UAA College of Health

Strategic Plan 2014 – 2018

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I. Introduction

In 2011, the University’s Board of Regents reorganized the College of Health and Social Welfare into a new College of Health. The principal goals of the action were to create an organization that would:

a. Enhance student success by providing unified support for academic advising, counseling, and career guidance from recruitment to graduation across the full range of health education programs at UAA;

b. Expand and reinforce UAA’s teaching, training, and research capacity to address the principal health challenges faced by Alaska, its communities, and its peoples;

c. Support and develop existing and new organizations, initiatives, and projects that teach, train, and do research between and across academic disciplines;

d. Work in concert with the UAA Office of Health Programs Development to facilitate cooperation and strengthen the mutually supporting relationships between UAA, our community partners, our sister UA institutions, our partners outside Alaska, and Alaska’s larger community of health provider institutions and individuals;

e. Strengthen capacity to compete for external funding;

f. Build centralized institutional capacity for strategic choice (set and develop strategic priorities) in these rapidly growing and changing fields of teaching and research.

The UAA College of Health’s 2014-2018 Strategic Plan is the result of a two-step process.

Phase 1. The 2012 College of Health Strategic Directions Initiative. Following the creation of the new College of Health, recognizing that the College of Health is the Health College of the University, and in coordination with a search for a new Dean of the College, the College of Health Leadership Team wished to develop a strategic overview and a collective vision for the college accompanied by supporting recommendations. The process enabled the Leadership Team to collaboratively assess the College of Health structure, existing key strategic dynamics, refresh the college’s mission, vision and values, develop a shared vision, and provide a series of recommendations designed to inform and advise the new dean and provide a foundation for strategic action.

Phase 2. The 2013-2014 Strategic Planning Initiative. Building upon the outcomes from the Strategic Directions Initiative, the College of Health Leadership Team, which included the new Dean, then identified the steps necessary to complete the strategic planning process. College of Health faculty and staff reviewed and prioritized the recommendations from the Strategic Directions Initiative. In August of 2013 and January of 2014, they met in eight focus groups to discuss the recommendations and to provide their recommendations about them. Concurrently, the Leadership Team spent many hours in meetings to synthesize that input, add their own ideas, and, finally, to develop the strategic plan and consolidate that information into this document.
II. Executive Summary

The UAA College of Health Leadership Team renewed the College’s mission, vision and values to reflect the purpose and direction of the new College of Health. They agreed that the purpose of the College was to advance the health and well being of people and communities. They memorialized that concept as the new mission of the College. [Mission Statement: The UAA College of Health advances the health and well being of people and communities.]

The Team agreed that as the College fulfills its mission in the coming years, the ultimate realization of that mission would always be leading toward a healthier tomorrow, so the Team adopted that as their vision for the College of Health. [Vision: Leading toward a healthier tomorrow.]

The Team discussed that it was important to reflect how they saw the College successfully moving toward their vision, so they adopted a descriptive vision statement. [Vision statement: The College of Health will become a recognized leader in health research, education and service by collaborating on innovative approaches with all of our partners and stakeholders. We will develop and leverage interdisciplinary resources and engage communities in a culture that promotes health and academic and research excellence. We will embrace original thought and effective solutions, and fully recognize the strengths and contributions of our students, faculty and staff.]

Having set forth the purpose and direction of the College, the Team then discussed what beliefs and behaviors would best exemplify the College and should be reflected in its daily work and activities. They articulated these as the College’s values. [Values: excellence, respect, integrity, innovation, collaboration, caring and discovery.]

In a variety of venues throughout the planning process, often the question of the exact meaning of health would arise. To help guide those discussions and to guide the College in the future, the group adopted the definition that is provided in the Preamble to the Constitution of the World Health Organization. [Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.]

Five strategic priorities emerged from the planning process as most important to guide the focus and activities of the College during the coming five years:

1. Expanding and reinforcing the College of Health’s research capacity to address health challenges in Alaska;
2. Developing and implementing comprehensive lifelong learning pathways that prepare students for the future;
3. Efficiently and effectively utilizing our resources to prepare and maintain a workforce to meet the future health and well being needs in Alaska;
4. Developing and optimizing our communication, structure, fiscal, and employee processes with compliance reviews; and
5. Forging strong relationships, partnerships and ties with our communities, businesses, schools and people.
III. Planning Methodology

In early 2012, the College of Health Leadership Team met to plan the 2012 College of Health Strategic Directions Initiative. The primary purpose of this initiative was to assess the current state of the newly-formed College of Health. This process would provide valuable information that College leadership could use as they planned for the future. It would also provide a new Dean of the College with an analysis of the strengths and weaknesses of the College and a set of forward-looking recommendations from the Leadership Team.

With so many existing University plans external to the College of Health already providing direction to the University, its colleges and its schools, the first step was to review those documents in order to understand what consistent direction from those plans needed to be considered when looking at the future of the new College of Health. The following plans were included in the strategic document review:

- UAA Strategic Plan - 2017
- University of Alaska Statewide Academic Plan for Health Programs – 2007
- UA Board of Regents Resolution Creating the New College of Health – 2011
- 2017 CHSW Strategic Plan

Those documents, preceded by a summary of the areas identified for College of Health strategic alignment (Appendix 1), will be found in Appendices 2 through 7. The resulting strategic themes selected for alignment are shown in Appendix 8.

