Strategic Plan for The University of Tulsa
College of Health Sciences 2015–2020

Introduction

From January through June, 2015, the faculty of the newly created College of Health Sciences, the leadership of the University of Tulsa and key community stakeholders were involved in more than 81 meetings and interviews to determine the course of this new college over the next five years. The result of these efforts is the following strategic plan.

Section I. Mission of the College of Health Sciences

The Mission of the University of Tulsa is described below:

The University of Tulsa is a private, independent, doctoral-degree-granting institution whose mission reflects these core values: excellence in scholarship, dedication to free inquiry, integrity of character, and commitment to humanity. The university achieves its mission by educating men and women of diverse backgrounds and cultures to:

- Become literate in the sciences, humanities and arts.
- Think critically and write and speak clearly.
- Succeed in their professions and careers.
- Behave ethically in all aspects of their lives.
- Welcome the responsibility of citizenship, service, and leadership in a changing world.
- Acquire the skills and appetite for lifelong learning.

The mission of the newly established College of Health Sciences (2015) fully embraces and incorporates the above mission of the University of Tulsa.

Section II. A Look Ahead: Populations Shifts, the Science of Cities, Demands on Higher Education and the US Health Care Landscape

In strategic planning for the new College of Health Sciences, the following factors were considered:

Dramatic Population Shifts

- An aging US population, with more than 10,000 people retiring each day in the U.S.
- A dramatic increase in diversity, with the US Caucasian population slated to become a majority minority in 2040.
- An increase in potential students that are first in family college applicants with little understanding of academic and financial rigor required to complete undergraduate and graduate programs.
The Science of City Growth or Demise

- As US population ages, spending by older adults and therefore tax revenues for city core functions will decline.
- Leads to dramatic increase in competition for cities to develop, recruit and retain young, motivated and creative talent.
- That young talent desires cities with active downtown core, recreation opportunities, entertainment opportunities, walkability, public transportation, innovation and entrepreneurship hubs and diversity.
- In a world of greater transparency and ability to compare cities, the health status of a particular city’s workforce will be a determinant of economic growth.

Demands on Higher Education

- Our nations highest ranked universities will continue to benefit from their longstanding prestigious reputations and high levels of desirability among applicants.
- Due to population shifts, an increase in competition from on-line and for-profit schools and attention to price of private college tuition, the next tier of Top 100 private schools may see a shrinking pool of their traditional student applicants.
- Among these schools, there will be an increasing level of attention to overall value of degree at a particular institution as compared to simply the prestige of that institution as in the past.
- This creates a demand for university leaders to distinguish their institution regarding core knowledge, experiential learning, inquiry and research opportunities for students and overall value of seeking a degree at that institution.

The Changing US Health Care Landscape

- As population ages, demand for health care services and therefore health care professions graduates will increase.
- Oklahoma is the most challenged of all states regarding physician supply over the next decade.
- Will see a growing need for team-based health care to meet demand for health care services.
- Payment for health care services is dramatically shifting from volume to value and health outcomes driven models.
- We will see greater attention to the emerging field of health care delivery science.
- Within efforts to improve health of entire cities, attention to health disparities will play an increasing role. Oklahoma and Tulsa specifically demonstrates significant health disparities between mid-town and south Tulsa compared to north, east and west Tulsa.
- In addressing health disparities and health care delivery sciences, we will see increasing attention to the culture of health, social determinants of health, addiction, poverty and the mental illness aspects of health care costs.
Section III. College of Health Sciences Vision 2020

In fulfilling the broader mission of the University of Tulsa, the following college vision was developed in concert with the faculty of the College of Health Sciences, the leadership of the University of Tulsa and area stakeholders:

VISION 2020: Over the next five years, the University of Tulsa College of Health Sciences will play a leadership role in improving health at the local, national and global levels through the efforts of our students, faculty and staff, graduates and strategic partnerships. In doing so, the College of Health Sciences contributes to the value of the student experience at the University of Tulsa and the advancement of both the University of Tulsa and the Tulsa region.

In achieving this vision, the TU College of Health Sciences and the TU Vice President’s Office for Health Affairs will have four areas of focus over the next five years:

■ Building College Infrastructure
■ Health Care and Researcher Workforce Expansion
■ Experiential Learning at Local and International Levels
■ Diversification of Scholarship and Revenue Generating Activities

Section IV. Strategic Plan Goals and Tactics for the College of Health Sciences and Office of Vice President Of Health Affairs College Infrastructure

Goal 1. Establish Administrative Structure of College of Health Sciences and Build Local and National Awareness of College.

