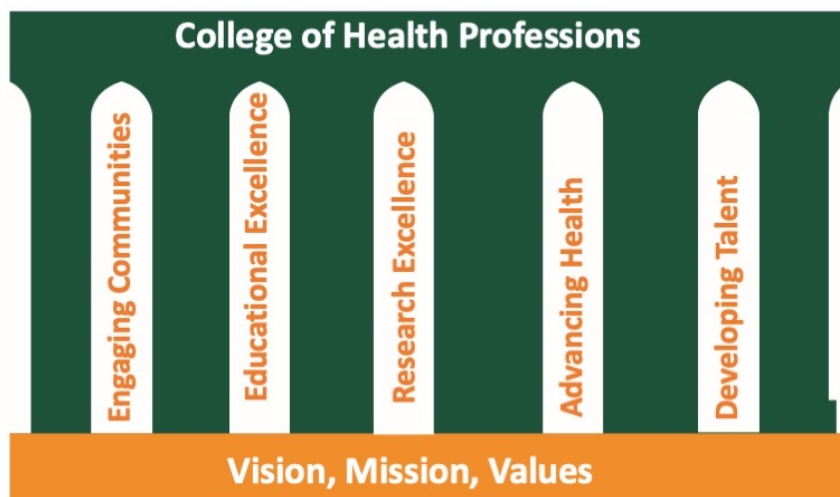


College of Health Professions



Strategic Plan 2024-2029

COHP Strategic Plan 2024-2029



INTRODUCTION

Message from the Dean

The University of Tennessee Health Science Center (UTHSC) collectively defined our new vision, “**Healthy Tennesseans. Thriving Communities,**” and our new Strategic Plan was implemented in July 2023. Accordingly, in the fall of 2023 we began the process of redefining the Strategic Plan for the College of Health Professions (COHP) to align with the new institutional plan. The new COHP Strategic Plan builds on the momentum that we have achieved in our previous Strategic Plan. Our new Strategic Plan is ambitious but it is also realistic and attainable, however, it also contains some aspirational aspects. Our college faculty, staff and administrators were represented at all levels of construction of the new plan. I am enormously proud of the inclusive process that will allow us to make strategic decisions and investments and allow us to build a foundation of excellence over the next five years that will support future growth and even greater excellence.

We are all particularly grateful to the steering committee led by Ms. Chermale Casem, Dr. James Carson, Dr. Neale Chumbler, Dr. Barry Dale, Dr. Ashley Harkrider, and Dr. Anne Zachry. The members of this committee capably led workgroups of faculty and staff who together have provided a unified approach to move our college forward. I am proud of the collective work of our college and I would also like to thank each of the faculty and staff, the COHP Faculty Organization, and members of our COHP Advisory Board and Program Advisory Committees who provided comments and input to the Strategic Plan and helped to shape and solidify our document.

Collectively, we defined a new vision for COHP with widespread input, that closely aligns with the UTHSC vision. Now we will continue to work together in **Advancing Well-Being through Academics, Research & Care.**

With great appreciation and thanks to the many contributors of our new Strategic Plan 2024-2029.

A handwritten signature in blue ink, which appears to read "Stephen E. Alway".

Stephen E. Alway, Ph.D., FACSM
Dean, College of Health Professions

THE PROCESS

The 10-month planning process consisted of five phases:

Phase 1: Mission, Vision, and Values

(August – December 2023)

Phase 2: Goals, Strategy, and Metric Development

(September 2023 – January 2024)

Phase 3: Review and Integration for Draft Plan

(January 2024 – February 2024)

Phase 5: Engagement for Broad Review and Comments

(February – May 2024)

Phase 6: Finalize Plan, Obtain Approvals, Prepare for Launch

(June 2024-July 2024)

Developing Our Strategy

Our strategic planning process was designed with a structure similar to that used to achieve the new UTHSC plan. More than 60 faculty and staff members participated in one or more of six COHP workgroups (detailed below) that met several times during the fall of 2023 and the spring of 2024. Most of our college's faculty, staff and administrators also participated in a meeting with the Steering Committee and in one or more sessions designed to elicit feedback about the developing plan. Throughout our college's planning process, we benefited from the overall UTHSC Strategic Plan, which served as a template for the development of our own Strategic Plan.