Next, in order to provide the primary data for the current assessment of the College, each department and organization within the new College conducted its own internal analysis following a template developed to assure consistency in the data reported. The individual lists were then consolidated into a College matrix which was categorized into a set of consistent themes (Appendices 10 and 11).

A tool frequently employed in strategic analysis is an assessment of an organization’s strengths, weaknesses, opportunities and threats (S-W-O-T). In this case, the S-W-O-T concept was expanded in two multidimensional directions. First, each element was examined from four perspectives: administration, standardization, synergies and other. Each of those categories was then analyzed from four perspectives: within the program, within the College, outside the College but within UAA, and, finally, from the perspective of external customers or stakeholders. The results will be found in Appendix 12.

In June 2012, College leadership met to review the results of the S-W-O-T analysis and to draft a series of recommendations regarding the future of the College of Health. At that meeting, they also reviewed and updated the College’s existing mission, vision and values.
In August of 2012, all of the above analyses were reviewed and synthesized into the College of Health Strategic Directions Initiative report. Additionally, based upon the analysis and subsequent discussions, a set of twelve recommendations regarding the future direction of the College were finalized (Appendix 13).

In April of 2013, with a new Dean in place, the College leadership met and agreed to pick up where the Strategic Directions initiative had left off. Using the data, information and decisions made during the previous year’s Strategic Directions initiative as a foundation, a new initiative was agreed upon to complete whatever work needed to be done to develop a multi-year strategic plan for the College. The UAA Provost met with College of Health leaders and provided some recommendations and priorities that he felt should be given consideration as the College moved into its strategic planning initiative.

Next, existing strategic plans from fifteen other College of Health across the United States were gathered and reviewed for content and guidance during the College’s own planning initiative. They can be found in Appendix 15.

The next major element in the planning process was to gather data and review information about the existing and future market for health care professionals. Data was gathered from the UAA Office of Health Programs Development, Alaska Health Workforce, the Alaska Center for Rural Health, the U.S. Department of Health and Human Services, the Alaska Department of Labor and Workforce Development, the U.S. Bureau of Labor Statistics, the Association of American Medical Colleges, the WWAMI Center for Health Workforce Studies, and the Alaska Health Workforce Coalition for this purpose (see Appendix 16). Additional data was also gathered and analyzed about other organizations in Alaska that provide health care training.

A number of groups provided perspectives and comments regarding the future of the College. The faculty and staff of the College of Health participated in eight focus groups that discussed a number of the higher priority recommendations that had been developed during the 2012 initiative. The College of Health/OHPD Advisory Council was surveyed about a number of topics regarding the College and its future (see Appendices 20-21).

In February of 2014, the Leadership Team convened two days of meetings for a strategic planning workshop. In preparation for the workshop they reviewed all of the data that had been collected during the two major initiatives. Then during the workshop, in a series structured and facilitated groups and discussions, the Team developed a set of five strategic directions that will guide the College during the coming five years.
IV. UAA College of Health Mission, Vision and Values

**Mission**: The UAA College of Health advances the health and well being of people and communities

**Vision**: Leading toward a healthier tomorrow

Vision statement: The College of Health will become a recognized leader in health research, education and service by collaborating on innovative approaches with all of our partners and stakeholders. We will develop and leverage interdisciplinary resources and engage communities in a culture that promotes health and academic and research excellence. We will embrace original thought and effective solutions, and fully recognize the strengths and contributions of our students, faculty and staff.

**Values**

- **Excellence**: We demonstrate a commitment to rigor and exhibit the highest quality in all of our endeavors.
- **Respect**: We are noted for our respect for the diversity of our students our faculty, our staff, our partners, and our commitment to understanding the issues of our community.
- **Integrity**: We abide by the highest professional standards to improve the health of people and communities.
- **Innovation**: We promote new ways of doing things. We create new and better products, processes, services, technologies or ideas.
- **Collaboration**: We work with others in meaningful partnerships.
- **Caring**: We are humanitarian in our approach and acknowledge a worldview that values the unity of life and the connectedness of spirit. We are comforting, honest, responsible, patient, and attentive listeners.
- **Discovery**: We are committed to the advancement of knowledge through research, education, and transformational thinking.
V. UAA College of Health Strategic Priorities and Associated Strategies

*Health Research*

Strategic Priority 1: Expand and reinforce the College of Health research capacity to address health challenges in Alaska through collaboration

Strategies:

A. Develop and support research teams by identifying common research domains
B. Identify community needs and develop partnerships
C. Motivate faculty researchers and identify relevant opportunities for funded research
D. Mentor researchers by developing skills

*Student Success*

Strategic Priority 2: Recognizing the College of Health’s commitment to student success, we will develop and implement comprehensive lifelong learning pathways that prepare students for the future.

Strategies:

A. Understand and improve student success
B. Envision the future health and social service delivery system (as a first step in preparing students for the future).

*Prepared Workforce*

Strategic Priority 3: Recognizing the College of Health’s leadership role, we will efficiently and effectively utilize our resources to prepare and maintain a workforce to meet the future health and well being needs in Alaska.

