Strategic Planning Report –2016-2017
Unit: College of Graduate Health Sciences
Administrative Lead: Donald B. Thomason, Ph.D., Dean (Name/Title)

Strategic Priority	Initiative	Accomplishments
Strategic Priority A: Educate Outstanding Graduates Who Meet the Needs of the State & Its Communities	• Enhance the Pool of Qualified, Committed, and Diverse Applicants (CGHS A-1) • Improve the Efficiency and Effectiveness of the Application Process (CGHS A-2) • Provide Career and Essential Skill Development on a Path to Independence (CGHS A-4)	• Refined the new CAS/CRM to improve recruitment and yield • Adopted a more holistic applicant review by waiving standardized test requirements and decreasing the requirements for admission of well-known applicants • Conducted or sponsored multiple workshops to develop essential career and job skills
Strategic Priority B: Grow the Research Portfolio Focusing on Targeted Areas	• Provide Research Experiences that Enhance Recruitment (CGHS A-3) • Develop Grantsmanship (CGHS C-3)	• Continued to run and support the Summer Research Scholars Program for undergraduates • Provided fellowship application submission incentives and award incentives for graduate students • Provided a fellowship application submission incentive for postdoctoral fellows • Partnered with the Office of Research to enhance awareness of funding opportunities
Strategic Priority C: Create Areas of Clinical Prominence While Expanding Outreach		
Strategic Priority D: Increase Visibility & Recognition of UTHSC Contribution	• Expand the Value and Visibility of the College to UTHSC and the Community (CGHS Crosscutting F) • Increase Community Awareness of CGHS Research (CGHS B-6) • Increase Trainee Presentations in Local, Regional, National and International Meetings (CGHS B-2) • Enhance the Post-Doc Applicant Pool (CGHS C-6)	• Supported an institutional repository designed for student and postdoc research documents (dissertations, theses, presentations) that had nearly 4000 downloads world-wide during the first seven months of operations • Supported travel awards for graduate students and postdoctoral fellows to present at meetings • Maintained a branded, international recruiting site for UTHSC postdoctoral fellows at NatureJobs • Increased the number of fellowship applications submitted by graduate students and postdoctoral fellows through submission incentives
Strategic Priority E: Align UTHSC Resources with Areas of Excellence	• Embed Interprofessional and Interdisciplinary Education and Research in the Work of the College (CGHS Crosscutting G) • Increase Development of Translational Research (CGHS B-5)	• Appointed faculty to the new Department of Interprofessional Education • Developing a certificate program in Healthcare Quality Improvement under the Institute for Health Outcomes and Policy • Developing educational programs in concert with research initiatives that are developing with other universities
Strategic Priority F: Expand & Strengthen Key Community & Other Partnerships	• Increase Community Awareness of CGHS Research (CGHS B-6)	• Sought to provide keynote speakers for trainee research functions from local and regional organizations with medical/biomedical interests • Supported Lunch-n-Learn sessions for trainees with local and regional leaders for discussion of cross-disciplinary topics

Cross Cutting Priority 6: Recruit & Retain Faculty, Staff & Students Through Development, Support & Mentorship	• Foster and Reward Excellence in Teaching and Mentoring (CGHS C-1) • Develop Effective Career Mentors and Advisors (CGHS C-2) • Provide Career and Essential Skill Development on a Path to Independence (CGHS A-4) • Provide Professional Skills and Career Development (CGHS C-5) • Recruit and Retain Qualified and Diverse Staff (CGHS D-2) • Actively Engage in UTHSC Faculty Recruitment and Retention (CGHS D-1)	• Continued to support and encourage the Mentor Academy • Sponsored career development activities for trainees • Sponsored career and skills development for staff through off-campus activities • Participated in faculty and trainee recruitment in all colleges
Cross Cutting Priority 7: Continue to Increase Diversity	• Enhance the Pool of Qualified, Committed, and Diverse Applicants (CGHS A-1) • Recruit and Retain Qualified and Diverse Staff (CGHS D-2)	• Refined the new CAS/CRM to improve recruitment and yield • Adopted a more holistic applicant review by waiving standardized test requirements and decreasing the requirements for admission of well-known applicants • Continued to run and support the Summer Research Scholars Program for undergraduates • Provided career development opportunities for staff
Cross Cutting Priority G: Increase Strategic Integration Across UTHSC	• Foster Interprofessional and Interdisciplinary Collaboration across Diverse Programs (CGHS C-4)	• Supported the development of a new Health Informatics and Information Management track within the Health Outcomes and Policy PhD program • Beginning to develop a certificate program in Healthcare Quality Improvement within the Interprofessional Education Department and Institute for Health Outcomes and Policy
Cross Cutting Priority H: Strengthen Organizational Effectiveness & Adaptability Through a Focus on a Culture of Excellence Across the Institution Including Staff, Faculty & Administration	• Nurture a Healthy, Ethical, and Respectful Culture in the Conduct of Research (CGHS Crosscutting E)	• Revised the student annual progress report to provide more fine-grained feedback and monitoring of student progress • Continued the practice of meeting with students and their faculty committees to charge them with creating an atmosphere of healthy and respectful communication • Instituted the absolute requirement for postdoctoral fellows and mentors to create IDPs and substantiate the progress with annual reports