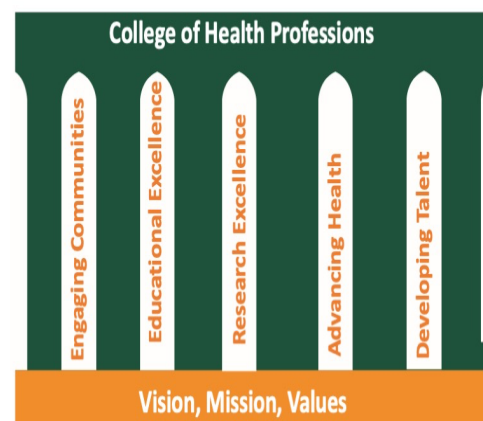
The new College of Health Professions (COHP) Strategic Plan stands on the foundation of our vision, mission and values and addresses the following five pillars, each of which was addressed by a corresponding COHP Strategic Planning Workgroup:

- COHP Strategic Planning Vision, Mission and Values Workgroup
- COHP Strategic Planning Engaging Communities Pillar Workgroup
- COHP Strategic Planning Educational Excellence Pillar Workgroup
- COHP Strategic Planning Research Excellence Pillar Workgroup
- COHP Strategic Planning Advancing Health Pillar Workgroup
- COHP Strategic Planning Developing Talent Pillar Workgroup

The core operational elements are purposefully combined with robust strategies to ensure the plan's success.

Relationship to UTHSC and College Planning

The COHP Strategic Plan is aligned to the UTHSC Strategic Plan, which itself was anchored to its obligation as Tennessee's only statewide public academic health science center. While our college's home is in Memphis, we operate state-wide, with fully half of our faculty members housed on each the Knoxville and Memphis campuses. Our mission, vision, and values cross our state and bind us together, with each pillar and its goals reinforcing our vision and mission. The plan provides overall direction for COHP's administrative units and departments as we align our goals with the reality of our resources. Philanthropy cuts across all of our pillars and will be developed as a way to strategically leverage the goals that have been established for each pillar. As needed, some of the strategies outlined below will be refined during the plan's first year of implementation.





OUR COLLEGE FOUNDATION:

Mission, Vision, and Values of the College of Health Professions

MISSION

Creating outstanding health professionals to improve the well-being of Tennesseans and the global community through collaborative and inclusive education, scientific discovery, clinical care, and public service.

VISION

The College of Health Professions aims to cultivate leaders who will advance the health and community well-being throughout Tennessee. We aspire to lead the health professions through dynamic academic preparation, pioneering research, and compassionate clinical care.

Our vision can be summarized as: – **Advancing Well-Being Through Academics, Research & Care**

VALUES

The College of Health Professions shares the values of the UT System and UTHSC

- **B**old and impactful
- **E**mbrace diversity
- **O**ptimistic and visionary
- **N**imble and innovative
- **E**xcel in all we do
- **U**nited and connected
- **T**ransparent and trusted
- **H**ealth focused
- **S**cience driven
- **C**aring and professional



PILLAR #1

Engaging Communities

GOAL

The UTHSC COHP will enhance its commitment to thriving communities across Tennessee by cultivating and strengthening partnerships to engage communities and address their health and health-related needs.

OBJECTIVE 1.1

Establish an interdisciplinary COHP Engaging Communities Committee

STRATEGY 1.1.1

Develop committee bylaws that stipulate regular meetings, inclusion of stakeholders, and necessary representation from each COHP department and seek new sources of bridge funding for maturing projects.

STRATEGY 1.1.2

Utilize the committee to foster collaboration between departments (faculty, staff and students) about current and future outreach projects and opportunities for collaboration and other units within UTHSC and the UT system.

STRATEGY 1.1.3

Build channels of communication between the committee, the Office of Student Success Leadership and Service and other community stakeholders.

STRATEGY 1.1.4

Develop metrics to evaluate the impact of COHP outreach efforts and determine the budget needed for impactful outreach from the COHP.

PERFORMANCE INDICATORS

- **Action 1.1.1.** Committee will be comprised of faculty and staff members from each COHP department.
- **Action 1.1.2.** Committee submits bylaws for approval by appropriate members of senior administration.
- **Action 1.1.3.** Committee holds at least one community stakeholder meeting per year.
- **Action 1.1.4.** Committee appoints individual (faculty/staff/student) to lead community engagement communication.
- **Action 1.1.5.** Complete at least one meeting between committee and Office of Student Success Leadership and Service unit per year.
- **Action 1.1.6.** Ensure that each COHP department participates in at least one community outreach event per year.
- **Action 1.1.7.** Sponsor at least one collaborative community outreach event per year that includes all COHP departments.

