

## **Clinical Laboratory Science Program Strategic Plan 2003-2008**

### **Mission Statement:**

The Clinical Laboratory Science Program supports and facilitates the Mission of the University of Texas-Pan American by providing a quality educational experience, which prepares clinical laboratory scientists for leadership roles in a multicultural healthcare system. It is committed to providing an environment of academic freedom in which students learn from faculty who have expertise in the profession. Excellence in teaching is enhanced by faculty engaged in research and creative activity as well as professional service to the profession, the University and the local community.

In pursuit of our mission we seek to:

Goal 1
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**Provide a quality education to students, enrolled in the clinical laboratory science program, that promotes excellence in learning, critical thinking and interdisciplinary perspectives that will allow graduates to perform as competent career entry professionals.**

**1.1** Continue to implement student learning outcomes assessment in the clinical laboratory science program.

**Strategies:**

- Review existing outcomes assessment strategies by May, 2004
- Evaluate the need for any new outcomes assessment strategies by May, 2005

**1.2.** Eighty percent (80%) of graduates will pass the certification exam on the first try by May 31 of each year.

**Strategies**

- The program will monitor the pass rate on a yearly basis.
- Faculty will identify any content areas significantly below the National Certification Exam mean score for first time Examinees.
- Faculty will prepare a quality improvement plan to increase the success of graduates whenever the established benchmark is not achieved.
- Strengthen the management and research components of the program.

**1.3.** Eighty percent (80%) of graduates will express overall satisfaction with program quality during the annual graduation survey completed by November of each year.

**Strategies**

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- Review current graduate assessment methods.
- Faculty will evaluate the results of post-graduate assessment surveys on a yearly basis.
- Quality improvement plans will be developed for indicated areas.

1.4 Post-graduation, eighty five percent (85%) of employers of Clinical Laboratory Science graduates will express satisfaction with the employee's pre-professional preparation during the annual employer survey completed by November of each year.

**Strategies**

- By January 2002, revise the existing assessment tool to include the quality indicators established at the ASCP Benchmarking Conference in June 2000.
- Monitor results of the employer and graduate surveys on a yearly basis.
- Develop a quality improvement plan for any areas of dissatisfaction.

1.5 Ninety-five percent (95%) of faculty will express satisfaction with the academic program during the program review process as designated by 2004.

**Strategies**

- Provide mechanisms for faculty input by holding at least three formal faculty meetings per semester.
- Hold an annual faculty retreat.

1.6 Incorporate strategies in all CLSC courses that promote active learning behaviors and critical thinking skills by May 2005.

**Strategies**

- Encourage faculty to attend seminars and workshops on teaching active learning and critical thinking.
- Explore the possibility of offering a workshop on campus which will provide instruction on active learning and critical thinking strategies
- Survey existing practices in all CLSC courses.

1.7 By May 2005, identify appropriate areas to incorporate interdisciplinary multicultural perspectives.

**Strategies**

- Identify at least one course where interdisciplinary multicultural course content is appropriate.
- Set up a mechanism for student information exchange with a sister clinical laboratory science program in Mexico and Puerto Rico by AY 2005.
- Continue to pursue ties with sister programs in Mexico.

1.8 Explore the possibility of developing alternate career pathways within the clinical laboratory science program by 2005.

**Strategies**

- Continue to explore the need for students trained in biotechnology, forensics and research.
- Explore opportunities for providing undergraduate students with a biomedical degree appropriate for entrance into other programs who are converting to the entry-level masters.

1.9 By AY 2004, determine the need for an advanced CLSC or general allied health graduate degree at UTPA.

**Strategies**

- Conduct a formal survey of the professional community.
- Assess trends in the profession.
- Develop sample curriculum approaches.

Goal 2
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**Retain and recruit highly qualified faculty by providing an environment, which promotes and rewards excellence in teaching, grant development, scholarly activities, and service, professional and scholarly activities.**

2.1 Increase the faculty applicant pool for any full time or part time vacancies by twenty-five (25%) in three (3) years.

**Strategies**

- Develop a network with graduate programs, other Universities and local healthcare agencies
- Use the Internet to post job vacancies as appropriate.
- Maintain a list of individuals interested in part time teaching.
- Document the academic qualifications or professional experience of part-time faculty members to satisfy SACS requirements

2.2 Retain fifty percent (50%) of qualified full time faculty for six years by 2007.

**Strategies:**

- Recognize and reward outstanding faculty for contributions to teaching effectiveness, professional achievement/scholarship and professional service.
- Assign a faculty mentor to any new faculty within the department.
- Provide a program orientation for new faculty.
- Assist faculty in applying for undergraduate assistantships in order to decrease faculty workload.
- Continue to document improvements in teaching, scholarship and service.

