



lead on,
UNIVERSITY
The Next Phase

College of Allied Health
Strategic Plan | 2030

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Who We Are

In 1967, the Oklahoma State Regents for Higher Education authorized the College of Allied Health. The College was activated in February 1970 to consolidate and coordinate existing programs on the OU Health Sciences Center campus and to further develop programs to meet allied health resource needs in Oklahoma. It serves as the academic unit for eleven health science professions, post professional, and graduate degree programs. Its professional-entry educational



programs prepare students to join a multidisciplinary health care delivery system focused on the well-being of citizens of Oklahoma. Four of the eleven professional entry programs are the only programs in Oklahoma: Audiology, Nuclear Medicine, Occupational Therapy, and Radiation Therapy. College pass rate on professional entry Boards/Licensure examinations in the eleven professional-entry programs is 94.3%. Through its graduate programs, the College prepares future leadership, faculty, advanced practice clinicians, and researchers for the professions and Oklahoma.

The College is authorized to offer twenty-one programs: eight baccalaureates, twelve at the master or doctoral level, and one certificate program. Diagnosis of disease and disorders, wellness and prevention, therapeutic and rehabilitative services, health care administration, and allied health professions education encompass the spectrum of professional programs in the College of Allied Health. Faculty offer continuing education programs for practitioners in Oklahoma and region, and faculty development seminars for clinicians involved with professional-entry programs in the College. The College extended its accredited professional-entry programs in Occupational Therapy and Physical Therapy to the OU branch campus in Tulsa in 1998. In 2002, the College offered OU's first web-based graduate degree program in Rehabilitation Sciences and in 2003 its first post-professional web-based undergraduate degree program in Radiation Sciences. The professional-entry accredited program in Sonography was extended to the OU-Tulsa campus in Fall 2006 and from Fall 2007-Spring 2017, the professional-entry accredited program in Radiography was extended to the OU-Tulsa campus.

Our Vision

The College of Allied Health will be a leader in improving quality of life so people and communities thrive.

OU’s “Lead On, University” Strategic Plan Guides the College of Allied Health’s Plan

The University of Oklahoma’s overall strategic plan, “Lead On, University” (ou.edu/leadon), is the compass guiding us toward a future filled with promise and potential. It’s a living, breathing roadmap that positions us to meet the challenges of our ever-evolving world and fulfill our purpose of changing lives.

The College of Allied Health’s strategic plan (priorities, tactics, and key performance indicators (KPIs)) has been developed in support of OU’s overall Lead On Plan and in alignment with the following fundamental commitments and University Pillars.

Fundamental Commitments

OU’s Fundamental Commitments are concrete, immovable, and enduring. They reflect the essence of who we are and what we do.

Our Purpose:

We Change Lives!

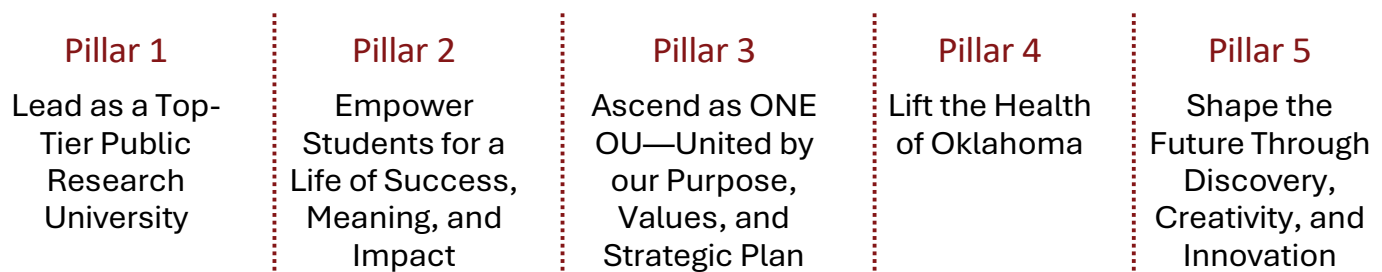
Our Values:

Shared values are the commitments made by the University community in how we conduct our work. At The University of Oklahoma we value:

- Excellence
- Opportunity and Success
- Boldness
- Freedom of Expression and Civility
- Civic Commitment

Pillars

At the heart of our Strategic Plan are five Pillars that define how the University fulfills its purpose. They are of equal importance.



