focus on rural health needs/challenges.**

- o Formalize interdisciplinary community Practice-based Research Networks (PbRN) model and mechanisms for grass-root rural research needs/questions to be addressed by communities of professionals.
- o Capitalize upon the power of ECHO and Zoom to enhance research capacity and teams that reach across borders and disciplinary-boundaries and benefit geographically isolated rural communities.
- o Promote entrepreneurial and high-risk high-reward research that has the potential to lead to sustainable funding, technology-transfer, patents, and innovative health and health care solutions.
- o Promote and reward student engagement in research (EPSCoR, UROp, McNair, CHS student research awards)
- o Engage Family Practice Residency programs in research directly aligned with WY population needs

Metrics

- o Number of interdisciplinary Rural-Research projects developed
- o Number of ECHO participants
- o Number of ECHO Networks
- o Number of students engaged in research projects
- o Number of FMRP-CHS collaborative research projects





GOAL TWO

Inspiring Students

INSPIRE STUDENTS TO PURSUE A PRODUCTIVE, ENGAGED AND FULFILLING LIFE AND PREPARE THEM TO SUCCEED IN A SUSTAINABLE GLOBAL ECONOMY.

- Welcome, support and graduate students of differing backgrounds, abilities and needs and different cultures, communities and nations
- Engage and graduate well-rounded and creative thinkers, capable of meeting unpredictable and complex challenges
- Build pathways to academic, cultural, professional and entrepreneurial opportunity and leadership at the undergraduate and graduate levels

COLLEGE OF HEALTH SCIENCES GOALS AND OBJECTIVES

Cultivate a teaching and learning environment that enables our students to excel as providers and leaders in community, education, and healthcare settings to meet the needs of the communities they serve.

- **Prepare graduates to be “practice ready” by fostering student proficiency in current and developing technologies, therapeutic approaches, documentation, and policy and funding models in community, education, and healthcare settings**
 - o Prior to external placements, students will have advanced opportunities to engage in clinical simulations and hands-on experiential learning
 - o Students will be prepared to practice and lead in an evidence-based manner
 - o Students will learn models of patient-centered care that engages patients and families in decision-making, and increases their health literacy
 - o Increase the number of students participating in the Honors College and other academic and leadership programs
 - o Through the UW’s liberal arts offerings and global experience opportunities, students will demonstrate cultural sensitivity as a professional colleague and as a clinician or educator who will engage with a diverse population of patients, clients, and families

Metrics

- o Number of clinical simulation/hands-on learning opportunities provided to our students
- o Number of opportunities for students to engage in telemedicine
- o Number of student participating in the Honors College
- o Pass rates on certification/board examinations
- o Number of faculty development opportunities

- **Incorporate a culture of rural integrated team-based practice in the College’s curriculum, co-curricular efforts, and extracurricular activities**

- o Expose students to approaches to rural care and prevention for individuals with disabilities and mental health needs, as well as at-risk populations, minority health issues, and those affected by disparities in access to adequate healthcare
- o Expand models of telehealth to include all units within the College as part of its clinical training programs
- o Develop interdisciplinary student alignments within the College and with other Mountain West universities that reflect what the students will experience in their respective disciplines
- o Establish meaningful interdisciplinary teaching relationships with all students and faculty in the College, including WWAMI and resident physicians and clinical faculty in the Family Medicine Program
- o Instill the importance of interdisciplinary practice in improving outcomes, as well as quality, safety, and lowering costs through didactic and experiential learning

Metrics

- o Number of students who use telehealth as part of their clinical learning program
- o Number of courses that imbed interdisciplinary assessment/treatment
- o Number of clinical placements in rural communities



COLLEGE OF HEALTH SCIENCES GOALS AND OBJECTIVES

Improve health and health care in Wyoming, across the lifespan, by decreasing inequities in health care access and health status.

- **Establish the College of Health Sciences as the state resource for identifying and providing information about and addressing new and emerging health care challenges.**
 - o Cultivate areas of excellence in disability, early intervention, integrated primary care, and geriatrics
 - o Collaborate with the UW Office of Engagement on health-related engagement activities.
 - o Develop the Wyoming Residency Centers and Albany County Health Clinic as premiere primary care centers of innovation and diffusion of successfully models of care into the community.
 - o Engage faculty, students and others in state in national policymaking for health and health care.