Goal 3

**Develop and implement a mentoring and collaborative research agenda within the Program.**

3.1 By May 31, 2004, Seventy-five percent (75%) of the full time faculty members will present to a learned audience or submit an article for publication in a refereed journal at least once per year.

**Strategies:**

- Develop a mentoring program for faculty.
- Encourage collaborative research and scholarly activities.
- Encourage faculty to apply for release time for research activities.
- Appoint a representative to the College Research Committee.

3.2 The CLSC program will submit at least one grant or continuation proposal every three years.

**Strategies:**

- Support faculty in the submission of grants proposals.
- Acquire information about funding opportunities and disseminate this information to program faculty.
- Encourage faculty to attend grant workshops.

Goal 4

**Encourage and support ongoing professional, university and community service activities by faculty and students.**

4.1 The majority of full time faculty will be involved in professional service by May 31, 2004.

**Strategies**

- Support funding requests for faculty involved in professional service.
- Mentor new faculty in professional organizations.

4.2 Each year, eighty (80 %) of graduating students will attend at least one professional meeting during the 15-month period of the clinical laboratory science program.

**Strategies:**

- Faculty will discuss the importance of professional membership and involvement at appropriate times during the students' pre-professional socialization process.
- Membership applications will be available in the program office.

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- Encourage the student organization to hold annual fund raising activities so that they can attend the state professional meeting.
- Encourage student attendance at local professional meetings.

4.3 Continue community service involvement for students and faculty in the CLSC program.

**Strategies:**

- Require student participation in a community service project in at least one course.
- Faculty will facilitate the selection of an appropriate community service activity.

4.4 One hundred percent (100%) of full time faculty will be involved in University service at the program, college or university level by May 31, 2004.

**Strategies:**

- Encourage faculty to participate in program, college and university committees.
- Publicize openings on committees.
- Distribute service related activities among available faculty.

Goal 5
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**Provide effective student recruitment, development, retention and placement programs designed to promote and serve a diverse student population.**

5.1. By 2006, enroll at least thirteen (13) students in the entering class at least eighty percent (80%) of the time.

**Strategies**

- Attend recruitment activities in the local community.
- Increase awareness about the career by sending letters to biology and chemistry majors and graduates at least once per year.
- Hold an annual open house for faculty, staff, advisors and students.
- Develop articulation agreements with STCC and TSC/UTB by January 2004.
- Promote the web-based articulation opportunities at UTPA.
- Implement the second phase of the of the Biotech project in order to increase student awareness of the clinical laboratory science field.

**5.2** Maintain active participation in College Recruitment Activities.

**Strategies:**

- Appoint an interested faculty member to the College Recruitment Committee by September 15 of each year.
- Encourage participation of other faculty and students in recruitment activities.

**5.3** Assist the College in decreasing the number of undeclared freshmen Health Science and Human Services majors by fifty percent (50%).

**Strategies:**

- Work with college URAP representatives to increase their awareness of the clinical laboratory science field
- Invite all undeclared majors to an annual open house.

**5.4** Eighty-five (85%) of program graduates will find professional employment or enroll in graduate or professional school within 6-12 months of graduation as determined by the graduate survey completed by November of each year.

**Strategies**

- Promote student participation at recruitment fairs on campus for employment and graduate school options
- Utilize student bulletin boards to disseminate information about employment/graduate opportunities.
- Continue to track students after graduation and monitor the number of students entering graduate school, professional school or employment related to their degree.

**5.5** Increase the 3-year student completion rate to 80% by AY May 2005

**Strategies:**

- Include information on stress management, time management and study skills in the junior orientation session.
- Expand the orientation to include family.
- Explore additional opportunities for developing a mentoring system for new students
- Explore possible changes in the curriculum to reduce the semester course load.

Goal 6
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**Participate in an ongoing planning, evaluation and dissemination process designed to ensure academic excellence and accreditation of the Clinical Laboratory Science Program.**

- 6.1 Continue to utilize a systematic planning and evaluation process for the program.

