**2022-2023 Academic Strategic Plan**

The DHSS strategic plan, as realized in department pillar goals, informs the faculty when making decisions regarding policies and procedures, student curriculum and clinical training, and any faculty or facility need. These department Pillar Goals flow directly from the institution's (VUMC) Pillar Goals, which are in turn informed by the institution’s Purpose, Mission, and Strategic Commitments as updated yearly through VUMC’s Strategy Share Meeting. Long- term strategic planning occurs at all levels as evidenced by VUMC pillar goals (<https://www.vumc.org/strategy/vumc-strategy>), the institution’s planning and implementing of its academic strategic plan (<https://www.vanderbilt.edu/strategicplan/> that is currently in the “impact Phase, after five years of the “action phase”), which in turn informs the School of Medicine’s Strategic commitments (<https://medschool.vanderbilt.edu/about-the-school/>). These long-term strategic planning activities are used to inform yearly updates of strategic planning, including formation of the DHSS pillar goals.

For 2022-2023, the VUMC strategic directions include:

1) Make Diversity and Inclusion Intentional - We will reflect the diversity of the populations and staff we serve in our teams, programs and communications; and be inclusive in our processes and decisions.

2) Design for Patients and Families - We will care for people in a compassionate and personalized way, wherever they are, whenever they need us.

3) Discover, Learn, and Share - Our collaborative learning environment ensures we will remain nimble and distinctive as a national leader in biomedical discovery, health care, and training. As we integrate expertise and data, we will expand and create new research capabilities to make discoveries of value and translate them quickly to our teams, patients and community.

In the next year, we will continue to develop capabilities and strategies to:

* Leverage and enhance existing strengths in health equity and inclusion
* Promote a welcoming and inclusive environment within the fabric of the organization
* Enhance mentoring, training, and career development programs that enable ongoing career progression and transitions
* Update computational, information technology, and biospecimen and data storage to meet the demands of and advance basic, clinical, and population research

For 2022-2023, the DHSS Pillar goals that directly relate to the academic and clinical training of Au.D. and M.S.-SLP students include:

1) People: As quantified by faculty well-being, employee engagement, and workforce retention

2) Service: As quantified by time to new patient visits, number of appointments, patient experience, number of telehealth, and ambulatory visits

3) Innovation: As quantified by academic performance composite based in part on grant and contract expenditures, number of participants in and clinical studies, number of active studies, and recognition and awards for our faculty.

Evaluation of progress towards these Department Pillar Goals are monitored by the Leadership Committee to ensure the objectives are being achieved within a predetermined (minimal to aspirational) range, defined as “threshold,” “target,” or “reach” levels, on an ongoing basis. The DHSS Leadership Committee consists of the department Chair, three Vice Chairs (education, research, and clinical operations), Administrative Operations Officer, Finance Administrator, clinical division directors, and directors of clinical education within the Audiology and Speech-Language Pathology programs. Progress toward these goals is presented at our Department-Wide Quarterly Meeting. In addition, these goals are monitored quarterly throughout the year by the VUMC leadership team (Dean of the School of Medicine, Deputy CEO and Chief Health System Officer, President of Vanderbilt University Adult Hospital, among others).