

**College of Health Sciences
Strategic Plan
2015-2021**

**EDUCATING THE CLINICAL, EDUCATIONAL AND
RESEARCH LEADERS OF TOMORROW**

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1. INTRODUCTION

In alignment with the mission of the University of Kentucky (UK), the mission of the College of Health Sciences (CHS) is to “help the people of the Commonwealth of Kentucky and beyond to gain and retain the highest level of health through creative leadership and productivity in education, research, and service.” The College is dedicated to educating frontline entry-level practitioners for the allied health disciplines housed in the CHS as well as educating the clinical, educational, and research leaders of tomorrow (<http://www.uky.edu/chs/about-us>). We are the Gateway to the Health Sciences.

The source of our passion is our mission, which is centered on education, research, and service. We are driven by the desire to help people attain the highest level of health possible. Everything we do leads toward one outcome: optimal health. Whether it is educating the next generation of competent, compassionate health care providers, engaging in research with the end-goal of helping people attain better health, or providing frontline patient care, CHS is committed to fulfilling the University's Kentucky Promise.

The Kentucky Promise is a powerful motivator for our College, and we embrace the responsibilities inherent in fulfilling that Promise. We take to heart the words of UK President Eli Capilouto, who upon acceptance of his position said: "UK is a promise we have made to each other that says that [students] from all walks of life, backgrounds and experiences are welcome here ... and that they leave as our best and brightest because we foster their potential and brilliance."

The 2015-2021 CHS Strategic Plan is aligned with the University Strategic Plan. The College of Health Sciences has used the strategic planning process of the University of Kentucky to strengthen the core mission of the college and to move in new directions. This 2015-2021 Strategic Plan will further refine and focus our goals on the tenets of education, research, and outreach, ensuring continued growth and success of our students, faculty, staff, and our College. A strategic plan forms the framework for setting goals. The vision of the college is realized through these goals and the steps identified to achieve them. Continual measurement of progress allows for creative use of resources and an ability to change directions when needed.

2. Our VISION and STRATEGIC OBJECTIVES

VISION

The mission of the University of Kentucky College of Health Sciences (CHS) is to help the people of the Commonwealth of Kentucky and beyond attain the highest level of health possible. We fulfill our mission through creative leadership and productivity in education, research, and service. Our vision is to serve as the Gateway to the Health Sciences.

Undergraduate Student Success

To be the University of choice for aspiring undergraduate students within the Commonwealth and beyond, seeking a transformational education that promotes self-discovery, experiential learning, and life-long achievement.

Graduate Education

Strengthen the quality and distinctiveness of our graduate programs to transform our students into accomplished scholars and professionals who contribute to the Commonwealth, the nation, and the world through their research and discovery, creative endeavors, teaching, and service.

Diversity and Inclusivity

Enhance the diversity and inclusivity of our University community through recruitment, promotion, and retention of an increasingly diverse population of faculty, administrators, staff, and students, and by implementing initiatives that provide rich diversity-related experiences for all to help ensure their success in an interconnected world.

Research and Scholarship

Expand our scholarship, creative endeavors, and research across the full range of disciplines to focus on the most important challenges of the Commonwealth, our nation, and the world.

Outreach and Community Engagement

Leverage leading-edge technology, scholarship, and research in innovative ways to advance the public good and to foster the development of citizen-scholars.

3. STRATEGIC OBJECTIVE: UNDERGRADUATE STUDENT SUCCESS

To be the University of choice for aspiring undergraduate students within the Commonwealth and beyond, seeking a transformational education that promotes self-discovery, experiential learning, and life-long achievement.

The College of Health Sciences strives to provide a transformative education that supports the healthcare workforce of tomorrow. The College is dedicated to enhancing student success. Our mission is to recruit, admit, support, and graduate an interprofessional community of learners prepared for engaged citizenship. We will create and nurture an environment inspired by professionalism, rigor, diversity, and inclusion. In order to provide this state of the art transformative student centered education, we will focus on targeted strategic investments in faculty, staff, and co-curricular resources dedicated to student success.

Strategic Initiatives and Action Steps

CHS Strategic Initiative 1: Enhance the success of our increasingly diverse student body and help ensure timely degree completion and career planning through high-impact, student-centered support systems.