Strategies:

A. Establish an infrastructure that improves coordination and utilization of existing non-academic resources.
B. Stay current on national issues and future trends
C. Improve health and wellbeing in rural Alaska
D. Embed interprofessional culture in programs and curriculum
E. Respond to statewide workforce development needs

**Quality Infrastructure**

Strategic Priority 4: Recognizing that ongoing organizational quality improvement is critical to success we will develop and optimize our communication, structure, fiscal, and employee processes with compliance reviews.

Strategies:

A. Communications. Develop a bi-directional communications plan that will inform College of Health personnel, UAA colleges, leadership and the BOR about College of Health policies, functions, and activities.
B. Structure. Develop a collaborative, cross organizational system that fosters and supports distance delivery, research, I.T., and innovation forum or think tank, collaboration process improvement and compliance, and committee functions.
C. Fiscal. Develop business practices that achieve sustainable funding through ROI analysis, resource sharing, expanded revenue streams, and equitable cost containment.
D. Employee. Develop personnel policies that clarify employee roles, hiring, training and succession planning.

**Community Partnerships**

Strategic Priority 5: Recognizing that a strong link with our communities is critical to our mission and success, we will forge strong relationships, partnerships and ties with our communities, businesses, schools and people that will strengthen us all.

Strategies:

A. Organize a collaborative network of partners, businesses, industries, schools, agencies, media contacts, statewide and local officials, and community organizations that will serve as a vehicle to meet the goals of the College of Health.
B. Develop an external communications plan that will educate and inform our communities about the College of Health, its programs and associated careers, research capabilities and outcomes, and its role in and connectivity to the community.
C. Ensure our communities and partners are able to communicate their needs to us.

Note: The College of Health’s strategic priorities are not listed in any order of importance.
1. **Communication of mission, vision and values.** An organization’s mission, vision and values do little good if no one knows what they are or adheres to them. Consider making them a part of key College (and Department) communications – website, marketing materials, posters placed throughout the College, news releases, publicity handouts, etc.

2. **Reinforcement of the College’s values.** The best way to make values an everyday part of everyone’s life in the College is to have some item related to them included as a part of a job descriptions and annual performance factors. Values can be translated into expected behaviors for personnel or performance documents.

3. **Make the strategic plan a living document.** There are some suggestions included in the implementation section of this plan that can help make the strategic plan a living document that guides the College and all of it attendant parts. If the plan is not used, updated, referred to, reported upon and referred to (particularly by leadership), it can quickly become a non-priority. If the plan isn’t in a useful format, then take the time to make it into something that’s easy to use, discuss, update and, most importantly, follow.

4. The Leadership Team should **prepare the strategic plan for implementation.** All of the elements in the plan are fairly close to providing the proper type of guidance from an appropriate level (senior leadership/management). The LT should go over the plan and polish it as they wish. Once it’s final, then they should go over each strategy to determine how it should be pushed through the College:
   A. Is it a strategy that a College-level group, committee or team needs to be convened to move forward?
   B. Is it a strategy that needs some other type of attention at the College level?
   C. Is it a strategy that simply can be acted upon/linked to by the Departments?
      a. Will the Departments need some direction about how to do this?
   D. Is it a strategy that needs some sort of action (perhaps not the same) both at the College and Departmental levels?
   E. Does it need some other sort of action?

5. **Suggestions about how to push the strategies.**
   A. A-level (see corresponding letter in previous item). If you need to convene groups, committees or teams, think carefully about how many people of what sort you need. Convene the group for only as long as you need it. Be sure that each person in the group is willing to participate; the group knows exactly what is expected from them; and that they know when they need to have their work complete.
   B. Be sure that you are very specific about what needs to be done, by whom and by when.
   C. When you push strategies to the Departments, be sure they know what your expectations are as far as how to link to them, how to document the linkages and any progress, or lack thereof.
      Often, the LT will decide on what type of action they want to Departments to take:
      a. For, example, Priority 2, Strategy 1: “Understand and improve student success”:
i. You have already decided that you want to understand what “success” really means. So, once you understand that, list all the possible levers you might pull to improve student success.

ii. Prioritize that list; then select an area in which you think your focus can deliver some important and positive results fairly soon.

iii. Decide what work needs to be done collaboratively and then shared. Decide what you want the Departments to do.

iv. You may decide that there are four primary things you want to work on. Possibly you may select one of those for each of the next four years. Be sure they are all linked so that each annual objective will yield visible results, and, by building upon each year’s achievement, at the end of four years, there will have been a significant transformation over the entire period.

D. Just like item B.
E. Just like item B.

6. **Manage the plan.** You have set out a lot to do. Don’t try to do it all the first year.
   - Decide on the most important objectives. Then decide upon the most important element(s) within that objective to move forward. Just manage the plan.
   - Keep track of movement on all the objectives.
   - If there is no movement on an item, discuss why there is not.
     - Is it one of those things everyone knows needs to be done, but nobody has the appetite for?
       - Discuss how to break it into small manageable pieces that might ease the strain.
       - Discuss novel ways to address the issue
       - Get help from senior management (sometimes edicts just have to be made)
     - Is it really not important? Maybe you need to move it down the priority list and replace it with something more important.
     - Are the right people assigned to make it happen?
       - Maybe someone just needs a gentle nudge or word of support.
     - Whatever happens, don’t drop an important item just because everyone’s uncomfortable. Work on it together. Support each other.
   - Change the plan when you need to. The landscape changes on a daily basis, and a plan begins to need to be changed just as soon as it’s written.
   - Keep the workloads on the plan items reasonable, but know where you are going and when you need to have reached a milestone.