College of Allied Health

Strategic Plan

Priority 1: Lead as a Top-Tier Public College

Strategy 1: Expand CAH Research Capacity Through Targeted Faculty Growth

Tactics:

- Recruit 10 FTEs as new primary researchers (>70% research FTE) across CAH by 2030, aligned with OU Health Campus priority areas (neuromuscular, rehabilitation tech, nutrition/metabolism, communication sciences, medical imaging).
 - Draft priority hiring areas (3–4 domains) and circulate for Dean and Chair approval.
 - Develop templates for research-focused position description language.
 - Complete Nutritional Sciences and Rehabilitation Sciences research cluster hires.
- Establish competitive start-up packages, benchmarked to peer R1 health sciences colleges.
 - Benchmark start-up packages from peer R1 health sciences units at OU Health (Pharmacy, Medicine, Nursing) and peer institutions.
 - Develop start-up cost template (equipment, personnel, operations, renovation) with draft PTFA language.
 - Identify central and college cost-sharing models and secure commitments before initiating searches.
- Create cluster-hire initiatives in priority areas (e.g., rehabilitation and mobility science, precision nutrition and metabolism).
 - Form a cluster-hire working group representing all CAH departments.
 - Identify campus-aligned areas (e.g., precision rehabilitation; precision nutrition) and draft concept papers.
 - Present cluster concepts to the VPRP and campus partners for alignment with university hiring initiatives.
- Match shared research staff, including grant-writing support, biostatistics, regulatory personnel, and research coordinators to research growth.
 - Conduct ongoing needs assessment for grant support, statistical analysis, and coordinator capacity.
 - Submit staffing requests with justification tied to projected funding growth as needs evolve.
- Develop a research faculty mentorship program pairing new research hires with high-performing funded investigators at OU Health.
 - Identify a pool of high-performing funded investigators across OU Health.
 - Create structured mentorship agreements (meeting frequency, goals, evaluation).
 - Match first cohort of new faculty with mentors and launch orientation workshop.



Strategy 2: Accelerate Growth in Extramural Funding and Research Productivity

Tactics:

- Increase submission of federal grant applications (e.g., NIH R01/R21, DoD, AHRQ, PCORI, and USDA) through structured grant-writing cohorts and internal review panels.
 - Launch quarterly grant writing cohort groups with deadlines 90 days before NIH cycles.
 - Establish internal mock study section with 6–8 experienced reviewers.
 - Provide administrative support for grant submission, budget, and compliance early in proposal development.
- Establish a CAH Seed Grant Program (\$100–150k/yr total cost) to drive pilot data generation.
 - Draft RFA for CAH pilot grants, including eligibility and review criteria.
 - Identify annual budget commitment from Dean and increase to target.
 - Recruit reviewers from CAH and campus partners and launch first annual competition.
 - Create metrics and expected outcomes from CAH pilot grants (e.g., publications, grant submissions).
- Expand Graduate Research Assistantship (GRA) support to increase research productivity and funding competitiveness
 - Conduct GRA needs assessment.
 - Identify CAH and departmental support mechanisms for development and staged implementation.
 - Secure GRA funding support.
- Expand practice-based and clinical research through clinical partnerships (Stephenson Cancer Center, Harold Hamm Diabetes Center, Neurology/Neurosurgery, ambulatory clinics).
 - Meet with SCC, HHDC, OU Health leadership to establish shared research priorities.
 - Create a Clinical Collaboration Pipeline (list of investigators, clinics, available populations).
 - Develop template IRB protocols and data-use agreements for multi-unit studies.
- Incentivize programmatic grants (COBRE, U-grants, Multi-PI R01s) with financial and FTE buyout rewards.
 - Define incentive structure (FTE buyout, salary supplements, research assistant support).
 - Identify potential teams and convene a programmatic grant “readiness” retreat.
 - Set up quarterly check-ins for teams preparing large-scale proposals.
- Develop an annual CAH research development retreat to identify large-scale team-science opportunities.
 - Create retreat agenda (e.g., strategic priorities, flash talks, team formation activities).
 - Solicit short concept proposals from faculty for discussion during breakout sessions.
 - Document 2–3 multi-investigator themes to pursue over the next 12 months.

Strategy 3: Strengthen CAH Research Infrastructure, Resources, and Core Facilities

Tactics:

- Expand shared research facilities and services (e.g., biomechanics, imaging, wearable devices, metabolic phenotyping, statistical support, poster printing) accessible to all CAH departments.
 - Conduct inventory of all existing CAH research equipment and space.
 - Identify top three cross-department needs.
 - Develop access policies, fee structures, and training modules.
- Establish an equipment modernization plan including TAG-equivalent competitions and multi-unit investments.
 - Survey departments for equipment age, usage, and replacement priority.
 - Create a ranked list of equipment with estimated costs and lifespan.
 - Initiate first round of shared equipment purchases using existing TAG-like funds.
- Build a CAH research operations team to support compliance, IRB/IACUC/IBC support, REDCap training, and data management.
 - Identify gaps in regulatory, REDCap, budgeting, and compliance support.
 - Provide research operations support on an *ad hoc* basis during growth.
 - Develop central repository of SOPs for IRB, IACUC, data storage, and safety.
- Implement annual research skills training modules (e.g., rigor & reproducibility, data science, AI/ML methods, statistics, grant budgeting, maintaining research data).
 - Recruit instructors for modules.
 - Create a calendar of workshops with expectations for attendance.
 - Launch a CAH research certificate track for trainees and early-stage faculty.
 - Create and leverage grants training playbook for faculty and research staff.
- Deploy a CAH-wide research analytics dashboard containing Blue Ridge rankings, funding per department, project timelines, publications/posters, collaborations, etc.
 - Select dashboard platform (e.g., Power BI, Tableau).
 - Define core metrics (funding, submissions, publications, equipment usage, Blue Ridge comparisons).
 - Build first prototype dashboard and test with department chairs.