COHP Strategic Plan 2024-2029



OBJECTIVE 1.2

Increase COHP student engagement in statewide community partnerships.

STRATEGY 1.2.1

Develop repository of community engagement efforts to serve as a template for future endeavors.

STRATEGY 1.2.2

Investigate the type of service opportunities that interest COHP students.

STRATEGY 1.2.3

Create streamlined means of informing students of available community engagement opportunities statewide.

STRATEGY 1.2.4

Require COHP Student Government Associations to appoint a college communications officer who fosters regular communication between programs and externally.

PERFORMANCE INDICATORS

- **Action 1.2.1.** Request that each COHP department submit a list of previous and planned community engagement efforts to a shared repository.
- **Action 1.2.2.** Recommend the adoption of the Givepulse platform as a repository of opportunities for community engagement.
- **Action 1.2.3.** Make the repository accessible to COHP faculty, staff, and students.
- **Action 1.2.4.** Provide accessible training for COHP faculty, staff, and students in the use of Givepulse for identifying and tracking community engagement activities.
- **Action 1.2.5.** Create an annual COHP student survey regarding their preferences for service opportunities.
- **Action 1.2.6.** Communicate annual survey data COHP faculty, staff and students.
- **Action 1.2.7.** Establish monthly or quarterly virtual meetings between student government representatives of all COHP programs.

COHP Strategic Plan 2024-2029



OBJECTIVE 1.3

Conduct a needs assessment to identify the specific needs of our community partners.

STRATEGY 1.3.1

Develop and distribute Qualtrics survey for community partners to foster cross-disciplinary research and scholarship.

STRATEGY 1.3.2

Analyze results of survey and communicate results to the COHP Engaging Communities Committee, community partners, and the COHP faculty, staff, and students.

PERFORMANCE INDICATORS

- **Action 1.3.1.** Collaborate to develop recipient list for distribution of survey.
- **Action 1.3.2.** Distribute survey every 6 months.
- **Action 1.3.3.** Receive 75% response rate from community partners.
- **Action 1.3.4.** Present results to the COHP Engaging Communities Committee.
- **Action 1.3.5.** Adjust current community engagement efforts based on community partner feedback.
- **Action 1.3.6.** Publish results for distribution to COHP faculty, staff, and students.
- **Action 1.3.7.** Establish quarterly virtual meetings between student government representatives of all COHP programs.



PILLAR #2

Educational Excellence

GOAL

The UTHSC COHP will recruit a diverse student body, train proficient graduates to meet the health workforce needs of Tennessee and the surrounding areas of the Mid South region, instill the importance of lifelong learning, interprofessional education, and community engagement in both faculty members and students, and promote educational excellence through ongoing education and participation in the scholarship of teaching and learning.

OBJECTIVE 2.1

Develop an overarching strategy to improve efforts in outreach to COHP faculty, staff, and alumni, health professions education, student marketing and recruitment, and the advancement and use of programmatic pathways to attract increased numbers of a diverse body of highly qualified students.

STRATEGY 2.1.1

Increase the number of qualified applicants and professional students in COHP programs by deploying tailored recruitment strategies to expand programmatic outreach throughout Tennessee, particularly those areas within 250 miles of the UTHSC and UTK campuses.

STRATEGY 2.1.2

Utilize the COHP Engaging Communities Committee to foster collaboration between departments (faculty, staff and students) about current and future outreach projects and opportunities for collaboration and other units within the UTHSC and UT system.

STRATEGY 2.1.3

Develop new COHP programming that provides accelerated and collaborative degree offerings that leverage the academic strengths of current COHP programs through external partnerships with institutions outside the UT system.

STRATEGY 2.1.4

Increase utilization of the Tennessee Transfer Pathway (TTP) program by COHP undergraduate programs.

