**Strategic Planning Report – 2018-2019**

**Unit: Academic, Faculty and Student Affairs**

**Administrative Lead: Lori Gonzalez, PhD**

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| **Strategic Priority** | **Initiative** | **Accomplishments** |
| **Strategic Priority A:**  Educate Outstanding Graduates Who Meet the Needs of the State & Its Communities | Academic Affairs: Accreditation  Library: Provide research and learning support to faculty and students utilizing library resources through collaborative efforts critical to the mission of the unit and in line with the goal of the campus Quality Enhancement Plan (QEP) topic, we will   * Continue to work on the resource portal for the QEP topic Social Determinants of Health * Initiate and develop an embedded librarian service, based on current best practices, to proactively market and offer library services to faculty * Seek to more fully integrate library services in our online teaching environment, such as * Creating learning modules guided by the new information literacy framework for higher education * Develop new research support services to better support faculty and the research being conducted on campus, such as: * Research impact analysis and assessment for faculty in line with the Digital Measures implementation   CHIPS: Grand Opening  International Affairs: Conduction of new International Students  SASSI: Develop relationships , integrate SASSI services and support directly or indirectly , and facilitate all students in becoming mastery learners through quality interactions, theory-driven strategies, and ongoing experiences. | Academic Affairs: Oversaw the structuring, organization, and digitization of all documents related to accreditation, including all historical documents. One Drive file established. Participated in an on-site accreditation site visit for SACSCOC. Attended three SACSCOC meetings in preparation for writing our re-affirmation compliance document in 2018-2019. Began initial review, organization, and drafting of the SACSCOC re-affirmation compliance certification document.  Library: Provided the following research and learning support services:   * + Classroom presentations (20 presentations given)   + Library Workshops (22 given)   + Research Consultations (238 faculty & students)   + The Anatomage Table services (53.25 Contact hours; 10 Trainings, 4 Tours)   + Arena Orientations (882 students)   + Information Desk staffed (7 days weekly)   + Systematic reviews (9 reviews underway)   + Literature searches (301 searches completed)   + Embedded librarian services (3 academic courses)   + On-going content development of QEP resource portal (504 views)   + RLS librarians participated in the testing of data entry into Digital Measures (14 faculty CVs from different colleges) * Created library learning modules in Blackboard and made them available to the campus * Plagiarism: What you Need to Know   (All new students of the College of Nursing are required to take the module)   * Professional Issues Plagiarism Module   (This module was designed for NSG 410 Professional Issues, Summer 2018)   * Information Literacy 101   CHIPS: Grand opening of CHIPS and a grand opening Symposium for all of UTHSC  International Students: Conducted the International Student Orientation for 12 new international students on August 10, 2018. We welcomed new students from Bangladesh, China, Nepal, Nigeria, and Taiwan this year. The International Student Association, represented by Geetika Singh, Sanjana Haque and Violeta Pellicer Morata, also presented practical information to the new students; Processed 14 green card sponsorship applications; Successfully obtained approvals of immigration petitions for which USCIS sent requests for evidence or notices of intent to deny.  SASSI: Provided online and after-hours resources for students expanded to include additional counseling support and information but also to incorporate JED resources   * Landing Page - http://uthsc.edu/take-care/. A general page for links to campus offices and support such as counseling, tutoring, UHS, * Online portal for sharing students of concern: <https://pavesuite.com/UTHSC/PublicPortal/CustomIncidentReport?code=concern> * Online and Campus Support and Off Campus support: <https://uthsc.edu/care-team/counseling-resources.php> * After Hours Phone for SASSI counselors and Dr. Collins   Counseling Initiatives and #Take Care Campaign focusing on the following goals:   * Provide visible messaging promoting caring, support and self-care as a Campus-wide effort. * Increase help-seeking behaviors of students in distress respecting differences impacted by race, culture, religion, sexual orientation, etc. * Demonstrate/model skills to handle the emotional, academic, social and physical demands of the health science curricula and health care professions through real-life experiences of students and healthcare professionals.   Met with M-1 and P-1 students for 30-minute wellness and assessment check-in; Provided Suicide Prevention Training for Student Affairs Faculty and Staff; Presented to student, faculty and staff regarded increased counseling resources; Warrior Within Faculty Panel  Co-presented with CON faculty Test Taking Strategies Workshop; Presented to CON faculty on relationships and retention of students; Integrated educational specialists and counselors into COP Wellness Curriculum; developed Ask an Educational Specialist Text, Email or in Person Hours, Drop-In hours during different board prep period for Dentistry and Medicine, and Recorded workshops for online access |
