**2023-2024 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 from the Vanderbilt University Medical Center’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 and strategic directions (<https://www.vumc.org/strategy/strategic-directions>), the Vanderbilt Universities (VUs) planning and implementing of its academic strategic plan (<https://www.vanderbilt.edu/strategicplan/>; 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.

For 2023-2024, 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).

For 2023-2024, the VUMC strategic directions include:

1) Make Diversity and Inclusion Intentional

2) Design for Patients and Families

3) Discover, Learn, and Share