



AUGUSTA UNIVERSITY  
**COLLEGE OF ALLIED  
HEALTH SCIENCES**

# STRATEGIC PLAN

2014 – 2020



March 2014

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## **Our Mission**

To provide excellence and leadership in applied health sciences teaching, discovery, clinical care, and service.

## **Our Vision**

To be a nationally and internationally recognized leader in applied health sciences education, research, innovation, and service.

## **Our Values**

**Collaboration** – partnership, collegiality, sense of community, and teamwork

**Compassion** – caring, empathy, and social responsibility

**Excellence** – distinction, effectiveness, efficiency, enthusiasm, passion, and quality

**Inclusivity** – diversity, equality, fairness, impartiality, and respect

**Integrity** – accountability, ethical behavior, honesty, and reliability

**Leadership** – courage, honor, professionalism, transparency, and vision

# Introduction

The College of Allied Health Sciences at Augusta University is committed to the education of allied health professionals, to research and discovery that will improve the lives of people across the globe, to service outreach in our neighborhoods, and to collaborative interdisciplinary leadership. We are dedicated to inclusive state-of-the-art instruction from recognized experts combined with practical, hands-on training.

Our graduates, faculty, and staff all strive to meet the growing health needs of our local, state, national, and international communities.

We strive to make a difference. This plan is our guide.



## Objective 1

# **P**rovide **excellence in health science education** to help meet the health care needs of Georgia and beyond

The College of Allied Health Sciences provides an exceptional and innovative learning experience for students who will become the backbone of health care in the future. We graduate highly qualified, diverse health care professionals well prepared for an ever-changing health care workforce – professionals trained in patient- and family-centered care as well as professional collaboration. Above all else, our students are our number one priority.

## **Goal 1**

### ***Increase student enrollment***

We will explore and develop new educational programs, expand opportunities for dual degree and certificate programs, and provide degree completion programs to increase student enrollment to 1,000 by 2020. We will also offer advanced post-professional degrees for credentialed allied health professionals.

## **Goal 2**

### ***Increase student licensure exam first-time pass rates***

We will provide sustained support to improve first-time licensure pass rates to at least 95 percent as we strengthen educational technology support, including simulation; expand student library resources and services; and develop and implement interprofessional clinical and educational student experiences.

## **Goal 3**

### ***Increase number of applicants***

We will provide consistent, extensive recruiting and admissions services that support programs, including personnel to provide students with distance education options. We will also develop an increased CAHS online presence to facilitate information distribution.

## **Goal 4**

### ***Recruit nationally and internationally recognized scholars***

We will advance talent recruitment and selection processes to increase full-time faculty to 130, part-time faculty to 40, and adjunct faculty to 260 by 2020.

## **Goal 5**

### ***Create faculty development and leadership models to foster innovation***

CAHS will adopt best practices that identify, nurture, disseminate, and reward educational and research methodologies; support educational research; and recognize faculty with notable achievements in leadership and innovation.

## **Goal 6**

### ***Integrate research activities into the teaching mission***

We will expand and support student-oriented research projects and fellowship programs, student participation at national research conferences, and dissemination of student research in peer-reviewed publications.



## **Objective 2**

# **B**e a nationally and internationally recognized leader in applied health science research and discovery

As AU strives to become a top tier academic research university, it is essential that CAHS faculty researchers become part of the internal and external research culture. We encourage and support the establishment of external relationships with national clinicians, educators, and researchers that will result in high-quality research and peer-reviewed indexed publications.

We promote research in our programs that is aligned with the institutional research priorities of cardiovascular disease, diabetes/obesity, neuroscience/stroke, community research, cancer, and regenerative medicine.

We support the full range of applied health sciences research and the intellectual leadership of our faculty, particularly in our priority areas of rehabilitation research, diagnostic technologies, and community health research.

## **Goal 1**

### ***Promote research innovation that serves society and generates new, valuable, and practical solutions to meet the needs of patients and health professionals***

To increase innovation, we will increase understanding of technology transfer, develop a supportive culture of innovation, and reward creation of new and practical solutions.

We will greatly expand our relationship with industry leaders and form partnerships in evidence-based service and product development.