- **Action Step 1:** Embrace a holistic undergraduate admission process to ensure a more diverse student population and to facilitate admission of highly qualified student cohorts.
- **Action Step 2:** Expand our current high caliber, high-touch advising and first-year and second-year experience programs to support our students' wellness including academic, financial, mental and physical health, and sense of belonging.
- **Action Step 3:** Provide classroom and co-curricular opportunities integrated with professional pathway programming and career development to improve student success and timely degree progression.
- **Action Step 4:** Expand scholarships for addressing the unmet need of all CHS students.

CHS Strategic Initiative 2: Create and support a learning environment that promotes professionalism, intercultural competence, and critical problem solving skills for developing future healthcare leaders by cultivating innovative curricular offerings and transformational teaching modalities.

- Action Step 1: Review the College’s undergraduate programs and build on current strengths of existing programs, certificates, and minors and look for more effective and efficient program deliveries and growth opportunities.
- Action Step 2: Continue to support and expand faculty opportunities to identify, implement, and assess leading-edge teaching practices to improve student outcomes and instructional efficacy.
- Action Step 3: Integrate professionalism, service-learning, intercultural learning, and problem-based learning into current course offerings so that students are prepared for interdisciplinary leadership in a rapidly evolving healthcare workplace.

CHS Strategic Initiative 3: Broaden, deepen, and personalize student learning by supporting and coordinating experience-rich opportunities that encourage self-reflection, engaged citizenship, and life-long learning.

- Action Step 1: Encourage and support transformative learning by providing high-impact programs and practices designed to broaden worldviews as well as improve professionalism, communication skills, and global citizenship.
- Action Step 2: Integrate curricular and co-curricular activities designed to promote student engagement, diversity, and retention (examples where activities will be developed include: living-learning programs, research, education abroad, and professional clubs).
- Action Step 3: Create an Honors Pathway that enriches students’ educational journey.

Metrics

Metric	Definition	CHS Baseline	CHS 2021 Target
Retention Rates	First-Year <i>(Fall 2014 Cohort)</i>	85.2%	90.0%
	Second-Year <i>(Fall 2013 Cohort)</i>	74.2%	85.5%
	Third-Year <i>(Fall 2012 Cohort)</i>	72.6%	82.0%
Graduation Rates	Four-Year <i>(Fall 2010 Cohort)</i>	41.5%	53.5%
	Six-Year <i>(Fall 2008 Cohort)</i>	56.7%	70.5%
Six-Year Graduation Gap for select groups <i>(decrease)</i>	Underrepresented minorities <i>(Fall 2008 Cohort)</i>	24.0%	14.2%
	First-generation <i>(Fall 2009 Cohort)</i>	26.7%	10.3%
	Pell recipients <i>(Fall 2008 Cohort)</i>	27.5%	12.0%
Post-college Outcomes	Graduate Education Rate		
	Employment Rate <ul style="list-style-type: none"> ▪ Overall ▪ Medically underserved communities 	Create assessment for setting baseline in 2016-2017	

4. STRATEGIC OBJECTIVE: GRADUATE AND PROFESSIONAL EDUCATION

Strengthen the quality and distinctiveness of our graduate and professional programs to transform our students into accomplished scholars and professionals who contribute to the Commonwealth, the nation, and the world through their research and discovery, creative endeavors, teaching, and service.

The College of Health Sciences recognizes that the scope of professional opportunities for our graduate and professional students is changing in fundamental ways. So, too, is our approach to graduate education, as seen by our close examination of course offerings, as well as students' clinical, teaching, and research responsibilities throughout their degree programs. Additionally, we are targeting financial support for graduate and professional education in ways that will increase student selectivity, enhance interprofessional education, expand and enhance programs that prepare future health care professionals for the rapidly changing delivery and research needs.

Strategic Initiatives and Action Steps

CHS Strategic Initiative 1: Recruit and retain outstanding graduate and professional students from all backgrounds.

- **Action Step 1:** Develop relationships with colleges and universities that attract under-representative minorities.
- **Action Step 2:** Enhance the diversity of the college by creating scholarship opportunities for students in each of the College's five graduate (Rehabilitation Sciences Doctoral Program, Physician Assistant Studies, Communication Sciences & Disorders, and Athletic Training) and professional (Physical Therapy) programs.
- **Action Step 3:** Identify, support, and encourage promising current undergraduate students from within the University of Kentucky to seek masters, doctoral and professional education in the College of Health Sciences.
- **Action Step 4:** Recruit outstanding graduate and professional students who are seeking CHS programs of distinction for their education and training. Recruitment efforts must extend beyond the Commonwealth to have national and international reach.