| **Strategic Priority B:**  Grow the Research Portfolio Focusing on Targeted Areas | Library:   * Recruit professional librarians with the expertise to provide support to grow the embedded librarian concept focusing on the needs of the colleges * Support the campus Digital Measures Project Implementation * Secure grant funding for innovative projects to increase access to, and use of campus archival and historical materials * Pursue grant funding for innovative projects to increase access to, and use of campus archival and historical materials | Library:   * Search completed with three professional librarians hired. They are the library liaisons for the College of Health Professions, the College of Pharmacy, and the College of Dentistry. * RLS librarians are embedded in 3 academic courses. * RLS librarians supported Digital Measure implementation by testing data entry. * RLS librarians secured two grant projects: “Memphis Medical District Collaborative Event Grant” awarded by UTHSC and “Supporting Public Libraries: Supporting All of Us, Community Engagement Award” from the National Network of Libraries of Medicine (NNLM). * Collaborated with a campus faculty, one RLS librarian is a co-Principal Investigator for the Research Data Management Project Award awarded by the National Library of Medicine (NLM) and the National Institutes of Health (NIH). * Attended Digital Measures Admin Training and User Conference in Milwaukee * Hired Assessment and Scholarly Communications Librarian who started Dec. 2018. Completed DM Admin training and Workflows admin training certification. Actively involved in DM implementation |
| **Strategic Priority C:**  Create Areas of Clinical Prominence While Expanding Outreach | Library:   * Expand the existing liaison program to meet the needs and educate clinicians in available library resources supporting grant efforts * Develop an embedded librarian “House Call” service for all colleges and advocate library research and learning services | Library:   * Assisted adjunct faculty and preceptors to access library resources * RLS librarians attended Psychiatry Grand Round and student research symposiums/presentations. * RLS librarians reached out to the new faculty members to promote library services and resources. |
| **Strategic Priority D:**  Increase Visibility & Recognition of UTHSC Contribution | Library: Collect, preserve and promote campus historical materials.  CHIPS: Hosted event and development opportunities | Library:   * Continued to research and updated QEP Resource Portal to support program development on Social Determinants of Health * All RLS librarians are serving on QEP committees * One RLS librarian serves on COP Curriculum Committee; one RLS librarian was invited to attend CON Curriculum Committee meeting. * Served as a guest lecturer for Social History of Medicine course at the University of Arkansas to promote our historical collections. * Continued to populate IR with new campus materials. There were more than 15,000 full-text downloads from 150 countries of our IR content from July 2018 through January 2019. * Completed 28 internal and external reference and research requests between July 2017 and January 2019 * Hosted Memphis Area Library Council Meeting * Worked with donors to accession collections, both internal and external * Curated and produced exhibit on Memphis yellow fever epidemic   CHIPS: Hosted national meeting with over 300 attendees, SimGHOSTS; Hosted state meeting with approximately 150 attendees, Tennessee Simulation Alliance; Hosted nationally recognized instructor development course for simulation, The National League for Nurses Institute for Simulation Educators (NLN ISE); Hosted local meeting for the Memphis area InterProfessional Education Summit (MIPES); Multiple development events including the Community Foundation, Chamber of Commerce, COM Alumni Council, and others. |
| **Strategic Priority E:**  Align UTHSC Resources with Areas of Excellence |  |  |
| **Strategic Priority F:**  Expand & Strengthen Key Community & Other Partnerships | Academic Affairs: Quality Education Plan (QEP)  Library: Find opportunities for collaboration with external entities and organizations  CHIPS: Community Engagement  International Affairs: Leadership and Community Engagement | Academic Affairs: Oversaw preliminary work on the Quality Education Plan (QEP), including chairing the search for the permanent director.  Library:   * Initiated Library collaboration with the Memphis Medical District Collaborative * Continued collaborative project with historian and archivist at Arkansas State University with materials from Crittenden Hospital in West Memphis, Arkansas.   CHIPS: Hosted over 100 high school students interested in a health career for a one-day simulation event; Participated in the summer TIPS program, with sessions being held at CHIPS to learn/practice skills.  International Affairs: Our office provided leadership and engagement in the NAFSA: Association of International Educators Region 7 Conference, held in Memphis in November.   * Peggy was co-chair of the Local Arrangements Committee * Connie presented in two conference sessions and a meeting for healthcare institutions |