Strategy 4: Enhance Research Visibility, Dissemination, Collaboration, and Translation

Tactics:

- Increase peer-reviewed publications and raise publication quality (impact factor, rigor, reproducibility).
 - Provide editorial support (scientific editing contract or internal team).
 - Launch monthly writing groups to promote manuscript progress.
 - Track publication metrics quarterly and share with faculty.
- Formalize collaboration agreements with SCC, HHDC, Neurology, Pharmacy, SBME, College of Education, and external partners.
 - Set informational visits and meetings with Deans/research leads in collaborating units.
 - Draft MOUs for shared hardware, datasets, and pilot funds and resources.
 - Create a CAH collaboration directory listing expertise and ongoing projects.
- Expand outreach to increase research visibility.
 - Coordinate with MarComm to create quarterly research stories, faculty spotlights, and social media campaigns.
 - Expand CAH Research Day and recruit high profile external keynote speakers.
 - Launch CAH research newsletter (“Research Pulse”) each quarter.
- Nominate CAH faculty and research staff for campus/national research awards, study sections, and leadership roles/training.
 - Identify national committees, editorial boards, and study sections and advocate with faculty and Chairs.
 - Nominate faculty and research staff for awards and panel positions annually.
 - Provide travel support for national leadership engagement.
- Create a commercialization and innovation track with Office of Technology Commercialization training, industry partnerships, small business (SBIR/STTR) pipeline, and faculty training.
 - Host an Office of Technology Commercialization informational session for CAH faculty and research staff on SBIR/STTR and patents.
 - Identify 3–5 research programs with commercialization potential and schedule 1:1 Office of Technology Commercialization consults.
 - Develop template for invention disclosures and ensure faculty and research staff know how to submit them.

Priority 2: Empower Students for a Life of Success, Meaning, and Impact

Strategy 1: Inspire learners with a world-class academic experience, inside and outside the classroom, that drives personal and professional growth

Tactics:

- Harness the unique educational environment of CAH and the academic health campus to connect students with leading scholars at the forefront of discovery and creativity.
 - Expand faculty-mentored research opportunities in clinical and translational sciences by evaluating percentage of students participating in research.
 - Host guest lectures featuring researchers from OU Health and external institutions.
- Uphold a culture of academic excellence and high standards in all CAH degree programs with innovative curricula and experiential learning opportunities.
 - Review and revise curricula for currency and effectiveness.
 - Pilot interprofessional education modules.
- Cultivate engaged citizens, exposing students to a broad range of ideas and viewpoints, developing their ability to participate in civil dialogue and debate, and encouraging a service mindset.
 - Increase the number of students participating in service-learning activities.
 - Sponsor teams at Big Event at a college level.



Strategy 2: Foster the social and emotional growth of students via signature experiences and a top-tier residential campus community

Tactics:

- Build community and enrich the social, intellectual, and emotional growth of students, starting with a dynamic orientation program.
 - Increase feedback from interprofessional college orientation sessions to implement relevant changes.
 - Implement continued interactions throughout the first semester of program to further enrich community experience.
- Develop a suite of CAH experiences, which support connectivity and community with a broad range of extracurricular programs, events, and organizations.
 - Enhance supports and guidance for Registered Student Organizations and incorporate them into college processes.
 - Increase support for programming led by student organizations that target others in the college.

Strategy 3: Foster a student-centered culture devoted to student academic success

Tactics:

- Enhance and expand academic success initiatives to improve undergraduate, graduate, and professional degree completion.
 - Maintain high standards of degree completion in all programs, utilizing retention rates as captured by OU Office of Institutional Research and Reporting.
 - Explore additional academic success initiatives, both within the college and utilizing campus resources (e.g., Writing Center).
- Be a leader in students' overall satisfaction with the university and college experience.
 - Increase participation in student satisfaction survey completion.
 - Implement changes where necessary to increase overall satisfaction.
- Improve time-to-degree metrics and overall student success rates by evaluating curricular, policy, and financial obstacles that impede progress in CAH programs.
 - Utilize strategies in previous tactics regarding curricular review to ensure success rates for students remain high.
- Eliminate unnecessary doctoral and professional degree hours for eligible programs to improve completion and time-to-degree metrics.
 - Evaluate curricula or professional and graduate programs for credit hour/redundancy reduction.