PERFORMANCE INDICATORS

- **Action 2.1.1.** As a baseline, identify the number of pathways that currently exist to prepare students for matriculation into COHP professional programs. Each COHP professional program will develop at least one new undergraduate pathway to prepare students for entry into their respective program.
- **Action 2.1.2.** As a baseline, identify the current number of accelerated or collaborative degree programs between UTHSC entities. Where feasible, each COHP professional program will develop at least one collaborative or accelerated program with another UTHSC entity.
- **Action 2.1.3.** As a baseline, identify the current number of accelerated or collaborative degree programs that exist between UTHSC and external entities. Where feasible, each COHP professional program will develop at least one collaborative or accelerated program with an academic entity outside the UT system.
- **Action 2.1.4.** Increase the utilization of the Tennessee Transfer Pathway (TTP) program by COHP undergraduate programs.

COHP Strategic Plan 2024-2029



STRATEGY 2.1.5

Utilize dual credit mechanisms and outreach offerings for high school students at other UT institutions to improve the promotion of COHP programs.

STRATEGY 2.1.6

Increase interactions between COHP administrators, faculty members, alumni, and other key stakeholders to incorporate their unique skills, strengths, and professional connections into COHP student recruitment efforts and graduate employment.

STRATEGY 2.1.7

COHP administrators will collaborate with the COHP Communications and Marketing Coordinator to develop program-specific marketing strategies that generate communications for posting on social media or other outlets to boost visibility and recruitment efforts.

STRATEGY 2.1.8

Develop an Admissions Ambassador program to improve and streamline the admissions process and create a staff position for a COHP Recruiting and Admissions Specialist focused on college-wide recruiting efforts and student enrollment-specific services utilizing novel and innovative practices.

PERFORMANCE INDICATORS

- **Action 2.1.5.** As a baseline, quantify the number of dual enrollment courses or related pedagogical mechanisms that involve or are led by COHP faculty members. Each COHP program will establish at least one dual enrollment course or outreach event to promote their respective program/profession.
- **Action 2.1.6.** Assess increases in the number or frequency of contact events between UTHSC administrators, faculty members, alumni and other key stakeholders. Review annual program reports to determine how contributions from these alumni contacts have been used and assess the effectiveness of these contact methods by tracking the source of applicant inquiries for incoming students and recording locations of student employment after graduation.
- **Action 2.1.7.** Assess the current output of program-specific communications released to existing media outlets and increase the number of program-specific communications released by 20%.
- **Action 2.1.8.** Increase the contacts between UTHSC and regional community colleges, the numbers of alumni-student recruitment events and outreach events to TN high schools, and the participation of COHP faculty and staff in recruitment activities by 50%.
- **Action 2.1.9.** Quantify the effectiveness of an Admissions Ambassador program utilizing instruments that measure student opinions regarding the ease and speed of the COHP admissions process and strive to achieve an overall average rating of excellent or outstanding.
- **Action 2.1.10.** Develop at least one new certificate program for deployment within an existing COHP program or a new degree-seeking program in biomedical human health sciences or interdisciplinary health that incorporates the andrological expertise of faculty members from multiple health professions programs.

COHP Strategic Plan 2024-2029



OBJECTIVE 2.2

Increase the number of interprofessional interactions and research collaborations between faculty members in the COHP Programs and Departments and provide students with educational and service-learning opportunities directed by COHP faculty members.

STRATEGY 2.2.1

Increase by 10% the participation by COHP faculty members in programming from the UTHSC and UTK *Teaching and Learning Centers* (TLCs) that enhances the andragogical teaching skills they bring to their courses (e.g., increase the number of workshops, webinars, or courses completed).

STRATEGY 2.2.2

Increase by 10% the participation by COHP faculty members in academic research efforts related to the scholarship of teaching and learning (SoTL), as evidenced by the submission of educational manuscripts and grant applications.

STRATEGY 2.2.3

Increase by 10% participation of COHP faculty members in integrated discipline-specific interprofessional service-learning courses or events that foster collaboration between two or more healthcare professions with the objectives of designing learning opportunities that will connect their students with colleagues already employed in their professional discipline, increase community-based educational or applied research opportunities, or practical experiences involving more than one healthcare profession.

PERFORMANCE INDICATORS

- **Action 2.2.1.** Evaluate participation of COHP faculty members in training sessions from the TLC centers using data collected from the UTHSC Annual Performance and Planning Review (APPR) and their comments regarding the deployment of TLC-derived content in the classroom setting. Assess the efficacy of this training and its implementation using instruments including student course evaluations (i.e., the students' perception of teaching through end-of-course surveys) and peer teaching evaluations.
- **Action 2.2.2.** Assess effort of COHP faculty members in the scholarship of teaching and learning (SoTL) by the number who participate in TLC medallion programs and the number of educational manuscripts and grants they submit.
- **Action 2.2.3.** Quantify the number of discipline-specific and interprofessional education (IPE) service-learning courses and/or events developed and deployed to students using faculty APPR tools, UTHSC-based online volunteer tools, and annual reports from the COHP program or department. Evaluate the effectiveness of IPE events or courses using qualitative and quantitative instruments and assess student perceptions of their participation in each engagement based on faculty-student interactions.