**Strategies:**

- Review the program's strategic plan on a yearly basis and evaluate the program's progress in meeting its goals and objectives.
- Document the program's planning and evaluation activities.
- Distribute the Clinical Laboratory Science Strategic Plan to all faculty
- Assign responsibility for items in the strategic plan and monitor progress towards objectives

- 6.2 Clinical Laboratory Science will continue to meet on an ongoing basis and strive to Maintain the standards of the National Accrediting Agency for Clinical Laboratory Science (NAACLS) one hundred percent of the time each year.

**Strategies:**

- Program Coordinator or designated representative will attend NAACLS update at least once per year
- Circulate NAACLS newsletters to all faculty
- Request travel funds to support attendance at NAACLS updates during the Educator's Conference and ASCLS Annual Meeting.

- 6.3 Required reports will be submitted within the appropriate timeframe one hundred percent (100%) of the time each year.

**Strategies:**

- Request release time for major accreditation activities
- Maintain a Program Calendar with important deadlines

- 6.4 Internal program strategic plan and program review reports will be submitted within The appropriate timeframe 100% of the time.

**Strategies:**

- Request release time for major reports
- Maintain a Program Calendar with important deadlines

- 6.5 Implement the CLSC Strategic Action Plan within the designated timeframe and Address all suggestions from the University Program Review Committee.

**Strategies**

- Distribute the action plan to all faculty and monitor progress.
- The Coordinator will monitor progress on target goals

Goal 7

**Identify, increase availability and ensure appropriate utilization of resources that support the clinical laboratory science program, including its faculty, staff, and students.**

7.1 Support release time requests for faculty involved in the development of external funding proposals.

**Strategies:**

- Review faculty workloads and use adjunct/part time faculty where appropriate.

7.2 Maintain sufficient funds in the travel and operating budgets to continue the current Level of services.

**Strategies:**

- Gather appropriate support and justification information for budget requests.
- Seek funding support from outside sources

7.3 Continue to promote the interaction of the program faculty and the clinical laboratory science professional community.

**Strategies:**

- The Joint UTPA/UTB Clinical Affiliate and Advisory Committee will meet at least once per year
- Encourage participation of the laboratory managers or designated clinical contact person by through frequent telephone contact.
- Encourage faculty participation in local professional groups.
- UTPA faculty will meet with representatives from each clinical affiliate at least once per year.

Goal 8

**Develop the leadership potential of faculty members within the program.**

8.1 The CLSC program will appoint one representative to each of the committees established in the college bylaws.

**Strategies:**

- Identify areas of interest for faculty members at the first faculty meeting each academic year and submit a list of representatives to the Dean's office by October

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- Encourage faculty attendance at College committees.

**8.2** The CLSC program will support efforts for scholarly leadership within the College.

**Strategies:**

- Identify faculty interested in serving on dissertation and theses committees
- Assist faculty in pursuing scholarly activities

**8.3** Establish leadership mentoring and training programs for faculty within the program by May 2005

**Strategies:**

- Solicit volunteers to learn about student admissions
- Solicit volunteers to learn about degree plan preparation
- Solicit volunteers to learn about budgets and ordering
- Solicit volunteers to learn about clinical coordination activities
- Arrange for training sessions for interested individuals

**8.3** Promote communication between the CLSC Program and College and University Leaders

**Strategies:**

- Provide representation for CLSC at 90% of the COHSHS Executive Committee Meetings.
- Attend 100% of the scheduled monthly meetings with the College Dean.

**8.4.** Promote leadership accountability for the Coordinator by AY 2004-2005

**Strategies:**

- Provide a formal report of program progress on the strategic plan to all faculty by May 31 of each year.
- Identify a mechanism for formal input from clinical affiliates

Goal 9
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**Promote and support the use of technology and pursue the adoption of emerging academic and research platforms in the clinical laboratory science program.**

**9.1** Continue to integrate the use of instructional technology into appropriate program courses and explore new technology as it becomes available.

**Strategies:**

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- Support equipment requests which will aid in the continued integration of instructional technology
- Encourage faculty to obtain training on the use of various modes of instructional technology
- Continue participation in the development of web-based courses.
- Reassess the use of instructional technology by AY 2004-2005

Goal 10
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**Create a work environment for all staff that promotes growth and encourages resourcefulness.**

10.1 Each staff member will attend at least one developmental workshop by May 31 of each year.

**Strategies:**

- Support staff requests to attend university classes as per the H.O.P.
- Where feasible, provide funding for staff to attend workshops