Strategy 4: Equip OU students for career success

Tactics:

- Ensure that CAH degrees lead to high-quality jobs and long-term professional success by tracking placement rates and addressing gaps and deficiencies.
 - Implement a consistent and centralized graduate survey to track initial employment and develop metrics for success.

Strategy 5: Expand the reach of OU through online platforms and new, innovative educational pathways

Tactics:

- Expand online program enrollment and credentials by delivering high-quality online and hybrid learning experiences across multiple degree levels and subjects to reach top five SEC-level performance.
 - Increase participation in online programs, including stronger recruitment and marketing.
- Expand affiliations with high schools, two-year colleges, and other higher education providers across the state to increase enrollments in online degree programs and other credit and non-credit academic offerings.
 - Utilize existing pipelines to enhance enrollment in related professional-level programs.

Priority 3: Ascend as One OU - Unified by our Purpose, Values, and Strategic Plan

Strategy 1: Live out OU's values in CAH while pursuing our Strategic Plan together

Tactics:

- Maintain and promote a culture in CAH that constantly affirms our values of excellence, opportunity and success, boldness, freedom of expression and civility, and civic commitment.
 - Maintain and publicize successful accreditation of CAH degree programs, ensuring that graduates meet highest professional standards to practice.
 - Continually review CAH policies and procedures to confirm that they meet or exceed University expectations and values.
- Make CAH a leader in advancing One OU, achieving an enterprise-wide seamless and cohesive organizational structure, greater efficiencies through integrated operations, and community and collaboration across all campuses.
 - Review CAH operations to identify and leverage efficiencies created by cross-campus integration.
 - Engage with partners on all three campuses to advance CAH strategic goals.
- Embrace and extend OU's unified brand throughout CAH operations, communications, and strategic goals.
 - Incorporate unified branding in CAH communications, outreach, and dissemination of research products.



Strategy 2: Promote and defend the ideals of bold inquiry and freedom of thought and expression throughout CAH

Tactics:

- Encourage and safeguard academic freedom, freedom of speech, unfettered exploration, and intellectual independence in all CAH missions.
 - Promote the exercise of free speech, academic freedom, academic responsibility, and scholarly independence for all CAH faculty, staff, and students.
- Create opportunities in all CAH programs for robust civil conversation, affirming that the College and University can serve as a vital forum for dialogue, cultivating skills and habits that prepare students for active life in a democracy.
 - Encourage professionalism and civility in CAH classrooms, clinics, laboratories, and communications.
- Foster intellectual diversity and academic independence throughout CAH units and programs, equipping students for citizenship and building trust and affinity with stakeholders on campus and beyond.
 - Prioritize intellectual diversity and academic independence in new faculty hires.

Strategy 3: Make CAH a place of belonging for all

Tactics:

- Develop and enhance events and resources within CAH that build community and provide opportunities for intentional engagement, collaboration, and support.
 - Create a team of faculty and staff tasked with promoting belonging in CAH.
 - Encourage belonging initiatives in CAH departmental strategic planning.
 - Host welcome events and regular, informal opportunities for faculty and staff to come together with CAH colleagues.
- Investigate CAH-wide mentoring opportunities that match new employees with mentors from similar backgrounds or with similar goals.
 - Review mentoring structures of similar Colleges at peer institutions for best practices.
 - Create incentives for senior faculty and staff to engage in intentional mentoring with junior colleagues.
- Ensure that CAH facilities are safe, accessible, and welcoming to people of all backgrounds and abilities.
 - Undertake regular review of CAH facilities for accessibility and compliance with OU security policies.
 - Adapt CAH physical and virtual spaces for the emerging needs of learners and employees to meet or exceed compliance requirements.

Strategy 4: Foster an engaged and satisfied CAH workforce

Tactics:

- Strengthen the CAH culture of engagement through new employee orientation, ongoing check-ins with new hires, and recognition opportunities that celebrate achievements, contributions, and innovations.
 - Review and revise new faculty and staff orientation procedures throughout CAH.
 - Connect new hires with position- and assignment-appropriate development resources at OU.
 - Create a standing committee of CAH faculty tasked with nominating and supporting colleagues in application for University awards and honors.
- Use annual employee engagement surveys to create a cycle of honest assessment and active improvement.
 - Actively encourage participation in annual engagement surveys.
 - Implement findings of engagement surveys in action planning at the department and College level.
 - Empower department chairs to set engagement priorities and provide College-level support to operationalize those priorities.
- Continue annual merit-based salary programs to ensure that salary and benefits packages for high-performing CAH faculty and staff are highly competitive with peer institutions.
 - Review and revise CAH faculty workload allocation guidelines to maintain clear standards of performance, equitable opportunity for merit-based salary increases, and productivity expectations consistent with peer Colleges.
 - Advocate for continued merit-based salary increases associated with performance evaluations.
- Establish a staff position in CAH focused on advancing best practices in employee engagement.
 - Create a position reporting to the CAH Dean with responsibility for College-wide employee engagement.