## **Goal 2**

### ***Increase the development of externally funded applied health sciences research***

To increase research readiness and the number of active CAHS research faculty aligned with our strategic priorities, we will provide grant development administrative support to search for and distribute grant funding opportunities; develop programs to help faculty navigate the bureaucratic and regulatory issues of the grant application process; provide grant writing skills, development, and proposal review opportunities; and aid in the development of grant proposal budgets. We will also protect time allocated to faculty research.

### **Goal 3**

#### ***Increase extramural grant funding***

To achieve our goals, we will increase by 2020 the number of submitted grant applications with a federal funding emphasis, grant awards, extramurally funded PIs, and faculty receiving PI or Co-PI grant awards of more than \$100,000.

### **Goal 4**

#### ***Promote internal and external interdisciplinary and interprofessional collaborations***

CAHS will use internal mechanisms such as the AU Pilot Study Research Program and promote opportunities for community participation in CAHS research activities. We will support and expand research opportunities with the Charlie Norwood Veterans Affairs Medical Center, Eisenhower Army Medical Center, the Savannah River National Laboratory, the AU Institute of Public and Preventive Health, and similar organizations.

### **Goal 5**

#### ***Share and disseminate pertinent, clinically relevant findings of research efforts***

In addition to our CAHS Dean's Research Seminar Series, which brings national and international speakers to the AU community, we will organize specialized collegewide research workshops and departmental seminar series.



## Objective 3

### Provide service to our local and global communities

CAHS provides faculty opportunities for clinical practice and consulting services through Augusta University Health Professions Associates. In all our college disciplines, we seek to enhance community service through evidence-based medicine and practice.

We house a Low Vision Rehabilitation Clinic in partnership with other AU academic and medical center units, and manage a Center for Functional Assessment that offers researchers and clinicians across the enterprise a coordinated mechanism to support patient care and research. Expansion opportunities for targeted clinics in occupational health, environmental health, rehabilitation, and fall prevention are under consideration.

In addition, student recruitment efforts are enhanced by having clinically active CAHS faculty with access to culturally appropriate complex patient populations, technology-infused patient- and family-centered care, and translational research. Advancing faculty mentoring programs and student clinical education opportunities will make us a college of choice for civic- and service-minded students.

#### **Goal 1**

##### ***Expand the number of faculty providing local clinical service and increase GRHPA revenue***

CAHS will implement a new clinician educator model and create new faculty practice opportunities aligned with the enterprise. College leadership will work with Chairs to facilitate practice within departments and external communities. We will continually seek out collaborative, interdisciplinary, and inter-practice opportunities.

#### **Goal 2**

##### ***Double the number of faculty in national service positions by 2020***

We will promote faculty participation in our recently created Health Sciences Leadership Program and encourage faculty membership in national professional organizations.

### **Goal 3**

#### ***Provide community care and access in various local, regional, national, and international settings***

CAHS will create an interdisciplinary team with college resources to determine viable service opportunities; leverage resources by developing and expanding partnerships with other health care providers and industry; and market CAHS services to the enterprise and community. In doing so, we will integrate student participation, increase student volunteerism, and increase alumni engagement in the community. As we establish additional community clinics, we will also seek to expand existing international efforts.

### **Goal 4**

#### ***Identify underserved community populations that could benefit from CAHS clinical research activities***

As CAHS continues to expand and work with the CAHS Advisory Board, we will promote a network of neighborhood resident associations and community health agencies; create opportunities for public/private capital ventures for research and clinical facilities; and develop interprofessional core courses where applicable.



## Objective 4

**O**ptimize our potential through acquisition of external resources and use of greater efficiencies that will support strategic growth and development

With ambitious goals for the remainder of the decade, the AU College of Allied Health Sciences must foster functioning as one cohesive, collaborative unit. To that end, we will share departmental- and college-level goals, define expectations of leadership, offer transparent accountability on all levels, and leverage the use of enterprise resources.

We will increase collaboration and teamwork throughout the college with regular reinforcement and recognition of individual and team service improvements within and external to CAHS. We will also develop and implement efficient communications and adopt the university's brand standards to promote the enterprise and maximize public/private partnership opportunities.

### **Goal 1**

#### ***Attract community support and develop fundraising campaigns***

Together with the AU Office of Advancement, CAHS will cultivate potential donors, solicit individual and corporate support, determine campaign goals, increase revenues from annual funds and large gifts, and develop donor and alumni appreciation programs. We will also continue to develop the CAHS Advisory Board.