7. **Update the plan** whenever you need to. Be sure all the Departments know what changes you make.
   - An annual formal review before the budgeting cycle is a best practice.
Process Suggestion for Implementing the College of Health Strategic Plan

1. The Leadership Team finalizes the CoH strategic plan, including how it will be implemented throughout the College.

2. The Leadership Team rolls out the plan to the College as a team.

3. Individual departments (and organizations, etc.) link their strategic plans to the CoH strategic plan.
   - Each Department should meet so they fully understand the College strategic plan. First, the Departments look for elements in their existing plans that link to elements of the College plan. They then document the linkage and include appropriate objectives and tactics. Then, Departments should add important missing elements of the College plan to their own plans and add appropriate objectives and tactics. In the case where a Department does not have a strategic plan, they may draft a set of action plans that list important elements of the College plan and then show how Department will move those issues forward. A copy of a blank action plan is included in this section.

4. “Owners” for the strategic plan are identified at College and departmental levels.
   - The College and each Department should select one or two individuals who are designated as strategic plan “owners.” The responsibilities of the Departmental plan owners are to understand how the Department strategic plan, action plan or other planning document links to the College plan and to maintain some sort of written document that indicates what progress is being made on those elements. Departmental owners can provide their Leadership Team member with appropriate updates for Leadership Team meetings.

5. Leadership Team shares how their departments have linked to the CoH plan at LT meeting.

6. Department plan owners document progress on College-linked portions of department strategic plan. Leadership Team members periodically update the Leadership Team on Departmental progress, issues, breakthroughs, roadblocks, etc.
   - A popular Peter Drucker adage is, “what gets measured gets managed”, so it may help to have a standing item on the Leadership Team agenda for strategic plan updates. Departments may have important updates on progress, problems, roadblocks or successes, and it is important that those are shared – both at the Departmental and College level. Departments who do not have anything significant to report may pass.

7. College plan is updated annually (or more frequently if needed).
   - It is suggested that the College set aside a full or half day each year prior to the budgeting cycle to update the College plan. Updates to College plan are shared with Departments so the Departments may adjust their own plans appropriately.
**STRATEGIC PLANNING ACTION PLAN**

1. **What is the objective?**

2. **What will be done to attain the objective?**

3. **How will you know when the objective has been attained?**

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Constraints to Planning and Implementing

1. The triple constraints
   a. Resources
      i. Financial
      ii. Human
      iii. Physical
   b. Time
   c. Quality

2. External (little or no control)
   a. Government
      i. Regulation
      ii. Legislation
   b. Organizational (external to CoH)
      i. Policies, rules
   c. Accreditation organizations

3. Internal/organizational (controllable)
   a. Lack of commitment
   b. Executive management (internal and/or external to CoH)
   c. Departmental leadership
   d. Unrealistic plan, goals, strategies (planning team)
   e. Poor communications (everyone involved)
   f. Misunderstanding the plan and strategies
   g. Unrealistic expectations of outcomes
   h. Lack of technology (physical resource)
   i. Poor or no implementation plan (leadership)
Agenda

1. Welcome and introductory remarks (Dean Hogan)

2. Purpose: (Review, Discuss, Revise)

3. Outcomes: (Review, Discuss, Revise)

4. Scope: (Review, Discuss, Revise)
   - Develop inputs list

5. The process
   - Elements
   - Timeline & waypoints
   - Team meetings

6. Summary

7. Comments

8. Closing remarks (Dean Hogan)
UAA College of Health 2012 Strategic Overview & Direction Initiative  
Leadership Team Meeting Notes – March 22, 2012

Meeting Focus: Project kickoff; review and revise project plan

Present: Bill Hogan, Susan Kaplan, Russ Pressley, Beth Sirles, Jenny Miller (representing Rhonda Johnson), Barbara Berner, Ron Everett (representing André Rosay), David Driscoll, Robin Wahto, Karen Ward, Laura Kelley, Bob Furilla, Marsha Oberlender, Harriet Paule, Eric Britten (facilitator)

1. Purpose statement. Added “structure” to draft statement:

In preparation for the appointment of a new Dean for the UAA College of Health, the College wishes to develop a strategic overview and a collective vision for the College accompanied by supporting recommendations. The process will enable the College to collaboratively assess COH structure, existing key strategic dynamics, refresh the College’s mission, vision and values, develop a shared vision, and provide a series of recommendations designed to inform and advise the new Dean.

2. Project outcomes. Item 4, recommendations: (1) Corrected the Leadership Team name, (2) the Team agreed that recommendations could be either directed to the new Dean, or to other entities or individuals.

1. A summary of key COH, department and organization dynamic factors and issues regarding successes, challenges and opportunities.
2. Updated COH mission, vision and values statements.
3. A collective vision for the future of the COH and its departments and organizations.
4. Select recommendations from the Leadership Team.

3. Scope. Regarding the last bullet in the list, the Team agreed that the process may address possible, synergies, issues, etc. with organizations outside of the COH, but those entities will probably not be engaged during this process.