Strategy 5: Achieve operational and financial excellence in CAH

Tactics:

- Adopt annual balanced budgets that are communicated transparently to key CAH stakeholders and monitored regularly to ensure financial goals are achieved.
 - Maintain expectation of strategic and performance-linked allocation of resources across CAH units.
 - Provide regular updates to CAH department and unit heads regarding budget status throughout the year.
- Conduct a thorough review of CAH facility use and class schedules to ensure classrooms, meeting spaces, and other facilities are fully and efficiently utilized on the Oklahoma City and Tulsa campuses.
 - Review CAH space use to identify potential efficiencies in space allocation and scheduling.
 - Ensure research space assignment optimizes productivity in scholarship as measured through successful application for funding and publication in high-quality journals.
- Support robust strategic planning at the CAH department and unit level.
 - Establish timelines and expectations for department strategic planning.

Strategy 6: Connect CAH alumni to the University for life.

Tactics:

- Support OU alumni engagement initiatives, including new CAH alumni events, professional development, and social events/experiences.
 - Coordinate CAH alumni communications and engagement with OU MarComm, OU Foundation Development, and OU Events offices.

Priority 4: Lift the Health of Oklahoma

Strategy 1: Be a world-class academic health system through education, research, and patient-centered care

Tactics:

- Attract and support world-class talent to advance discovery, innovation, and health care practices for all Oklahomans, aligned with the performance benchmarks of leading academic healthcare accrediting bodies.
 - Investigate feasibility of specialized tracks within CAH programs.
 - Identify areas of focused excellence within CAH departments.
- Leverage expertise across all campuses in areas of allied health to foster collaboration and advance the quality and impact of OU's health-related education, research, patient-centered care, services, and outcomes.
 - Promote faculty involvement to include participation in national professional organizations.
 - Measure program participation rates and satisfaction by assessing behavior change and health outcome improvements.



Strategy 2: Provide outstanding health care statewide, including care not available anywhere else in Oklahoma

Tactics:

- Expand the presence of OU Health statewide, including a network of partners, to provide research-driven, highly specialized care that is only available through an academic health system.
 - Establish partnerships with state agencies for practice-based research.
 - Investigate feasibility of regional outreach in Oklahoma's major population areas (e.g., Oklahoma City, Tulsa, Lawton, Norman, Stillwater, Enid, Broken Arrow).
 - Create hub-and-spoke models with central expertise supporting satellite locations/mobile units.
 - Develop industry partnerships for equipment and technology support.
 - Target Oklahoma's high rates of diabetes, heart disease, and obesity through specialized nutrition and rehabilitation programs.
- Build or establish partnerships for regional comprehensive services.
 - Analyze feasibility and cost of mobile units staffed with rotating specialists from allied health disciplines.
 - Create proposals for community-based training sites in schools, workplaces, and community centers.
 - Create health screening and education programs in rural areas.
 - Develop telehealth networks connecting remote areas to specialists in urban centers.
 - Partner with regional medical centers to provide specialized services locally.
 - Strengthen community engagement and outreach by partnering with local healthcare providers to identify and refer eligible patients.

- Ensure that OU Health provides consistent, evidence-based, high-quality care regardless of the patient's ability to pay.
 - Investigate community-based training sites in schools, workplaces, and community centers.
 - Partner with school districts for pediatric services and prevention programs.
 - Develop population health screenings (balance assessments, nutritional status, communication) specifically in rural areas in partnership with community organizations.
 - Develop evidence-based protocols specific to Oklahoma's population health needs.
 - Pursue federal grants for rural health initiatives.
- Collaborate with OU Health on population-level wellness initiatives in addition to individual health care services – to support the well-being of the people who live, learn, work, and play on each of OU campuses.
 - Implement workplace wellness, mindfulness, and ergonomic programs offered by OU LiveWell .
 - Develop nutrition counseling services for employees with chronic conditions.
 - Develop hearing conservation programs for facilities and maintenance staff.
 - Provide communication coaching for faculty presenting or teaching.
 - Develop virtual wellness resources accessible campus-wide in collaboration with OU LiveWell.
- Address Oklahoma-specific health challenges by focusing on the specific populations including tribal nations and rural communities of Oklahoma
 - Work with tribal health organizations to serve Oklahoma's 39 federally recognized tribes.
 - Address Native American community health needs through culturally competent care.
 - Partner with tribal health organizations for culturally responsive clinical experiences for CAH students.
- Virtualize and scale care while integrating emerging technologies and analytic capabilities across the health care enterprise.
 - Develop comprehensive telehealth platforms for remote consultations and follow-up.
 - Create/utilize certificate programs, telehealth opportunities, virtual learning/care.
 - Increase the use of online education to deliver health professional education, emphasizing the upskilling of the existing workforce and employer-guided learning.
- Build avenues to ensure program financial sustainability.
 - Develop funded research programs addressing Oklahoma's health disparities.
 - Identify seed and bridge grants for CAH research teams to target.
 - Create sustainable funding models for ongoing wellness initiatives.