| **Cross Cutting Priority 6:**  Recruit & Retain Faculty, Staff & Students Through Development, Support & Mentorship | Academic Affairs: Establish a culture of best practices.  Faculty Affairs: Digital Measures; Support faculty  Office of Equity and Diversity (OED): Taleo (applicant tracking tool)  Communications and Marketing: Transformed Digital Measures and TLC websites for more efficient use.  Library:   * Enhance RLS librarians’ knowledge and skill in information literacy instruction using Framework for Information Literacy for Higher Education by the Association of College of Research Libraries (ACRL). * Enhance common culture on campus by providing a sense of history and cohesiveness through campus historical and archival materials, for use as a tool by development and alumni affairs   CHIPS: Training | Academic Affairs: Worked with College of Dentistry faculty to: review, revise, and update College bylaws, including materials for promotion and tenure. Facilitated defining a path for non-tenure track faculty to be eligible for promotion. Chaired search committee for Associate Dean for Clinical and Extramural Affairs  Faculty Affairs: Continual work to properly configure Digital Measures for IRIS, Banner, and Cayuse data. Work with Faculty Affairs Working Group (FAWG) and college implementation team representatives to configure college-specific reports. Recruited new Director for Teaching and Learning Center (TLC). Developed department chair’s newsletter for communicating important information to chairs spring 2018. Conducted New Faculty Orientation and Promotion/Tenure/Faculty Recognition lunch  Office of Equity and Diversity (OED): Taleo went live and in use for Faculty and Executive Administration  Communications and Marketing: Redesigned Digital Measures’ website for better user accessibility; Created Digital Measures User Guides for additional, visual guided help for new users; Updated TLC’s home and event pages to efficiently market their tools and workshops to faculty and staff.  Library:   * Search completed with three Faculty Librarians hired * Four student workers were recruited to work in the library * RLS librarians attended Systematic Review Series of Webinars produced by the Medical Library Association (MLA) * The library purchased the ACRL’s Framing Information Literacy Webcast series including e-books * RLS department organized 6 discussion sessions to talk about ACRL Framework and how to apply them in library instruction * Provided historical reference support to Alumni Affairs as well as external researchers * Began digitizing class composite photos and created online repository for use by Alumni Affairs   CHIPS: Held over 20 training events for staff to learn new equipment and systems; Offered ten Learn, Eat, Collaborate (LEC) sessions for UTHSC faculty/staff to learn more about simulation education/assessment and CHIPS resources. |
| **Cross Cutting Priority 7:**  Foster and sustain a diverse and inclusive culture where we respect and engage all members of the UTHSC community. | Office of Equity and Diversity (OED): Program development; Mandatory Reporter; Title IX training  SASSI: Support and Participation | Office of Equity and Diversity (OED): Reconstitute the Diversity and Inclusion Advisory Council. Facilitated conference-style program April 1-2, 2019; Developed new training around cultural competence for D-3 and D-4 COD students. Launched new diversity and inclusion programs (i.e. Diversity photo contest, speaker’s bureau, and conversations with everyday people). Initiated Wine Down program (at National Civil Rights museum) in recognition of Black History month; Developed better tracking of Mandatory Reporter/Responsible employee training; Delivered Title IX training.  SASSI: Supported UNITE with funds for lunch-time meetings and for some Health Awareness Week Events; Provided UNITE support for Gay Pride Parade and event ;Black Male Student Group Panel visit to University of Memphis to talk about their navigation and successful experiences on their paths to the health sciences; Participated in College of Medicine/SNMA Student Visit Weekend; Online Student Support Guide Community Resources booklet; Updating boards outside of SASSI with SASSI tree word art updated services, campus and department events, flyers, weeks/months to celebrate for diversity, pride, nurses week, doctors day etc., tips for learning/wellness, etc. |
| **Cross Cutting Priority G:**  Increase Strategic Integration Across UTHSC | Library: Develop partnerships with key campus units to improve student success:   * Information Technology Services – having part or all of their Help Desk in the library * Student Academic Support Services and Inclusion (SASSI) – have some of their staff in the library and partner more on events and services for students * Teaching and Learning Center – work with them more on events and services in the library   Look for other opportunities to collaborate with other campus units  Communications and Marketing: Collaborated with SASSI on new campaigns  Student Conduct: Collaborate with SASSI in developing new protocols  SASSI: Connected with key partners to improve student learning and performance | * Participated in campus TeachFair