CHS Strategic Initiative 2: Invest in graduate and professional programs that have distinctive synergy with CHS research priorities and/or whose graduate students demonstrate excellence at the national or global level.

- Action Step 1: The College of Health Sciences will work to further integrate the College's professional and research programs into the University of Kentucky's Health Care Enterprise (UKHC) as well as other affiliated health care partners and colleges.
- Action Step 2: Align our strengths (health, wellness, prevention, and rehabilitation) with the health disparities in the Commonwealth of Kentucky and expand our funding to be more diverse and discipline specific while retaining a focus on National Institutes of Health when applicable.
- Action Step 3: Increase the impact of each of the CHS graduate and professional programs to have a broader reach in terms of national recognition and impact on their respective disciplines.

CHS Strategic Initiative 3: Provide graduate students with the appropriate balance of research, teaching, engagement, and/or experience in creative activity that will enhance timely degree completion and long-term career success.

- Action Step 1: Enhance the professional development of graduate students through curricular and co-curricular enrichment, mentoring, and programming to improve their leadership, management, and communication skills.
- Action Step 2: Document and promote immediate and long-term employment and career success.

CHS Strategic Initiative 4: Improve the visibility of CHS graduate programs and faculty accomplishments nationwide.

- Action Step 1: Ensure that CHS faculty are recognized for excellence in teaching, research, and service and increase the number of faculty who are recognized as Fellows in their respective disciplines.
- Action Step 2: Provide new faculty formal mentorship in instruction and research to support advancement and promotion.

Metrics

Metric	Definition	CHS Baseline	CHS 2021 Target
Graduate and Doctoral Program selectivity	Percentage of applicants who receive offers of admission (selectivity) (2016) ¹	AT: 10.1% CSD: 20.1% PAS: 25.8% PT: 16.2% RHB: 55.0%	Keep selectivity below UK target of 22% PAS: decrease by 4% RHB: decrease by 15%
Graduate Degrees Awarded	Master's, doctoral degrees awarded ² (2015-16)	AT: 14 PAS: 54 CSD: 33 PT: 62 RHB: 5 CHS Total: 168	Increase CHS total by 8%
Diversity of Students, per CPE enrollment Goals	% of African American/Black Students (Fall 2015) ³	Total Masters: 3.1% AT: 8.7% CSD: 1.5% PAS: 3.1% PT: 5.4% RHB: 0.0%	Increase 2% from current status
	% of Hispanic/Latino students (Fall 2015) ³	Total Masters: 1.2% AT: 4.3% CSD: 1.5% PAS: 0.6% PT: 2.9% RHB: 0.0%	Increase by 0.3%
	% of First Generation students (Fall 2015) ³	Total Masters: 11.4% AT: 0.0% CSD: 5.9% PAS: 15.3% PT: 8.3% RHB: 17.9%	Programs ≥ 10% remain stable; Programs < 10% increase by 2%

Metric	Definition	CHS Baseline	CHS 2021 Target
Post-college Outcomes	Employment Rate <ul style="list-style-type: none"> ▪ Overall ▪ Medically underserved communities 		Create assessment for setting baseline in 2016-2017

¹ Source: Data provided by CHS Office of Student Affairs. Calculation provided by CHS Office of Assessment.

² Preliminary data for 2015-16. Professional programs are capped by space and accreditation standards.

³ Due to the PAS admission cycle, data reported are as of Spring 2016.

5. STRATEGIC OBJECTIVE: **DIVERSITY AND INCLUSIVITY**

Enhance the diversity and inclusivity of our University community through recruitment and retention of an increasingly diverse population of faculty, staff, and students and by implementing initiatives that provide rich diversity-related experiences for all to help ensure their success in an interconnected world.

We will achieve this objective by working collaboratively to create an environment where all of our students, faculty, and staff live or work in an environment of openness and acceptance and in which people of all backgrounds, identities, and perspectives can feel secure and welcome.

We are committed to providing an enriching UK experience for *all* students, faculty, and staff by actively exploring and adopting new initiatives that will expand both the diversity and inclusivity of our campus community.