The process will be conducted at: (1) the College (COH), and (2) department and organization strategic levels. It will:

- Assess the COH’s internal strengths, weaknesses and opportunities, and external threats and recommendations.
- Assess the structure and effectiveness of the COH’s administration and seek ideas for standardization of select processes at either the College or unit level.
- Identify significant issues for: (1) the COH, and (2) its units
- Current and potential synergies between the departments and organizations
- Revisit the COH mission, vision and values
- Develop a collective vision for the COH
- Develop recommendations for the COH
- (The process will be limited to the College of Health and its departments and organizations in the areas identified above.)

4. Developing strengths and weaknesses
• The Team agreed on four general areas of focus
  o Administration
  o Standardization (policies, procedures, processes)
  o Synergies
  o Other (anything that does not fit in the three areas above)
• The Team decided that external input was not appropriate for this initiative. COH departments and organizations will consider external customers, stakeholders and/or constituents as they complete their own SW(O)T.
  o Revised project elements to reflect this
    ▪ Strengths will include opportunities
    ▪ Weaknesses will include threats
• The Team wants to develop strengths and weaknesses from four perspectives for each area of focus
  o Program level
  o COH level
  o Within the university; outside of the COH
  o External customers/stakeholders/constituents

5. Documents that should be reviewed during the process.
   A. Concerning the list of documents that should be reviewed in order to identify items that should be considered in some way as the project develops its work, the Team identified these documents:
      • The background document from the Provost regarding the restructuring of the COH
      • UA Academic Plan
      • UA Health Academic Plan
      • CHSW Strategic Plan
      • UAA Strategic Plan
      • Office of Health Programs Development (Vice Provost)
      • Health Workforce Development Plan
   B. The Team agreed that the process for reviewing the documents identified in item 5A would be as follows:
      • Eric will post a guideline providing an explanation of what types of items might be identified.
      • Marsha will post links to each of the identified documents in the Blackboard.
      • Leadership Team members will review the documents and will post their comment in the appropriate folder in the Blackboard.

6. The Parking Lot list from the meeting
   • The name of the COH can be confusing as the departments and organizations within it include both health and social welfare. It was pointed out that the definition of the term “health” was derived from the World Health Organization’s definition of the term.
   • Should the COH have an advisory board?
   • What happened to the results from the UAA community dialogs?

7. The Team discussed that possibly the results of this initiative could be shared with the various program advisory boards.
University of Alaska Anchorage  
College of Health Leadership Team Planning Meeting  
10:00 A.M. – 4:00 P.M., Monday May 14, 2012  

**Agenda**

1. Welcome and introductory remarks (Dean Hogan)  
2. Organizational issues review  
3. COH issues development  
   - Strengths – Weaknesses – Opportunities – Threats  
   - Administration, Standardization, Synergies, Other  
4. Document review  
5. Draft recommendations and priorities  
6. Summary and next steps  
7. Comments  
8. Closing remarks (Dean Hogan)
UAA College of Health 2012 Strategic Overview & Direction Initiative
Leadership Team Meeting Notes – May 14, 2012

Meeting Focus: Strategic plan alignment, developing strategic directions, organizational issues, S-W-O-T

1. Document Review
   - The Team reviewed the work that had been done in which numerous UA strategic documents identified at the Team’s 3/22/2012 meeting were reviewed so that the COH could align its strategic direction with them.
   - Based upon the excerpts from the strategic documents, the Team identified a number of strategic themes and then discussed how the COH could align their vision and strategic direction with them. The themes were:
     - An undefined overarching mission-related direction (to be developed following the mission, vision, values activities the Team will be undertaking).
     - The COH is the Health College in the health university
     - Collaboration
     - Research
     - Pathways
     - Distance learning
     - Technology
     - Program development
     - Professional development
     - Teaching – learning
     - Improving health in Alaska, circumpolar region, globally
     - Workforce development

2. Strategic direction development
   - Based upon the strategic themes they identified, the Team identified the following strategic directions for the COH
     - Common core curriculum for all programs
     - Promote opportunities to collaborate
     - Promote opportunities to innovate
     - Take a leadership role in health research
     - Provide a comprehensive career pathway for students
     - Maximize the effective use of technology
     - Respond to Alaska’s evolving workforce development needs
     - Encourage professional development for faculty and staff
     - Create an environment that fosters excellence in teaching and learning
• While discussing the themes identified in the various documents that were reviewed, the Team also identified a number of themes that were implicit in the documents, but not specifically written in them:
  o The tripartite focus of the University: (1) teaching, (2) research, and (3) service
  o Expected work product from faculty: publications, research, service, etc.
  o Resources needed to execute UA/UAA strategies, but for which no provisions were identified in the strategic documents
    ▪ Financial
    ▪ Physical
    ▪ Technology

3. Organizational issues

• The Team reviewed the lists of critical issues that each COH organization had prepared and identified a number of themes among the issues listed. The themes are:
  o How do we prepare students for the workplace of the future?
  o Increase research
  o Curriculum revision/redevelopment
  o Student pathways
  o The need to increase resources and capacities
  o Professional development
  o Interdisciplinary opportunities
  o Technology

• The Team discussed how to best utilize the issues lists and themes in their final report and decided that each organization would identify which items on their issues lists align with the themes they had identified. This would provide the basis for a section in the final report that will identify common issues found in the various organizations across the College.
• Eric is to post a form on the Blackboard which each organization can download and use to list their issues that align with the themes identified. Those forms will then be posted back to the Blackboard. Eric will draft a summary for the Team to review.