PILLAR #3

Expanding Research

GOAL

The UTHSC COHP will enhance collaborative and innovative efforts in research, scholarship, and entrepreneurship statewide for the overall health and well-being of Tennesseans.

OBJECTIVE 3.1

Develop and enhance faculty research visibility and grant productivity.

STRATEGY 3.1.1

Expand the research of COHP faculty members through strategic investment in seed grant programs that provide funds to develop new grant proposals, collaborative research projects, resubmissions of unfunded grant projects with funding potential, and bridge funding for maturing projects.

STRATEGY 3.1.2

Develop new opportunities for interaction, communication, and knowledge of existing and developing research projects by COHP faculty members to enhance new innovative research projects and collaborations between COHP Departments and other units within the UTHSC and UT system.

STRATEGY 3.1.3

Increase the success of COHP faculty members in securing research grant funding by developing mentoring programs involving grant proposal creation, formulation, and submission.

PERFORMANCE INDICATORS

- **Action 3.1.1.** Increase the dollar amounts of grants awarded by the college to COHP faculty members for seed, bridge, travel, or publication costs.
- **Action 3.1.2.** Increase the number of faculty members who receive development and protected time for the purpose of expanding their scope of research.
- **Action 3.1.3.** Increase the number of research-related interaction events, including college-wide seminars, symposia, and workshops, and boost the number of faculty members who participate in these events.
- **Action 3.1.4.** Increase the number of press releases related to research and/or grants from COHP faculty members.
- **Action 3.1.5.** Increase the number of presentations by COHP faculty members at national meetings.
- **Action 3.1.6.** Increase the number of peer-reviewed research papers published by COHP faculty members.
- **Action 3.1.7.** Increase the number of grants submitted by COHP faculty members and improve the funding success rate.

COHP Strategic Plan 2024-2029



OBJECTIVE 3.2

Enhance and grow scholarship of COHP faculty members.

STRATEGY 3.2.1

Grow the involvement of COHP faculty members in the scholarship in teaching and learning through the support and development of new collaborative interest and writing groups, opportunities to attend conferences, and coverage of publication costs for generated scholarship.

STRATEGY 3.2.2

Develop a mentorship program for COHP faculty members focused on manuscript writing and presentation skills that leverages university and professional society resources in these areas of scholarship.

STRATEGY 3.2.3

Increase the participation of COHP faculty members in scholarship of community-based activities that are ongoing in the college using interest groups, writing workshops, opportunities to attend conferences, and seminars by invited speakers.

PERFORMANCE INDICATORS

Action 3.2.1. Increase the number of publications with COHP faculty members as the corresponding author.

- **Action 3.2.2.** Increase the number of publications with COHP faculty members as co-authors.
- **Action 3.2.3.** Increase the number of scholarly presentations by COHP faculty members at professional conferences.
- **Action 3.2.4.** Improve the quality of publications by COHP faculty members, based on the number of publications in quartile 1 or 2 of the SCImago Journal Rank (SJR) for their discipline.
- **Action 3.2.5.** Increase the number of COHP faculty members who are engaged in mentorship programs and interest groups.
- **Action 3.2.6.** Increase the amount of matching travel and publication funding awarded by the college.

COHP Strategic Plan 2024-2029



OBJECTIVE 3.3

Growing and supporting collaborative cross-disciplinary scholarship, research and practice.

STRATEGY 3.3.1

Support development of COHP faculty members through interaction and investment in cross-college interest groups, centers, and institutes to foster cross-disciplinary research and scholarship.

STRATEGY 3.3.2

Encourage the involvement of COHP faculty members in collaborative cross-disciplinary research projects as a co-investigator and acknowledge the importance of the co-investigator role in developing the COHP research mission.

STRATEGY 3.3.3

Support and promote the involvement of COHP faculty members in health-related research in identified priority areas for UTHSC, UTK, and the State of Tennessee.