Metrics

- o Funding secured for areas of excellence
- o Number of UW (and community college) faculty and students involved by area of excellence
- o Number of students graduating from aging and disability studies minor
- o Number of professionals reporting increases in knowledge and skills, and application of new knowledge and skills because of training through areas of excellence
- o Number of CHS research or service projects aligned with UW Office of Engagement—and the faculty involved
- o Wyoming Telehealth Network at Wyoming Institute for Disabilities
- o Number clinical encounters
- o Total minutes for all clinical encounters
- o Number of training participants
- o Number and type of providers using the Network
- o Number of CHS courses, research, or service projects that incorporate policymaking content or policy objectives
- o Number of CHS research findings that inform state and local agency policies and practices
- o Number of individuals reporting increased knowledge and skills to advocate and inform policy as a result of education or training provided by CHS

GOAL THREE

Impacting Communities

IMPROVE AND ENHANCE THE HEALTH AND WELL-BEING OF OUR COMMUNITIES AND ENVIRONMENTS THROUGH OUTREACH PROGRAMS AND IN COLLABORATION WITH OUR CONSTITUENTS AND PARTNERS.

- Facilitate collaboration between the university and its constituents to address complex economic, environmental and social challenges through research, education, entrepreneurship, economic diversification and growth
- Build a statewide community of learners by collaborating with schools, community colleges and tribal nations to connect students and citizens
- Engage strong and celebratory alumni who connect UW to regional, national and international communities, welcome graduates into a lifetime association with the university, and boost all endeavors through a culture of giving

• **Build professional capacity in Wyoming for health care providers, especially those in rural communities, to address the health care needs of all Wyoming residents and thereby improve the health of all Wyoming communities.**

- o Identify the high priority needs for continuing education among Wyoming health care providers
- o Provide a program of continuing education and other opportunities in health care disciplines with the delivery of ongoing evidence-based best practices
- o Provide leadership training and opportunities for health care practitioners and administrators throughout the state
- o Connect patients with providers via telehealth technology
- o Enhance the cultural competency and patient/family-centered care of Wyoming providers

Metrics

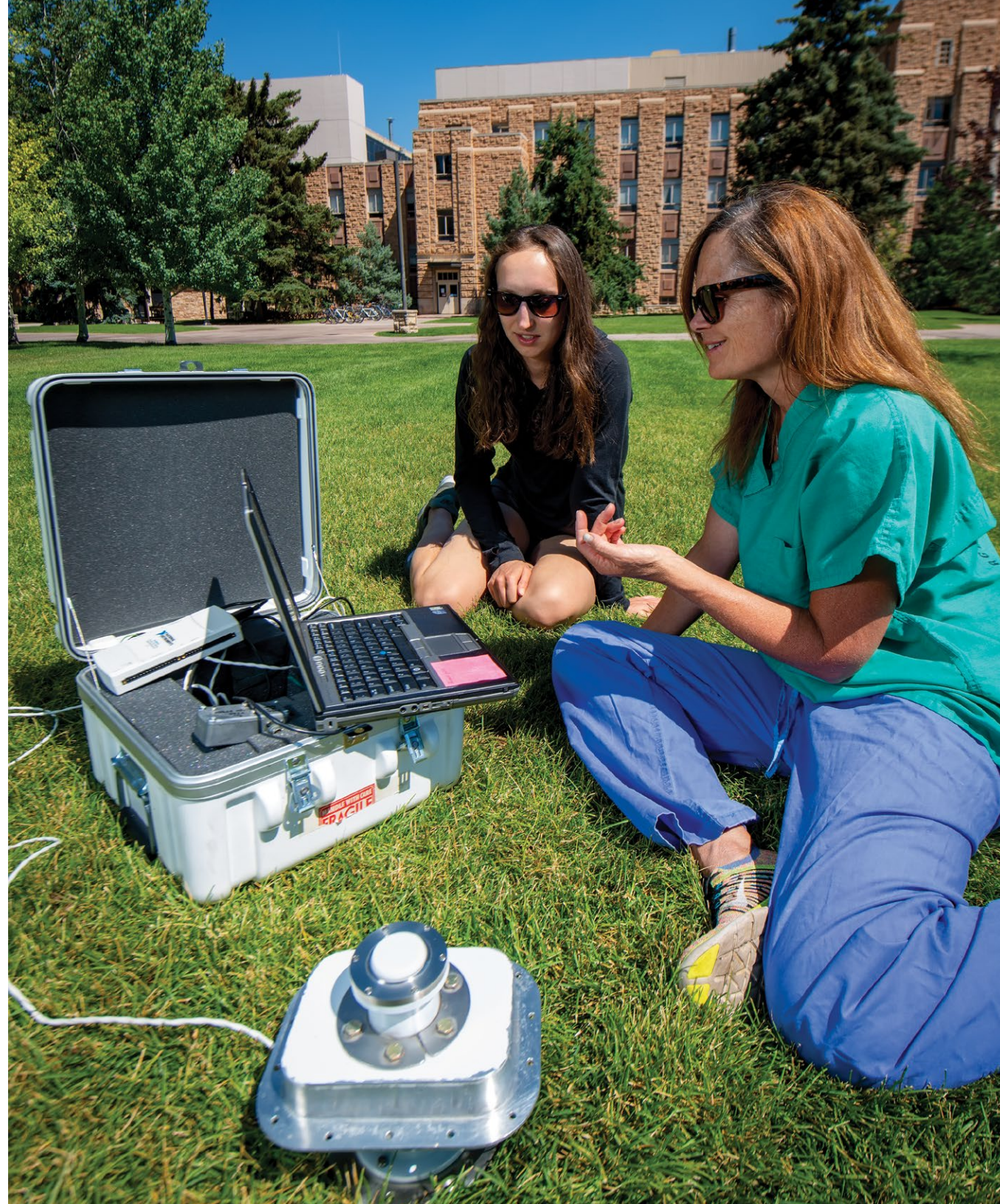
- o Number of providers engaged in telehealth
- o Number of patients being served via telehealth