4. “Parking Lot” items

• COH needs to communicate its mission so those outside the College understand what the COH does
• How do we define “health”? The WHO definition is being used.
• Marketing needs to be further discussed
College of Health Leadership Team Strategic Planning Meeting
Developing the UAA College of Health 2012 Strategic Overview and Direction
9:00 A.M. – 5:00 P.M. - Friday, June 15 - BP Energy Center Alder Room

Agenda

1. Welcome and introductory remarks (Dean Hogan)
2. Review organizational issues; draft final list
3. Complete COH S-W-O-T analysis
4. Draft COH Strategic Direction statements
5. Revisit COH Mission and Vision; develop values
6. Draft the collective vision
7. Next steps and time line
8. Closing remarks (Dean Hogan)
Meeting Focus: Develop the four elements of the report to the point where a first draft of the report can be prepared for review and comment by the Leadership Team.

1. The Leadership Team reviewed the organizational issues list
   - The team reviewed and discussed the consolidated organizational issues matrix that aligned with the 8 themes developed in the May meeting. Eric is to develop a single paragraph to address each of the topics for the draft report. The driving strategic direction(s) from various UA/UAA documents will be identified for each theme.

2. The Team completed and prioritized the COH S-W-O-T analysis:
   - Strengths:
     o Recognition of MAU/COH as UA's health college for state; UAA has the health mission
     o No micromanaging; Decentralized college model; Fairly high level of autonomy granted to COH by leadership
     o Strong partnerships with healthcare providers/employers/partners
     o Expansion of COH for multi-disciplinary research & curriculum efforts; Commitment to interdisciplinary education
     o Experienced, strong, engaged leadership
     o Extensive experience with applied research; foundation, state & federal grants
     o Diverse programs, collaborative leadership model
   - Weaknesses:
     o Funding instability; Decline in partnership programs/funds; Competition for resources
     o Little to no support for research
     o Faculty too busy with unit demands for taking on interdisciplinary work, COH initiatives; Job demands significant. Not enough time
     o Some UA requirements may not fit COH programs
     o Incomplete or inconsistent policies and procedures; Frustration with numerous academic programs using multiple/different forms, varied processes for placing students in internships
     o No new funding to support directives for new college; Permanent budget cut with reorganization mandates and additional program needs; Cost for building infrastructure in Dean's office
   - Opportunities
     o Potential to be a national leader for interdisciplinary efforts
     o Opportunity for UAA to play a larger role in health research in Alaska
     o Opportunity for interdisciplinary curriculum, activities and research
     o More doctoral programs; Doctoral granting status builds support for research/graduate
     o UAA as acknowledged Health Campus
     o New interest by stakeholders in health care change with educational ramifications
   - Threats
Multiple competing demands with few resources
- Change in leadership with possible micromanaging
- Some negative community perceptions about the university (e.g., not responsive, difficult to work with, contracts cost too much)
- Political climate unsupportive of higher education
- Inadequate technological support for distance delivery

3. The Leadership Team drafted their list of recommendations for the report:
1. Interdisciplinary curriculum development
2. Promote a wide range of collaborative opportunities
3. Innovate. Develop creative solutions to issues
4. Take a leadership role in health research
5. Fully develop career pathways
6. Utilize technology to drive opportunities and innovation
7. Enhance workforce development efforts
8. The CoH Dean should take an active role in supporting, promoting, driving and rewarding CoH opportunities
9. Understand and promote scholarship (teaching and learning) based upon national trends and practices
10. Embrace and support the bipartite focus of the University
11. Recognize the need to allow our faculty members the flexibility to meet their needs
12. Improve the public perception of the CoH by creating awareness of our high quality programs
13. (Not a recommendation, but a note for inclusion in the report) Statement toward the beginning of the report about there being numerous UA/UAA strategic documents that provide direction to the CoH, but none recognize the need for or provide additional resources to accomplish them.

4. CoH Mission, Vision and Values were developed:
- **Mission**: The UAA College of Health advances the health and well being of people and communities
- **Vision**: Leading toward a healthier tomorrow
- **Values**
  - Excellence:
    - Respect: We will be noted for our respect for the diversity of our students, our faculty, our staff, our partners, and our commitment to understanding the issues of our community.
    - Integrity: We abide by the highest professional standards to improve the health of people in communities
    - Innovation: creation of new and better products, processes, services, technologies or ideas; openness to new ways of doing things
    - Collaboration: Working with others in a meaningful partnership is critical to fulfilling the mission of the College of Health
Caring: We are humanitarian in our approach and acknowledge a worldview that values the unity of life and the connectedness of spirit. We are comforting, honest, responsible, patient, and attentive listeners.