Strategic Initiatives and Action Steps

CHS Strategic Initiative 1: Foster a diverse community of engaged students.

- **Action Step 1:** Recruit, retain, and graduate an increasingly diverse student population.
- **Action Step 2:** Implement and/or expand formal and informal curricular and co-curricular programs that promote discussions and activities about diversity and inclusivity, thus cultivating a community where differences are valued.
- **Action Step 3:** Implement an equity dashboard at CHS to help campus leaders encourage and monitor diversity and inclusion progress.

CHS Strategic Initiative 2: Improve Workforce Diversity and Inclusion.

- **Action Step 1:** Provide formal inclusiveness and diversity professional development for all faculty, staff, managers, and supervisors, including training on explicit (conscious) and implicit (unconscious) bias and training on how to structurally create inclusive working and learning environments.
- **Action Step 2:** Increase diversity in number, proportion, and retention in all workforce position categories including faculty, where representation is less than proportionate.

CHS Strategic initiative 3: Engage diverse worldviews and perspectives by increasing awareness of diversity and by communications across campus that address these issues.

- Action Step 1: Increase and promote student opportunities to explore global perspectives across the curriculum and the co-curriculum.
- Action Step 2: Align and integrate diversity and inclusion education, training, and communication with the Office for Institutional Diversity to track initiatives and outcomes that are sustainable.

Metrics

Metric	Definition	CHS Baseline	CHS 2021 Target
Enrollment percentage of under-represented undergraduate and graduate students ¹	Undergraduates <i>(Fall 2014)</i>	9.1%	11.0%
	Graduates <i>(Fall 2014)</i>	5.5%	8.0%
Enrollment percentage of URM Undergraduate & Graduate Students <i>(CPE Underrepresented definition)¹</i>	Undergraduates <i>(Fall 2014)</i>	11.8%	15.0%
	Graduates <i>(Fall 2014)</i>	6.7%	9.0%
Graduation rate for under-represented students	Undergraduates ² —6 year cohort <i>(Fall 2008)</i>	35.3%	50.0%
	Master's—3 year cohort <i>(Fall 2012)</i>	100%	100%
	Doctoral—7 year cohort <i>(Fall 2008)</i>	--	95.0%
Faculty	Female <i>(2015-16)</i>	43.6%	48.0%
	URM Faculty Total <i>(2015-16)</i>	5.5%	8.0%
	African American/Black <i>(2015-16)</i>	3.6%	5.0%
	Hispanic/Latino <i>(2015-16)</i>	1.8%	3.0%
Executive, Administrative, Managerial	Female <i>(2015-16)</i>	66.7%	70.0%
	URM EAM Total <i>(2015-16)</i>	0.0%	8.0%
	African American/Black <i>(2015-16)</i>	0.0%	10.0%
	Hispanic/Latino <i>(2015-16)</i>	0.0%	10.0%

Metric	Definition	CHS Baseline	CHS 2021 Target
Professional	URM EAM Total (2015-16)	10.0%	15.0%
	African American/Black (2015-16)	6.7%	8.0%
	Hispanic/Latino (2015-16)	3.3%	7.0%

¹ *Underrepresented Students* includes the following race/ethnicity categories: American Indian/Alaskan Native; Black, non-Hispanic; Hispanic. *Underrepresented minorities (URM)* as defined by the Kentucky Council on Postsecondary Education (CPE) includes the following race/ethnicity categories: American Indian or Alaskan Native, Black or African American, Hispanic, Multi-racial/Two or more races, Native Hawaiian or other Pacific Islander.

² First-time, full-time freshman

6. STRATEGIC OBJECTIVE: RESEARCH AND SCHOLARSHIP

Expand our scholarship, creative endeavors, and research across our full range of disciplines to focus on the most important health-related challenges of the Commonwealth, our nation, and the world.

CHS is committed to cultivating an environment that embraces the need for extramural support and strategic investment to continue addressing challenges and disparities negatively impacting health and quality of life.

Strategic Initiatives and Action Steps

Strategic Initiative 1: Strengthen communication of CHS Research Office services and efforts to increase success in obtaining and tracking extramural funding.