PERFORMANCE INDICATORS

- **Action 3.3.1.** Increase the number of subawards on grants into and out of the COHP.
- **Action 3.3.2.** Increase the number of collaborative institutional seed grants awarded to COHP faculty members.
- **Action 3.3.3.** Increase the number of COHP faculty members who serve as co-investigators on grants, either interdisciplinary grants within COHP or UTHSC or outside of UTHSC
- **Action 3.3.4.** Increase the number of papers co-authored by COHP faculty members as part of an interdisciplinary collaboration within COHP, within UTHSC, or outside of UTHSC.
- **Action 3.3.5.** Increase the number of conference presentations or invited talks at meetings, interest groups, and/or centers within COHP or UTHSC or outside of UTHSC that are coauthored by COHP faculty members.
- **Action 3.3.6.** Increase the number of COHP faculty members who are affiliated with UTHSC centers, institutes, or interest groups.

COHP Strategic Plan 2024-2029



PILLAR #4

Advancing Health

GOAL

Promote access to allied health care for all patients in Tennessee and neighboring states, with a focus on populations who are underserved.

OBJECTIVE 4.1

Each COHP student will be provided with an experience or opportunity to work with underserved patient populations.

STRATEGY 4.1.1

Redefine the term “underserved” to include individuals who are elderly, live in rural areas, experience low literacy rates, work in blue collar jobs, experience decreased access to healthcare, and/or live in poverty.

STRATEGY 4.1.2

Inventory current opportunities that expose COHP students to underserved populations.

STRATEGY 4.1.3

Expand on opportunities that expose COHP students to working with underserved populations and track the numbers of opportunities provided and students exposed.

PERFORMANCE INDICATORS

- **Action 4.1.1.** Obtain approval for this redefinition of “underserved” in 2024.
- **Action 4.1.2.** Within 6 months of strategic plan implementation, complete collection of inventory data of current opportunities and use for baseline measurement.
- **Action 4.1.3.** Expand the number of opportunities to expose COHP students to underserved populations by 10% over 5 years.

COHP Strategic Plan 2024-2029



OBJECTIVE 4.2

Enhance or develop relationships between COHP and healthcare providers in rural and urban areas, providing support to providers.

STRATEGY 4.2.1

Performs a survey or needs assessment among alumni, current preceptors, healthcare providers, and appropriate local and state agencies in underserved areas.

STRATEGY 4.2.2

Inventory the opportunities currently offered by COHP for continuing education (CE) and the consultation services provided to health care providers in underserved areas.

STRATEGY 4.2.3

Provide additional CE opportunities, content, and consultation services to health care providers in underserved areas.

STRATEGY 4.2.4

Create an interdisciplinary resource library or repository to benefit various populations and the providers or students who work with these patients.

PERFORMANCE INDICATORS

- **Action 4.2.1.** Create and disseminate survey of CE opportunities within six months of COHP Strategic Plan approval and compile the data by end of year 1.
- **Action 4.2.2.** Compile the ten main categories the end of the first year, and update the list annually, adding new categories as needed.
- **Action 4.2.3.** Request that each COHP program add up to two new CE opportunities, content modules, or consultation services for health care providers in underserved areas over the next five years and track these events using Givepulse platform or other repository tracker.

COHP Strategic Plan 2024-2029



OBJECTIVE 4.3

Target and recruit non-traditional students and students from underserved areas to COHP professions.

STRATEGY 4.3.1

Determine current UTHSC resources to enhance recruitment for non-traditional students and those from underserved areas to COHP programs and departments.

STRATEGY 4.3.2

Provide and track other recruitment opportunities (high school and college) to encourage students in underserved areas to consider COHP professions.

STRATEGY 4.3.3

Explore options for partnerships in underserved areas to incentivize alumni to work in underserved areas in Tennessee.

PERFORMANCE INDICATORS

- **Action 4.3.1.** Collect baseline data on COHP recruitment activities and deliver data to the Student Services Office and Department Chairs within 6 months of COHP Strategic Plan implementation.
- **Action 4.3.2.** Increase recruitment opportunities for COHP programs and departments by 10% over 5 years.
- **Action 4.3.3.** Create five incentives for COHP alumni to explore options for employment in underserved area.

OBJECTIVE 4.4

Utilize UT System-wide clinics for interprofessional educational, research, and practice opportunities.