5. Timeline; process
- The report will be developed through the leadership Team review of a progressive series of drafts. Drafts will be posted on the blackboard for a week (and noticed to the Team) for review and comment
- Comments will be emailed to Eric for the subsequent draft
- Final draft target for the Leadership Team: August 15
- Final report complete (after broader review) by September 1
1. Welcome and introductory remarks (Dean Hogan)

2. Strategic Overview draft review (60 - 90 min.)

3. Review recommendations; identify action item(s) (45 min.)

4. Develop action plan(s) (90 min.)

5. Next steps

6. Closing remarks (Dean Hogan)
July 31, 2012

All: Great wrap up meeting yesterday! You have developed an excellent plan. Here is the list of next steps and action plans that you developed at the end of the meeting:

NEXT STEPS

1. All LT members will inform their faculty and staff about the Strategic Directions and interdisciplinary projects as soon as possible. (LT)

2. Next draft of the Strategic Directions with the edits made at the 7/30 meeting plus the executive summary will be posted on the blackboard by 8/6. (Eric)

3. Comments on the draft to Eric by 8/9. (LT)

4. Final document to Bill and Harriet and on BB by 8/13. (Eric)

5. Document proofed and ready by 8/15. (Harriet)

6. Vetting the Strategic Directions with faculty and staff in all CoH units:
   a. LT will decide details
   b. Email distribution of Strategic Directions to CoH by Dean by 9/1
   c. Comments will be directed to the Dean's Office

ACTION PLANS

1. Near Term: Dr. Davis' presentation in late November
   a. Develop objectives, deliverables and outcomes by 9/13
   b. Present to LT at the 9/13 meeting
   c. Responsible parties: Karen, Susan, Jenny Miller

2. Intermediate Term: Create the Interdisciplinary Teamwork RFP by 10/1
   a. 1st RFPs by 11/15
   b. Selection of project(s) in November
   c. Projects begin in January 2013
   d. Responsible parties: Bill, Randy, David, Rhonda

3. Long Term: Develop interdisciplinary plan
   a. Begin with curriculum and research
   b. David & Randy will meet with each unit to provide an overview
   c. Champions for each team will be identified by 11/1
   d. Responsible parties: David, Randy, LT

I'll notify you when the next draft of the Strategic Directions is posted for your review and comment.

Regards,
Eric
College of Health Leadership Team Meeting
Developing the UAA College of Health Strategic Plan
Thursday, April 25, 2013

Agenda

1. Welcome and introductory remarks (Dean Hogan)

2. Plan components
   - What should your plan contain?
   - Elements already developed
   - Elements to be developed

3. Developing the additional data needed for the plan

4. Establish the process

5. Next steps

6. Closing remarks (Dean Hogan)
On Thursday in the CoH meeting, we spent time discussing both your market/customers and your competitors. We did not go into any detail on strategies for either, but decided to identify some initial sources for market data (Jan’s shop, ISER, the Dep’t of Labor, student loan programs and the health workforce), and then see what we had once those resources had been reviewed. We set a date of June 15th to complete those initial investigations, but did not discuss how we would access them, other than setting up a meeting between you, Jan and myself, which Harriet is doing now.

Many thanks and regards,

Eric
College of Health Leadership Team Strategic Planning Meeting
Thursday, August 22, 2013

Agenda

1. Welcome and introductory remarks (Dean Hogan)
2. 2013 planning process
3. Engaging stakeholders in the 2012 and 2013 processes
4. Market data review
5. Competitive data discussion
6. Constraint identification
7. Meeting review, next steps, action items
8. Closing remarks (Dean Hogan)
Subject: FW: Strategic Planning Activity Summary, 8/19-27
Attachments: consumers competitors constraints.pdf; Stakeholder List.pdf; consumers competitors constraints.pdf

1. All-College Meeting, Monday, 8/19
   - Three separate breakout groups participated in brainstorming how to accomplish 3 of the 11 Recommendations from the 2012 Strategic Directions document.
   - The raw results are posted in the CoH Strategic Planning site in the Blackboard (Other Documents folder).
   - Next steps: I will be working on grouping the suggestions and turning them into a tool you will be able to use during the strategic planning retreat or workshop, whichever name you prefer.

2. CoH Leadership Team Meeting, Thursday, 8/22
   - Identified the groups you wish to engage during the planning process.
     o A list of the groups is posted on the Blackboard in the “Other Documents” folder (“Stakeholder List”).
     o We have determined how to engage some of the groups identified
       ▪ Faculty and staff: via a Strategic Directions Recommendations prioritizing exercise to be held during this semester. Initial intro to the prioritization exercise will be at the Departmental level. Leadership Team will then review results and determine which Recommendations to brainstorm at a single/series of faculty/staff work sessions.
       ▪ Advisory Council: gathering input via a survey sent out last Friday
       ▪ B.O.R., President, Chancellor, Provost: you and the Leadership Team will discuss how to engage each directly
     o We have not determined how to engage the rest of the groups, so that issue will be listed in the forthcoming “decisions” email.
   - Touched on consumers (demand), competitors and constraints issues. See notes under the 1-on-1 meetings below.
   - Briefly discussed what we need to accomplish prior to holding the strategic planning retreat/workshop. See notes under the 1-on-1 meetings below.
   - Next steps: Most will be covered in the “decisions” email I will be sending to you soon.