- **Action Step 1:** Continue to publish an electronic bi-weekly funding and training opportunities newsletter with discipline-specific announcements, with the goal of expanding and diversifying the research funding portfolio.
- **Action Step 2:** Integrate more fully the services and resources of the UK Proposal Development Office, including PIVOT, personalized research opportunity announcements, workshops, and collaborator matches.
- **Action Step 3:** Continue to provide outstanding pre- and post-award activities, promoting a collaborative climate that is inclusive across the college.
- **Action Step 4:** Integrate collaborative expertise of high-level professionals including, but not limited to statisticians, epidemiologists, and bioengineers.
- **Action Step 5:** Develop an Access grant proposal database to increase efficiency and quality of grant reporting, including principal investigators, co-investigators, collaborating UK colleges/departments, and external institutions to align college grant reporting with Vice-President of Research institutional reporting.

Strategic Initiative 2: Develop new strategies for promoting CHS research stature across campus and the nation.

- **Action Step 1:** Integrate efforts of the diverse research groups/centers/institutes in the college to increase efficiency, promote innovation, and project an overall identity of CHS research.
- **Action Step 2:** Maintain and upgrade equipment and research facilities.
- **Action Step 3:** Engage and support research of doctoral, masters, and undergraduate students to enhance research productivity and to increase doctoral program ranking.
- **Action Step 4:** Pursue gifts and endowments in support of the research mission through creation of new endowed faculty chairs and professorships to recruit and

retain meritorious faculty and associated doctoral students in all areas of CHS research and scholarship.

- Action Step 5: Target recruitment of diverse, world-class scholars to collaborate with University Centers.

Strategic Initiative 3: Facilitate collaboration for CHS researchers to increase participation on interdisciplinary teams that will promote productivity and retention.

- Action Step 1: Strengthen faculty mentoring at the college level to ensure faculty research needs are expressly addressed.
- Action Step 2: Provide faculty pilot funding opportunities focused on building and growing interdisciplinary research teams, within and across colleges/centers, to incentivize grant submissions and allow the transition to sponsored research.
- Action Step 3: Expand opportunities for faculty not currently engaged in sponsored research to promote inclusion on teams, including:
 - Clinical disciplines to contribute to evidence-based practice by engaging in comparative effectiveness research.
 - Scholarship related to innovative instructional and service endeavors, with community collaboration.

Strategic Initiative 4: Strengthen engagement efforts and translation of research and creative work for the benefit of the Commonwealth of Kentucky.

- Action Step 1: Promote the development of innovation, intellectual property, and technology transfer by encouraging and supporting broader participation in intellectual property development across the college and communication with the intellectual property development office.
- Action Step 2: Promote and strengthen state and local partnerships so that infrastructure continues to grow to facilitate translation of research findings into the community.
- Action Step 3: Provide pilot funding opportunities to increase engagement of community stakeholders and other CHS research initiatives and facilitate health services and patient-centered outcomes research to address health disparities in the Commonwealth.

Metrics

Metric	Definition	CHS Baseline	CHS 2021 Target
Total R & D Expenditures	CHS Federal Research Expenditures (2014)	\$1.48 million	\$1.85 million 25% increase
	CHS Total Research Expenditures (2014)	\$1.52 million	\$1.9 million 25% increase
	CHS Total Extramural Expenditures ¹ (2014)	\$1.67 million	\$2.1 million 25% increase
Space (\$/square foot)	Research lab space from F&A calculation ²	\$155/square foot	\$194/square foot 25% increase
Proposal Submissions/ Success Rate	Faculty/Staff Grant Submissions with CHS PI ³ (2014)	27 proposals	32 proposals 25% increase
	Number of faculty submitting grants as PI ⁴ (2014)	13 faculty	16 faculty 25% increase
	Proposal submissions involving community partners	4 submissions	6 submissions 50% increase
	Collaborative grants with CHS faculty as co-investigators (2014)	15 faculty on 22 proposals	27 proposals 25% increase
	Proposal Success Rate ⁵ (2014)	28%	35%
Doctoral Program Ranking	Number of postdoctoral scholars/fellows (2016)	5 Post-docs	25% increase
	Number of fully-funded doctoral students (2016)	5 Students	Increase funded students by 25%
	Time to completion of Doctoral Degree Program ⁶ (3-year average- 2014, 2015, 2016 graduating cohorts)	6.83 years	4 years

¹ This includes extramural expenditures across all functions, including research, instruction, public service, and fellowships.