by presenting “Identifying Publishing Opportunities: Looking Beyond Impact Factor.” * RLS librarians attended #TakeCare events hosted by Student Academic Support Services and Inclusion (SASSI) * RLS department head met with the new director for Teaching and Learning center to discuss about potential collaboration to support faculty teaching and student learning. Two resource guides, authored by TLC, are in the process of merging into one   Communications and Marketing: Worked with SASSI on designing materials and marketing their 2019 Spring “#takecare” Campaign  Student Conduct: Working in collaboration with CARE/SASSI/Student Conduct to develop protocol for handling violations to drug and alcohol standards of conduct; Establish goals for CARE team training on PAVE conducted by Asst Director; currently all outstanding honor council entries from 2017 have been added to PAVE.  SASSI: Worked with AIMS Committee in the College of Medicine. Assisted with connecting with Dr. Epps; Worked with Communications and Marketing designing the “#takecare” shirts for staff, student giveaways and marketing materials |
| **Cross Cutting Priority H:**  Strengthen Organizational Effectiveness & Adaptability Through a Focus on a Culture of Excellence Across the Institution Including Staff, Faculty & Administration | Admissions: Improve Processes: Create data driven decisions on all applicant pool information.  Student Affairs and Enrollment Services (SAES): Professional Development; Foster collaboration with Colleges; Revise job descriptions; QEP Co-Curricular committee; Improve CARE Team; Foster collaboration with IT  AFSA Finance: Financial solvency  Faculty Affairs: Best practices  Library:   * Promote a high level of excellence by keeping abreast of current library trends and being proactive and innovative implementing new ways to enhance library’s role in the organization. * Remain current on archival standards and best practices to ensure proper management and administration of campus archival and historical collections * Collaborate with campus areas to partner with and support research efforts   Student Conduct: Training; Process Improvements  SASSI: Professional Development; Recruit professionals to meet the ongoing needs of students  Financial Aid: Improve Processes: Award monies & automate processes; Foster collaboration with campus Finance offices; Promote Financial Literacy  Registrar: Improve Processes and implement improvements to increase efficiency.  Student Life and Health Career Programs: Process Improvements  CHIPS: Process Improvements  Communications and Marketing: Website Conversion; Accreditation Marketing  Academic Affairs: Curricular Work Flow | Admissions: Entered all applicant (admitted, denied, waitlist, incomplete) data in Banner. Launched OnBase and developed product customization based on Banner data. Went live with UniCas and PTCas (June); Completed PharmCAS, DentCAS, UniCAS, and PTCAS (September); Entered into a shared admissions processing review between admissions counselors and Colleges of Nursing, Dentistry, and Pharmacy.  Student Affairs and Enrollment Services (SAES): Multiple trainings conducted for staff in areas of leadership, customer service, team building, attitude and strategy; Completed one/one discussions with all SAES team members to understand strengths and challenges within SAES and to understand employee skill sets and professional development needs; Conducted monthly team meetings with all staff (1st/2nd Thursdays: leadership team [direct reports], 3rd Thursday leadership team+ [direct reports/associate/assistant directors], 4th Thursday all SAES staff. Planned and completed informational meet and greet luncheons with College Academic and Student Services’ Deans; Completed one/ones with all College Deans and received feedback on each College’s issues and concerns. Worked with HR on job description revisions for Financial Aid and Admissions administration and staff. Conducted four QEP Co-Curricular committee meetings and developed Blackboard site before restructuring of QEP; Worked in conjunction with co-chair and CARE Navigator to develop CARE Team training, handbook, and website; Presenter at College presentations on CARE team processes and SASSI resources; Received approval to conduct weekly project review meetings with IT supervision to escalate the completion of SAES priority projects.  AFSA Finance: FY18 had significant surplus which was carried over to FY19. Completed and processed all forms/documentation for budget reconciliation, probables, and proposed budgets. Met regularly with AFSA business staff and provided training, updates, policy and procedure changes. Maintained tracking system for document processing. Processed and maintained complicated and time-consuming contracts and amendments (Verified Credentials, NC SARA, HealthStream). Completed HR and finance functions for the AFSA reorganization. Managed and monitored THEC Innovative Online Grant. Created electronic HR files for AFSA employees on a SharePoint Drive. Resolved many vendor issues.  