• **Promote quality of life through preventive care and health promotion in all aspects of life.**

- o Integrate Wyoming Department of Health (WDH) health and wellness targets into outreach activities
- o Provide all CHS Students with a grounding in the promotion of healthy behaviors through experiential learning opportunities in the community

Metrics

- o Number of outreach activities that promote WDH health and wellness targets
- o Number of students involved in community outreach activities that promote healthy behaviors and healthy lifestyles





GOAL FOUR

A High-Performing University

ASSURE THE LONG-TERM STRENGTH AND STABILITY OF THE UNIVERSITY BY PRESERVING, CARING FOR AND DEVELOPING HUMAN, INTELLECTUAL, FINANCIAL, STRUCTURAL AND MARKETING RESOURCES.

- Build human capital
- Strengthen marketing effectiveness
- Enhance financial resources
- Enhance institutional operations and planning

COLLEGE OF HEALTH SCIENCES GOALS AND OBJECTIVES

Develop means to broaden sources of funding that will allow for the enhancement of the academic and service missions of the College, and the recruitment, development, and retention of high performing academic personnel and staff

- **Diversify revenue streams within the College**

- o Identify and pursue niche market opportunities that generate revenue to enhance the educational, service, and research mission of the College

Metrics

- o Number of revenue streams created through clinical service, faculty/student endowments, and entrepreneurship opportunities

- **Working with the UW Foundation, identify and pursue endowments that will enhance student experiences and opportunities for faculty research and scholarship**

Metrics

- o Number of endowed scholarships in experiential learning
- o Number of endowed faculty research opportunities created

- **Develop and implement a marketing plan that will attract and retain elite student scholars**

Metrics

- o Number of “top-tier” students enrolled in each academic unit

- **Attract and retain high-achieving teachers and scholars who will excel within the College and UW**

- o Advocate for equitable recognition of Clinical Faculty and Non-Extended Term Academic Professionals within the College and University
 - Develop professional opportunity pathways
 - Develop mechanism for rolling contracts
 - Ensure University recognition for personnel upon promotion
- o Advocate for interdisciplinary shared hiring
- o Develop mentorship models for Faculty and Staff
- o Develop leadership models for Faculty and Staff

Metrics

- o Number of within- and cross-College interdisciplinary faculty hires
- o Performance of junior faculty and staff supported by mentorship program
- o Number of faculty/staff who move into leadership roles in the unit, College, or University



UNIVERSITY OF WYOMING

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