■ Dean's Office created.
■ Organizational Chart created.
■ College Committees created.
■ Faculty Senate Representatives elected.
■ College Policies and Procedures written and endorsed.
■ Appoint College of Health Sciences Research Faculty.
■ Establish a College of Health Sciences Student Advisory Board comprised of students from each major.
■ Establish a College of Health Sciences Early Career Faculty Advisory Board comprised of Assistant Professors.
Public Relations and Awareness Campaign for New College of Health Sciences in Conjunction with Institutional Advancement and Enrollment Services:

➤ Fall 2015 – Opening of School of Community Medicine
➤ Fall 2015 - Faculty White Coat Ceremony, Culture of Health Symposium, Announce Albert Schweitzer Fellowship Program, New facilities move, Formal Event to thank donors to College of Health Sciences.
➤ Appoint TU College of Health Sciences Board of Visitors.
➤ Integrate College of Health Sciences awareness efforts with broader University of Tulsa student recruitment programs.
➤ Establish a strong College of Health Sciences web and social media presence to assist with student recruitment and build awareness of College of Health Sciences faculty and student innovations.

Goal 2. Establish Academic, Services and Research Space for Growth of College and Health Related Programs Across University of Tulsa

- Classroom and Office Space estimates for College of Health Sciences completed.
- Clinic Needs for Primary Care, Psychology, Law and Wellness completed, design promotes team care models.
- Simulation Center:
- Private support funds awarded.
- Design completed.
- Initial Master Design completed.
- Establish a Neighborhood Affiliation for Built Environment and Non-Profit Partnerships that Support TU Health Related Programs with United Way, Mental Health Association, Big Brothers Big Sisters, Community Service Council, MyHealth Health Information Exchange, Leadership Tulsa that facilitate retail and housing expansions in the area.

Health Care and Researcher Workforce Expansion

Goal 3. Open School of Community Medicine – Student MD and PA Programs — with Prominent Roles for University of Tulsa Faculty.

- Complete Contracts for TU Faculty time in PA and MD education programs.
- Fully develop University of Tulsa Bachelor’s Programs - School of Community Medicine Medical Doctoral degree partnership.
- Scholarships established to support students in medical education track at University of Tulsa and the University of Oklahoma in Tulsa.
- Infill of SCM Medical Student Curriculum with TU Faculty:
  ➤ Additional Basic Sciences Teaching, New Design, Distinct Courses.
  ➤ Planning for 2016 Patients, Physicians and Society I and II Courses.
  ➤ Integrate Laureate Faculty in medical education assignments.
Goal 4. Strengthen Relationship of TU with Laureate Institute for Brain Research

- Independent Study - Research Program for Undergraduate and Graduate Students.
- Tulsa Undergraduate Research Challenge.
- Undergraduate Pre-professional Majors – Society and the Neurosciences, Bio-medical Engineering Minor.
- Faculty Development and Opportunities for Teaching and Leadership at University of Tulsa.
- SMART Screening and Training (Resiliency) — identification and training of college students to protect against anxiety and depressive disorders.

Goal 5. Establish Nursing Practice Doctorate Program

- Start-up Funds awarded.
- Interviews for Program Leaders completed.
- Hire Visiting Professors for Program Design and Start-up completed.
- Hospital Affiliations, Clinical Placement Priorities and Support Funding.
- New Degree Approval through University of Tulsa and Higher Learning Commission.

Goal 6. Establish Certified Nurse Anesthetist Doctorate
(student numbers included above in Goal #5)

- Start-up Funds awarded.
- Interviews for Program Leaders completed.
- Hire Visiting Professors for Program Design and Start-up.
- Hospital Affiliations, Clinical Placement Priorities and Support Funding.
- New Degree Approval through University of Tulsa and Higher Learning Commission.

Goal 7. Establish Master’s of Health Care Delivery Sciences with 20 Students per Class and Certificate Programs with 15 Students per Class

- Planning Funds to Design Program awarded.
- Hiring of Health Delivery Solutions for Program Design and Start-up completed.
- New Degree Approval through University of Tulsa and Higher Learning Commission.