Faculty Affairs: Work collaboratively with Faculty Senate to update Faculty handbook; Published first updated version of the Faculty Handbook since 2010; Developed new items for Board of Trustee (BOT) review in March 2019 meeting: Faculty-Student Relationships and Peer Review of Teaching  Library: Two RLS librarians took 8-week long online course on Evidence-Based Practice and the Medical Librarian; Multiple CE courses completed by RLS librarians; RLS librarians attended national, regional, and local professional conferences (e.g., Medical Library Association Annual Meeting, Southern Chapter of the Medical Library Association Annual Meeting); Began serving as Memphis Area Library Council President; Continued serving as Library’s senator on the UTHSC Faculty Senate; Continued serving as Faculty Senate representative to Library Advisory Council; Trained student worker in digitization of photos; Created library workshops to support research effort (e.g., So you Want To Do a Systematic Review, EndNote, and Google for Researchers); Collaborated with campus areas, new resource guides were created (e.g., Peer Review of Teaching and Evidence-Based Course Design and Strategies for Teaching and Learning); Collaborated with Teaching and Learning Center to update the Online Orientation for New Students in Blackboard  Student Conduct: Completed Honor Council Training for all colleges; Establish goals for CARE team training on PAVE conducted by Asst Director; currently all outstanding honor council entries from 2017 have been added to PAVE; In the process of developing a matrix for processes and services affecting students as it relates to items contained within the Code of Conduct; Advised new Asst Director of Student Conduct and Community Standards to help establish web presence on the UTHSC website  SASSI: Presented at the AAMC Southern Group on Educational Affairs conference, “The Many Faces of Academic Support;” participated in the NACUA Briefing and Webinar - Students Who Pose a Threat of Self-Harm: What Can Institutions Do?; Case Management Training for CARE Navigator; Glasser Choice Theory Training; Fine-Tuned TIP programming and approaches with continuing to provide even more quality connections, strategies and support; Provided Suicide Prevention Training for Student Affairs Faculty and Staff: Trained 10 employees from various offices in QPR (Suicide Prevention) as trainers to go out to the campus and offer training to faculty, staff, students and residents; Hired and trained seven (7) new employees (CARE Navigator, three counselors, one administrative support assistant, two (2) educational specialists).  Financial Aid: Disbursed over $85M in Federal Student Aid, and $3.4M and $1.4M in Private Student Loans in various types of scholarship funding. Awarded and disbursed over $277,000 in Federal Work Study Funds; Initiated contract for Financial Aid Automation work with Strata Information Group (SIG); Conducted ongoing meetings with Charles Cossar (CFO), Michael Ebbs (AVC-Finance), Byron Porter (Bursar) to clarify and streamline processes between Business Office and Financial Aid; Redesigned Financial Literacy Orientation presentation and flyer; Developed and hosted the first UTHSC Federal Work-Study Job Fair.  Registrar: Reformatted the transcript towards best practice standards and leveraging workflow to automate grade changes, program changes, academic standing changes and university withdrawals; updated job descriptions to reflect increased use of technology and additional skills and tasks; relocated transcript operations to improve security and monitoring; worked in conjunction with Communications and Marketing to develop an online FERPA training site and established Registrar’s office module via Blackboard for new student orientation.  Student Life and Health Career Programs: Created new Student Life activities/events calendar; Reviewed and provided recommendations for new protocols, program design and marketing materials for 9 Commencement Ceremonies; Worked in collaboration with Director SL, AFSA, Vol Shop and Colleges teams to negotiate, prepare and approve contracts for commencement venues; Worked with SL team to establish IE Outcome Assessment Indicators; Worked with Director to develop program and presented Welcome Address at the 1st Inaugural White Coat Ceremony for Track I (TIP program was awarded a grant from the Memphis Medical District Chamber to provide funds for the ceremony.  CHIPS: Streamlined process to improve customer service. Includes one point of contact for all things simulation ([simulate@uthsc.edu](mailto:simulate@uthsc.edu)) and an online process to request scheduling for simulations, meetings, and independent practice. All flows for scheduling, planning, and delivering simulation events are now integrated into Trello which provides much more efficiency and reliability; Addition of 4 key staff positions to support administrative tasks, standardized patient program and programmatic operation; All SSH-required policies for accreditation have been submitted and approved by CASA  Communications and Marketing: Converted and merged all ten of AFSA’s websites to new and more efficient versions; Created and develop websites, materials, logos and concepts for the QEP, Community Engaged Care.    Academic Affairs: Completed work with College of Health Professions in May, 2018 after working with Dean Alway from January through May. Established a Curriculum Committee in the College and facilitated process/procedure for approval of curricular changes. Chaired search committee for Associate Dean for Academic and Faculty Affairs. |