² \$1.52 million/9,795 sq. feet (includes wet, dry, service). UK goal is 20% increase of space that reaches \$300/square foot

³ Includes LOIs, pre-applications, and full proposals to internal and external funding sources.

⁴ Community partners are non-academic institutions, i.e. Homeplace, YMCA, Public schools, etc.

⁵ This metric is the truest determinant of an effective research enterprise. It speaks to innovation, relevance, and faculty expertise. Overall proposal submissions could decrease as long as the hit rate increases.

⁶ Includes all graduating students regardless of attendance intensity (full- or part-time).

7. STRATEGIC OBJECTIVE: OUTREACH AND COMMUNITY ENGAGEMENT

Leverage leading-edge technology, scholarship, and research in innovative ways to advance the public good and to foster the development of citizen-scholars.

CHS has many examples of outstanding outreach and community engagement, examples include: Shoulder to Shoulder Global in Ecuador, reduced-cost academic speech and pro-bono physical therapy clinics, and engagement in enhancing rural health care needs in the Commonwealth via the various initiatives of the KARRN program. These initiatives engage our outstanding clinical faculty, staff and, students with the community to foster healthy environments and lifestyles, often bringing services to those most in need. The professions represented in CHS are truly the helping professions that restore our citizen's independence, dignity, and hope.

Strategic Initiatives and Action Steps

CHS Strategic Initiative 1: Deepen student learning through community engagement and volunteerism.

- **Action Step 1:** Provide every student the opportunity to participate in a community engagement experience through academic coursework, clinical outreach services, service-learning, internships, education abroad, research, or co-curricular experiences.
- **Action Step 2:** Develop faculty and staff expertise to deliver quality community engagement and outreach, service-learning courses, and co-curricular experiences that will utilize current best practices and be culturally competent, measurable, and sustainable.
- **Action Step 3:** Provide opportunities for community service outside the classroom through volunteer service experiences that expose students to people and places that expand their world views.

CHS Strategic Initiative 2: Expand clinical education, research, and service through academic, co-curricular, and education abroad opportunities to address health disparities and better prepare our students to positively impact people's health.

- Action Step 1: Develop an increased number of clinical education sites across all college disciplines in which students gain experience in health care delivery, service and, research in rural, urban, and otherwise underserved areas in order to bring the CHS's collective expertise in health care into these areas.

CHS Strategic Initiative 3: Increase the partnership with UK Healthcare and health related community partners and utilize technology to take advantage of the clinical and research expertise of the CHS faculty and staff increasing their impact on the health of the people of Kentucky and beyond.

- Action Step 1: Develop clinical practice and applied research opportunities with UK Healthcare.
- Action Step 2: Develop telehealth programs in collaboration with community partners in need of speech and language pathology services.
- Action Step 3: Collaborate among the healthcare colleges and UK Healthcare to develop and implement new clinical programs.

Metrics

Metric	Definition	CHS Baseline	CHS 2020 Target
Database tracking engagement and outreach	Databases dispersed among colleges and units		
Faculty and staff developing expertise to deliver quality community engagement and outreach	Faculty teaching community-based courses Staff teaching community-based courses		Create assessment for setting baseline in 2016-2017 in alignment with UK Office of Community Engagement guidelines. Currently, UK has not finalized data definition and collection processes.
Opportunities for students to participate in a community-engagement experience	Undergraduate community engagement courses		
Partnerships between university and community stakeholders	Partnerships among colleges and units		

8. CONCLUSION

The College of Health Sciences recognizes that improvement and advancement can only take place with careful evaluation and actions grounded to a living strategic plan. We have a strong record of developing and enacting strategic planning.

The College is composed of aspiring undergraduate students who seek a transformational education that promotes self-discovery, experiential learning, and life-long achievement. Strengthening the quality and distinctiveness of our graduate programs to transform our students into accomplished scholars and professionals is a priority within the College. This can only be accomplished by welcoming students, faculty, and staff who are increasingly diverse. Success in implementing initiatives that provide rich, diversity-related experiences for all ensure continued success in an interconnected world.

The process of inquiry is vital to the scientific process. Expanding scholarship, creative endeavors, and research across multiple disciplines ensures that we have citizens who can lead and translate their findings and efforts of outreach to community engagement and beyond. Our charge is to change the future of the Commonwealth for the better — its health, its education, its economy, its way of life.