Strategy 3: Meet Oklahoma’s health care workforce need with the urgency it demands

Tactics:

- Evaluate the current and future needs of Oklahoma’s health care workforce and use these data to prompt appropriate program expansion to meet OU’s responsibility as the lead provider of health care workforce development in the state.
 - Support targeted enrollment growth based on OK's workforce needs and CAH program capabilities.
 - Maintain high standards of program quality, breadth of clinical training experiences, and full accreditation of all programs while supporting enrollment growth.
 - Identify and advocate for resources to support program growth.
 - Ensure faculty, staff, space, and resource capacity in CAH and campus-wide for enrollment growth and program consolidation in Oklahoma City.
- Implement novel curricula within CAH programs that will attract and prepare students for 21st-century challenges in health care.
 - Showcase accreditation of each program within college.
 - Create clinical rotation sites across the state to expose students to Oklahoma practice.
 - Partner with OU Medicine to create specialized rotations in unique services.
 - Attend career fairs in high schools/undergrad programs.
- Be the lead provider in Oklahoma for the education of allied health professionals.
 - Develop leadership development programs for allied health professionals.
 - Showcase admissions and graduation rates of CAH programs.
- Increase philanthropic support for stipends and scholarships for undergraduate and graduate students in allied health programs.
 - Monitor alumni career advancement and specialization development.
 - Build and nurture an allied health alumni network.
 - Help grow the pipeline and expand capacity in programs at the K-12 and undergraduate levels to drive increased enrollment in allied health programs.

Strategy 4: Focus investments in strategic research areas to improve Oklahoma’s health and that of the world

Tactics:

- Identify the role of CAH researchers in the areas of cancer, diabetes, vascular diseases and neuroscience.
 - Harness programs currently in place for growth, including recruitment of new research faculty to drive interprofessional research.
 - Build and nurture already placed resources such as the Unity Clinic.
- Enhance community-engaged research to address social determinants of health, health care access, health outcomes, and health policy, specifically focusing on current issues in allied health professions, as well as issues facing Oklahomans specifically.
 - Strengthen community engagement and outreach by developing culturally sensitive materials to reach a variety of populations and address mistrust or misconceptions among patients.

Strategy 5: Translate research into practice to improve the quality of care and health outcomes

Tactics:

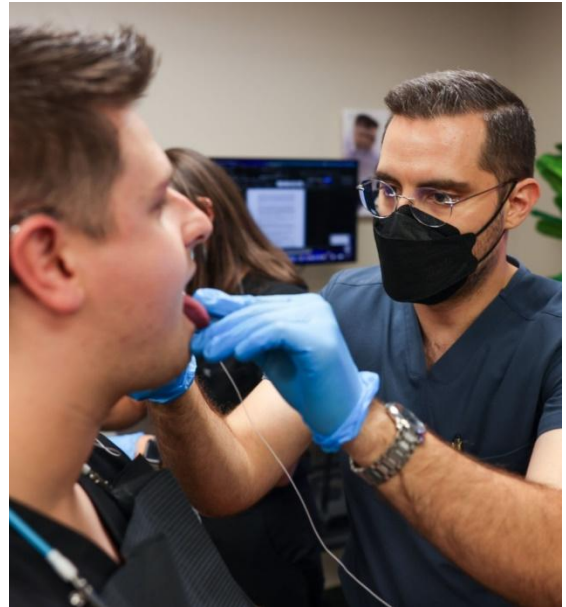
- Increase the number of patients enrolled in clinical trials in the next five years.
 - Identify personnel, funding, and infrastructure capacities and needs to participate in OU Health clinical trials.
- Recruit and hire faculty with specialized expertise in clinical trials and clinical-translational research.
 - Advocate for targeted recruitment, appropriate compensation, and tailored startup packages to attract faculty with clinical trials experience and expertise.