STRATEGY 4.4.1

Create a centralized, accessible database of UT clinics across the state.

STRATEGY 4.4.2

Explore interprofessional partnerships or collaborations between COHP programs and statewide UT clinics.

PERFORMANCE INDICATORS

- **Action 4.4.1.** Complete the centralized UT clinic database by December 2025.
- **Action 4.4.2.** Identify opportunities for interprofessional partnerships with each clinic by 2026.

COHP Strategic Plan 2024-2029



PILLAR #5

DEVELOPING TALENT

GOAL

The COHP will foster a culture of collaboration, innovation, and well-being to create an environment of success for college faculty, staff, and students.

OBJECTIVE 5.1

Strengthen organizational culture and communication.

STRATEGY 5.1.1

Create a platform for easy communication and resource sharing among different COHP programs and departments.

STRATEGY 5.1.2

Establish a feedback system to gather input from faculty, staff, and students on work environment and educational experiences.

STRATEGY 5.1.3

Organize team-building activities and events to enhance collaboration and stronger connections among the COHP programs and departments.

PERFORMANCE INDICATORS

- **Action 5.1.1.** Determine the total number of active users on the platform.
- **Action 5.1.2.** Measure the frequency of platform logins.
- **Action 5.1.3.** Determine the number of messages or resources shared on the platform. Within six months of Strategic Plan implementation, collect the inventory of current opportunities and deliver baseline measurements to the office of the Executive Assistant Dean for Finance and Operations for analysis.
- **Action 5.1.4.** Determine the average response time to feedback received from stakeholders.
- **Action 5.1.5.** Count the number of changes implemented based on feedback.
- **Action 5.1.6.** Log the number of team-building activities offered per year.
- **Action 5.1.7.** Track the number of stakeholders who participate in the available activities.
- **Action 5.1.8.** Institute pre- and post-event satisfaction surveys for COHP faculty, staff, and students.

COHP Strategic Plan 2024-2029



OBJECTIVE 5.2

Support professional development opportunities.

STRATEGY 5.2.1

Provide training, opportunities to attend conferences, and career growth activities for members of the COHP faculty and staff.

STRATEGY 5.2.2

Implement interdisciplinary team-building workshops and/or training programs to benefit members of the COHP faculty and staff.

STRATEGY 5.2.3

Develop recognition and reward initiatives to acknowledge and celebrate outstanding contributions by members of the COHP faculty and staff.

PERFORMANCE INDICATORS

- **Action 5.2.1.** Determine the number of faculty/staff members who participate in training or attend conferences.
- **Action 5.2.2.** Calculate the retention rates of employees who have participated in training or professional development activities.
- **Action 5.2.3.** Count the number of team-building workshops provided to members of faculty and staff per year.
- **Action 5.2.4.** Calculate the percentage of faculty or staff members who participate in team-building exercises or training opportunities per year.
- **Action 5.2.5.** Determine the total number of interdisciplinary projects implemented after completion of training each year.
- **Action 5.2.6.** Detail the recognition and reward options (e.g., awards, spot bonuses, certificates, appreciation events) available to members of faculty or staff and the milestones to be met to earn such rewards.
- **Action 5.2.7.** Report the number of college faculty and staff members who are recognized for outstanding service contributions to the college.

COHP Strategic Plan 2024-2029



OBJECTIVE 5.3

Prioritize Well-being and Work-Life Balance

STRATEGY 5.3.1

Promote UTHSC sponsored health and wellness programs and events.

STRATEGY 5.3.2

Launch initiatives to support work-life balance for faculty and staff.

STRATEGY 5.3.3

Encourage opportunities for faculty, staff and student engagement and community outreach.

PERFORMANCE INDICATORS

- **Action 5.3.1.** Report the number of faculty, staff, and students who participate in health and wellness programs/events each year.
- **Action 5.3.2.** Identify the annual changes in sick leave and absenteeism.
- **Action 5.3.3.** Determine the total number of healthy practices adopted by employees each year.
- **Action 5.3.4.** Catalogue the number of employee well-being initiatives that are launched yearly.
- **Action 5.3.5.** Establish the annual rate of employee retention following the implementation of work-life balance initiatives.
- **Action 5.3.6.** Measure the number of engagement and community outreach opportunities yearly.
- **Action 5.3.7.** Report the percent of faculty, staff, and students that participate in engagement and community outreach events each year.