### **Goal 2**

#### ***Evaluate programs and initiatives***

Using sound principles that address costs, benefits, risks, and market potential, we will develop innovative models to enhance our faculty practice plan, and use uniform processes, benchmarking standards, analytical tools, and consistent reporting to evaluate effectiveness, manage initiatives, and improve operations of all our programs.

### **Goal 3**

#### ***Align fund flow across the mission***

We will assess faculty effort and productivity in clinical, academic, research, and other areas; perform time studies for accurate assessment of teaching, research, and service; and alter our internal view of financial functions.

## **Goal 4**

### ***Streamline organizational structure***

The college will continue its integration of administrative, academic, and clinical functions and align position titles.

## **Goal 5**

### ***Formalize faculty development***

We will continue to identify and evaluate potential leadership candidates and invest in professional leadership development programs while benchmarking visible leadership. We also will develop a robust retention program to keep our best faculty at AU while supporting faculty participation in professional organizations and investing CAHS leaders in advancing enterprise goals.

## **Goal 6**

### ***Optimize accountability and standardize the evaluation process of leadership, faculty, and staff***

CAHS will use measurable goals and objectives to align itself with the strategic priorities of the enterprise. We will initiate an incentive pay methodology and structure with common outcome measures that allows for differences in accountability.

## **Goal 7**

### ***Regularly assess academic, clinical, and research space utilization***

As AU continues its evaluation of existing facilities and plans for additional buildings, CAHS will ensure our needs are met by optimizing space in current, new, or renovated facilities. We will make better use of on-campus facilities, including after-hour access to areas such as the Cancer Center without cost to department.



## Objective 5

### **P**rovide sustained commitment to **diversity and inclusion**

Our college shall reflect the rich diversity of our community with an appreciation and celebration of cultural, ethnic, racial, sexual, and religious identities and differences. We will continue to embrace and promote cultural competency and acceptance in order to provide the highest level of education, service, and care for our students and patients.

#### **Goal 1**

##### ***Embrace inclusive practices and policies to attract and retain diverse faculty, staff, and student populations***

We will stress consistent, focused, and mandatory review of diversity by college faculty, staff, and students, and encourage cultural empathy through 100 percent participation in diversity training. We will increase the appointment of women and minority administrators, raise the number of senior-level women and minority faculty, increase efforts to recruit Native Americans, and encourage participation of diverse vendors.

#### **Goal 2**

##### ***Generate solutions to health disparities in communities of need***

We will promote research that crosses traditional boundaries of discipline, theory, and practice; establish an exchange student program; increase minority student participation in international education opportunities; Increase student mentorships with local partners; and create a Minority Scholars Program.

#### **Goal 3**

##### ***Develop inclusive international partnerships and collaborations***

CAHS will follow inclusive collaborative practices to develop international partnerships with emerging and minority-serving institutions overseas. We will launch faculty and student exchanges, and expose our students to global health care systems and needs through student visits to other countries.

## AU College of Allied Health Sciences Balanced Scorecard

*all figures FY12 unless otherwise noted*

Metrics	Current	FY20 Goal
<b>Education</b>		
Total student enrollment	550 *	1,000
Total student credit hours	20,689*	40,000
Licensure exam first pass rates	> 90%	≥ 98%
Total number of applicants	1,144 **	1,800
Student retention rate	92% ***	≥ 95%
Full-time faculty	65	130
Part-time faculty	20	40
Adjunct faculty	131	260
<b>Research</b>		
Grant applications submitted	16	32
Grant awards received	10	20
Extramural funds requested	\$2,522,637	\$7.5 million
Extramural funds received	\$1,501,859	\$5 million
Externally funded PIs	8	16
<b>Service</b>		
Faculty in clinical practice	28	56
Practice plan revenues received	\$249,126	\$500,000
Faculty in national service positions	17	34
<b>Financial</b>		
Tuition (in dollars)	\$7,916,657	–
Grants and contracts (in dollars)	\$691,419	\$3.5 million
College budget funded from tuition, grants and contracts (as percentage)	80%	100%
Development campaign (cumulative)	–	\$10 million
<b>National ranking</b>		
U.S. News & World Report (graduate programs)	3 in Top 30%	3 in Top 20%
Research Revenues (ASAHP ranking)	41 (of 48)	Top 10

\*Fall 2012    \*\*FY11    \*\*\* FY10