Priority 5: Shape the Future through Discovery, Creativity, and Innovation

Strategy 1: Empower CAH Scholars by Reducing Administrative Burden and Enhancing Research Support

Tactics:

- Develop a CAH research support hub (pre-award, post-award, budget, compliance, IRB support).
 - Inventory existing pre-/post-award services across CAH and identify critical gaps.
 - Assign personnel (or partial FTE) to form an initial core team with defined roles.
 - Build a centralized Canvas module with templates, checklists, budget tools, and timelines.
 - Pilot test cases (PIs) to refine workflows before college-wide rollout.
- Implement streamlined, user-friendly workflows for grant submissions, routing, and progress reporting.
 - Map current submission process and identify redundant approval steps.
 - Create standard templates for biosketches, facilities descriptions, and boilerplate text.
 - Develop a submission timeline tool specifying tasks at 6-, 4-, and 2-week marks.
 - Conduct a short training on the streamlined workflow.
- Expand internal onboarding for new PIs on pre-award, post-award, data management, and compliance.
 - Draft a CAH PI onboarding packet with information on grant routing, IRB pathways, financial contacts, etc.
 - Host quarterly onboarding sessions for new faculty and trainees.
 - Add ORA/IRB/OTD introductions to onboarding agendas.
 - Require completion of a short “PI Essentials” module by all new researchers.
- Deploy a CAH-facing PI Dashboard showing real-time budget status, burn rate, deadlines, and grant milestones.
 - Identify key metrics (budget, burn rate, deadlines, personnel expenditures).
 - Meet with central IT to define feasibility and data-access constraints.
 - Create a prototype dashboard for 3–5 volunteer PIs.
 - Iterate with user feedback prior to broader CAH rollout.
- Provide faculty liaisons for CAH researchers with the VPRP, IRB, OTD, and compliance offices.
 - Coordinate a rotating schedule of university-level partners.
 - Publicize liaisons quarterly via CAH email and “Research Pulse.”
 - Track attendance and identify recurring barriers to escalate as system-level issues.



Strategy 2: Expand CAH's Interdisciplinary Scholarship to Address Grand Societal Challenges

Tactics:

- Launch CAH interdisciplinary research clusters (e.g., rural health access, rehabilitation technology, nutrition and chronic disease, aging and mobility).
 - Hold a CAH-wide call for faculty interested in cluster participation.
 - Convene initial meetings around 3–4 focal themes (e.g., mobility, aging, nutrition).
 - Create a cluster lead and co-lead structure with defined responsibilities.
 - Identify 1–2 grant targets per cluster for the upcoming NIH cycle.
- Formalize cross-campus collaboration pathways with SCC, HHDC, Pharmacy, Engineering, and Medicine.
 - Schedule partnership meetings with collaborators (e.g., SCC, HHDC, SBME, other Colleges at OU and OU Health Campus).
 - Develop and distribute collaboration menus summarizing shared capabilities.
 - Create standard MOUs for resource sharing, clinic access, and core utilization.
 - Identify near-term pilot grant opportunities leveraging multi-college teams.
- Embed CAH faculty in campus-wide initiatives in AI, data science, community well-being, aging, disability, rural health, and public health impact.
 - Map current CAH faculty to campus initiatives (AI, data science, aging, disability).
 - Nominate CAH faculty for initiative leadership or working groups.
 - Submit at least one CAH-supported position paper or concept proposal per initiative.
 - Integrate CAH examples into campus-wide initiative communications.
- Develop community-engaged research pipelines with tribal nations, rural hospitals, PT/OT clinics, nutrition services, and clinical partners.
 - Identify 5 new community or tribal clinical partners for potential research alignment.
 - Draft template DUAs and site agreements for fast deployment.
 - Train faculty on community-engaged methods (RE-AIM, CBPR).
 - Launch 1–2 small pilot projects in year one (e.g., screening, telehealth, rehab protocols).
- Create an interdisciplinary seed grant program supporting multi-unit CAH teams.
 - Draft an RFA emphasizing multi-department CAH teams.
 - Secure a fixed annual budget from the Dean's office.
 - Recruit an external review panel to avoid internal bias.
 - Require outcome reporting (publications, grants, protocols) within 12 months.

Strategy 3: Strengthen CAH’s Research and Workforce Infrastructure to Support Oklahoma’s Needs

Tactics:

- Develop a CAH research infrastructure modernization plan, prioritizing biomechanics labs, human performance labs, imaging, metabolic assessment, and wet-lab modernization.
 - Conduct a lab-by-lab audit of equipment, usage, and capital needs.
 - Rank needs by research output potential and funding competitiveness.
 - Obtain cost estimates from vendors for top-priority upgrades.
 - Submit a modernization plan to the Dean and VPRP for co-funding.
- Expand research training for graduate and professional students (GRA lines, research rotations, interprofessional research coursework).
 - Inventory current GRA lines and identify unmet needs by department.
 - Assess a research rotation elective for CAH programs and implement where feasible.
 - Promote student research certificates and recognitions in collaboration with Student Affairs.
 - Match interested students with faculty mentors through structured recruitment cycles.
- Create statewide pipelines for research workforce development in collaboration with rural and tribal partners.
 - Initiate conversations with rural hospital systems about training placements.
 - Develop a CAH workforce fellowship for rural-serving clinicians.
 - Integrate community and rural content into didactic curricula.
 - Host meetings with tribal and rural partners to identify and revise needs.
- Obtain university-level investment to upgrade CAH data science capabilities (e.g., secure computing, storage, biostatistics access).
 - Survey faculty to identify highest-priority data science needs.
 - Acquire licenses or shared access to statistical or AI platforms.
 - Create an “Intro to Data Science for CAH Researchers” short course.
 - Collaborate with central IT to expand secure computing access.
- Establish shared equipment programs leveraging university-level capital, TAG mechanisms, and external grants.
 - Create an annual CAH equipment proposal mechanism similar to TAG.
 - Identify match-funding opportunities with departments or VPRP.
 - Integrate equipment availability and scheduling system (e.g., iLab) for shared resources.
 - Train faculty/students on proper use and maintenance of research equipment.