Goal 8. Expand Bachelors of Science Nursing Class from 28 Students per Class to 50 Students per Class

- TU as a Priority for Clinical Sites with Hospitals and Physician Groups.
- Opening of Expanded Simulation Center – accreditation approval of simulation center experiences.

Goal 9. Athletic Training Transition to Master’s Program

- Area Clinic and Hospital Affiliations, Public Schools Districts Clinical Placement Priorities and Support Funding.
- New Master’s Degree Approval through University of Tulsa and Higher Learning Commission.
- Strengthen the Exercise Sciences undergraduate major as a pre-professional track.
Goal 10. Establish Health Professions Pipeline with Key School Systems

- Identify High Performing Middle and High Schools with Diverse Student Body that have the Ability to Support Pipeline Programs to the University of Tulsa’s College of Health Sciences.
- Develop a Scholarship Program that Supports these Students in their Matriculation to the University of Tulsa.
- Develop Streamlined Bachelors/Doctoral programs for Health Professions Training.

Critical Thinking, Communications and Execution Skills Developed via TU Experiential Learning Efforts

Goal 11. Establish Tulsa-based Albert Schweitzer Fellowship Program at University of Tulsa with Harvard National Office.

- Start-up Funds awarded.
- Tulsa Chapter approved by National Albert Schweitzer Office in Boston.
- Initiation of Tulsa Advisory Board – TU, OSU and OU.
- Hire Tulsa Schweitzer Program Director.
- Develop Non-profit Affiliation Agreements.
- Fall 2015 – Open application for Fellowships.
- April 2016 – Award 2016 – 2017 Fellowships.

Goal 12. Distinguish Student Educational Experiences in the College of Health Sciences through Well-organized and Long-term Experiential Learning Opportunities in Our Local Community and at the International Level.

- Expansion of True Blue Neighbors Psychology Clinic.
- Student-led community clinics and incubator programs at new facility.
- Albert Schweitzer Student Fellowships partnerships with local area non-profits.
- Restart Spanish for the Health Professions – Coursework / Certificate.
- Immigration Clinics in Tulsa and San Antonio with TU Law Student.
- US Naval Ship Comfort Student Internships.
- US State Department grants for student and faculty exchange programs for health science education with Central and South America.
- Partnership on Child Health with and Israel’s Hebrew University and the Haruv Institute.
Diversification of College Scholarship and Revenue Generating Activities

Goal 13. Grow TU Health Affairs Research Enterprise External Funding by 25% per Year and Publications by 25% per Year.

- Hiring of Faculty Scholarship Development Officer completed.
- Develop Research Teams for Grant Proposal Development, Research Project Implementation, Manuscript Development and Manuscript Submissions.
- Foster Areas of Research Strength
  - Neurosciences, Mental Illness and Addiction
  - Human Performance and Fitness
  - Health Systems and Healthy Cities
  - Health Disparities
  - Communication Disorders
  - Tribal Health
  - Health Law
  - Information Systems
  - Computational Biology and Bio-informatics
- Set Research Capacity Survey:
  - Interviews with all College of Health Sciences faculty on research interest and capacity completed.
  - Interviews with faculty in Arts and Sciences, Engineering and Natural Sciences, Business and Law on health research interest and capacity completed.
  - Interviews with potential community partners for research.
  - Local, State and National Grant Opportunity Survey
- Health Research and Services Administration.
- Agency for Healthcare Research and Quality.
- Centers for Disease Control.
- Oklahoma Center for Science and Technology
- Robert Wood Johnson Foundation.
- Tribal Partnerships
Goal 14. Establish the “TU Health” Brand in Tulsa Healthcare Marketplace and Creating a TU Clinical Enterprise

- Establish Market Presence as a Health Care Provider – Speech and Hearing Clinic, Cleft Palate Clinic, Feeding Clinic, Nurse Practitioner Primary Care Clinic, Psychology Clinics, Wellness – Fitness Clinic.
- Increase Collections from Billable Clinical Services.
- Hiring of Billing Specialist.
- Establish Common Electronic Medical Record.

Goal 15. Establish College of Health Sciences Financial Stability Through Diversified Portfolio of Tuition, Philanthropic, Clinical Services and Research Grant Support Income:

- Clinical Revenues.
- Tulsa Health Systems Support.
- Student Enrollment Targets and Tuition.
- Federal Grants.
- National Foundation Grants.
- Local Foundation Grants and Endowment Support.