3. CoH/GHPD Advisory Council Meeting, Tuesday, 8/27
   - You introduced the Strategic Directions Document and the strategic planning process
   - I introduced the 4 questions we wish to engage the Council with.
   - I sent out the survey message with the link to the survey to all Advisory Council members last Friday. You are on copy of that message.
   - Next steps:
     o I will remind the Council about the survey each Wednesday prior to the date you asked them to have it completed (Mon., 9/16)
     o Once 9/16 has passed, I will collate the results and post them on the Blackboard; then turn them into a tool to use during the strategic planning workshop/retreat.
     o You may wish to share their responses back with them at a future Council meeting (or not)

4. One-on-one meetings with the Leadership Team
   - I asked each Leadership Team member to identify some consumer and competitor strategic issues. See the attached “Consumers/Competitors” document. The collection survey tool for those issues went out to the Leadership Team last Friday. You were on copy. The response date is on or before 9/20.
I asked each person to be thinking about constraints that will affect goals and strategies. We will be having a constraints discussion during the retreat/workshop.

I asked each person to be thinking about when they want to hold the strategic planning retreat/workshop:
  o 2 days
  o Two consecutive days, or, two days in a single week, or, two days – one in each of two consecutive weeks
  o Their suggestions for timing were: (1) just prior to Christmas after the end of the Fall Semester, (2) in January just prior to the commencement of the Spring Semester, or (3) during Spring Break (most thought that was too late).

I asked each person how they thought the strategic planning process was going. The majority had very positive comments about it. They felt the process was clear, logical, and had no suggestions about how to improve it. A few are frustrated by the slow pace, but most of them agreed that it would be hard to push it along faster given the need to engage the stakeholder groups.

We did make some good progress on the process during the meetings. My next email will list the decisions that still need to be made. I’ll also attach a gantt chart for the process to help the discussion about time frames.
While I was in Anchorage a short time ago, Dean Hogan asked me to meet with members of the Leadership Team to complete the discussions we were not able to have at the Leadership Team Meeting on Thursday, August 22nd. You and I were not able to meet while I was there, so I’ll share with you what was discussed in those meetings.

1. I asked each Leadership Team member to identify some consumer and competitor strategic issues. See the attached “Consumers/Competitors” document. The collection survey tool for those issues went out to the Leadership Team last Friday. I made sure you were on copy. The response date is on or before 9/20. Again, here’s the link to the response survey where you can list your answers: [https://www.surveymonkey.com/s/CoH_Consumers_Competitors](https://www.surveymonkey.com/s/CoH_Consumers_Competitors)

2. I asked each person to be thinking about constraints that will affect goals and strategies. Constraints are also discussed in the attached document. We will be having a constraints discussion during the retreat/workshop.

3. It was agreed during the Leadership Team Meeting that any decisions you did not have time to make at that time, you would make at your next Leadership Team Meeting. They include:
   - How to engage the stakeholders that were identified during the meeting (the list is attached)
     - Faculty and staff. When do you wish to engage them and how do you want to manage the feedback sessions?
     - B.O.R., President, Chancellor, Provost: You all will discuss how and when with the Dean.
     - What about the rest of the stakeholders you identified? How will you determine who you wish to engage in each category; when will this be done?
   - When to hold the strategic planning retreat?
   - Do you wish to re-engage faculty and staff (and other stakeholders?) once you have a draft of your strategic directions and goals after your planning retreat?

4. I asked each person to be thinking about when they want to hold the strategic planning retreat/workshop. It will need to last 2 days. They could be two consecutive days, or, two days in a single week, or, two days—one in each of two consecutive weeks. The suggestions I received for timing were: (1) just prior to Christmas after the end of the Fall Semester, (2) in January just prior to the commencement of the Spring Semester, or (3) during Spring Break (most thought that was too late).

5. I asked each person how they thought the strategic planning process was going. The majority had very positive comments about it. A few are frustrated by the slow pace, but most of them agreed that it would be hard to push it along faster given the need to engage the stakeholder groups. If you have any comments or suggestions about the process, I’d like very much to hear them. You can send them to me by responding to this message. Alternately, if you’d like to discuss them (or anything else), I’d be happy to set up a time for us to talk on the telephone.

I think that’s the gist of the meeting discussions. Again, please let me know if you would like to discuss any of these items on the phone.
College of Health Leadership Team Strategic Planning Workshop
February 13 – 14, 2014

Agenda

1. Welcome and introductory remarks (Dean Hogan)
2. Workshop overview
3. Mission, Vision and Values validation
4. Identify strategic priorities
5. Develop strategic priorities
6. Establish time line, accountabilities, activities
7. Implementation discussion
8. Closing remarks (Dean Hogan)
As we discussed during the Strategic Planning Workshop, I have provided each of the strategy development teams with copies of their work. They should have their edits and comments back to me by 2/25.

I have posted the agreed upon next steps for plan completion in the CoH Strategic Planning area in the Blackboard. The link below will take you to that document.

Please let me know if you have any questions, suggestions or comments. There is a link to my contact information near the bottom of the Strategic Planning area contents.

Regards to you all. Eric
Next Steps: Completing the Plan

1. Strategic Priority Planning Team summaries back to teams for edits – Eric – by 2/18

2. Team comments and edits back to Eric – Teams – by 2/25

3. Draft plan to Dean - Eric – by 3/17
   - Includes suggestions for plan edits
   - Includes recommendations for implementation

4. Leadership Team reviews and edits draft plan – Leadership Team – 3/27
   - Control of document goes to Harriet

5. Leadership Team reviews and revises plan - no date

6. Plan is finalized – no date

7. Leadership Team rolls out plan to CoH – no date
   - LT also describes how the plan will move forward