Strategy 4: Elevate CAH's Creative, Scholarly, and Community Impact across Oklahoma

Tactics:

- Develop a CAH impact initiative to track scholarship affecting rural health, disability services, chronic disease prevention, and Oklahoma's workforce needs.
 - Define core domains (e.g., rehabilitation outcomes, nutrition, chronic disease, disability).
 - Collect baseline data from clinics, outreach programs, and research labs.
 - Assign a data lead to integrate outcomes across departments.
 - Create a public-facing website summarizing annual impact highlights.
- Expand CAH's visibility via public scholarship, statewide continuing education, webinars, rural training programs, and community health initiatives.
 - Launch a CAH quarterly webinar series for clinicians statewide.
 - Partner with OSU Extension, public health departments, and tribal health entities.
 - Develop CEU-approved modules for CAH audiences.
 - Track attendance, regional participation, and follow-up engagement.
- Support high-impact creative work (e.g., innovative clinical protocols, health tech prototypes, community-engaged curricula, AI-enabled interventions).
 - Identify CAH faculty with prototypes, protocols, or innovative interventions.
 - Schedule OTD consults to evaluate IP, licensing, or implementation potential.
 - Offer small internal grants for prototype development or pilot testing.
 - Showcase innovations at CAH Research Day and statewide partners' events.
- Strengthen pathways for technology translation, innovation, and community implementation of CAH research.
 - Train faculty in implementation science frameworks (e.g., RE-AIM, PDSA).
 - Partner with clinical sites to test real-world adoption of CAH-developed workflows.
 - Create a template toolkit for deploying CAH-developed interventions across sites.
 - Pursue small-scale SBIR/STTR submissions with relevant faculty.
- Launch the CAH Oklahoma Impact Report, published annually.
 - Draft standardized report sections (workforce, research, community impact).
 - Collect departmental submissions every spring.
 - Work with MarComm to produce a visually aligned publication.
 - Distribute to OU Health leadership, legislators, clinical partners, and donors.

Key Performance Indicator Scorecard

Priority 1. Lead as a Top-Tier Public College

<i>Key Performance Indicator</i>	<i>Target</i>
Extramural funding consistent with research FTE	Aligned with AAU public peer benchmarks
Faculty hiring aligned to enrollment and research priorities	Alignment documented in all faculty searches
Doctoral degree completion rate	Achieve 70 percent completion rate within 5 years
Research expenditures	Sustained growth aligned with AAU peer benchmarks
Shared equipment and programmatic grant funding	Increased funding directed to priority equipment needs

Priority 2. Empower Students for a Life of Success, Meaning, and Impact

<i>Key Performance Indicator</i>	<i>Target</i>
First to second year retention rate	Improvement relative to recent historical performance
Graduation rates	Improvement relative to peer institutions
Post graduation placement outcomes	Tracked consistently across all programs
Degree programs with required essential skills coursework	All degree programs
Annual curriculum review and update	Completed annually for all programs

Priority 3. Ascend as One OU - Unified by our Purpose, Values, and Strategic Plan

<i>Key Performance Indicator</i>	<i>Target</i>
Employee engagement and satisfaction	Positive trend in university engagement surveys
Faculty and staff retention	Stable or improving retention over time
Alignment of divisional plans with college strategic plan	All divisions aligned annually
Completion of college policy and process reviews	Conducted annually
Alumni engagement and connection	Increased engagement over time

Priority 4. Lift the Health Oklahoma

<i>Key Performance Indicator</i>	<i>Target</i>
Health focused teaching initiatives	Integrated within divisional curricula
Health related research activity	Growth in projects aligned with health outcomes
Interdisciplinary collaboration with OU Health	Active collaborations sustained
Community engaged health projects	Ongoing projects serving Oklahoma communities
Health focused scholarly output	Regular dissemination of research and creative activity

Priority 5. Shape the Future through Discovery, Creativity, and Innovation

<i>Key Performance Indicator</i>	<i>Target</i>
Efficient grant submission and management	Support infrastructure scaled to match increased need
Faculty participation in interdisciplinary research	Broad participation across divisions
External funding proposals and awards	Increased submission and award activity over time
Research translation and innovation activity	Active pursuit of IP commercialization and partnerships
Research infrastructure support	Investments aligned with strategic research priorities



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