

COLLEGE OF HEALTH SCIENCES

STRATEGIC PLAN

2022 - 2027



**Caring for Our Region,
Advancing our Discoveries
and
Educating the Health Care Leaders
of Tomorrow**



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INTRODUCTION

Healthcare workers are in higher demand now than ever before. Given the country's increasingly older population, longer life spans, and the overall adjustment to the coronavirus pandemic, [economists at the Labor Department project](#) that from 2019 to 2029, employment in healthcare in the United States will grow 15 percent, much faster than the average for all occupations, adding about 2.4 million new jobs during that span. One needs to look no further than our own backyard to see the critical need for diverse healthcare professionals. Overall, Kentucky ranked 44th in [America's Health Rankings 2020 Annual Report](#). In the poorest areas of the state, the death rates from heart disease, cancer, COPD, stroke and diabetes are all at least 10 percent higher than the national average. ■

Background

This is why our mission — and our plan — in the College of Health Sciences (CHS) is so important. In alignment with our University, our goals in CHS have never changed; here, along with our campuses in Morehead, Ky., and Hazard, Ky., we "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."

We have an excellent track record of doing just that. Here is a snapshot of what was accomplished over the past five years. We have:

- Increased enrollment and retention: Total enrollment growth in CHS from 2015 to 2020 was 36%, 1038 and 1412 students, respectively. This growth was the result of significant increases of 66% in undergraduate enrollment. The growth of more than 66% in our undergraduate programs in the past six years poses significant challenges to our staff and faculty related to continuing our commitment to student success. However, even with these larger cohorts CHS still has among the highest student success metrics on campus. Specifically, the 2020 first fall-to-second fall retention rate of 92.9% is the second-highest on campus and the 4-year graduation rate of 74.2% is 22% higher than the UK average (51.8%).
- Expanded on our Commitment to Diversity: In 2020, the College of Health Sciences created a Diversity fund with a \$100,000 contribution from the Dean's strategic investment startup pool. And in 2022, the College hired a Director of the Office of Diversity, Equity and Inclusion. Both efforts are intended to advance Justice, Equity, Diversity and Inclusivity in the College of Health Sciences. The Fund will initially establish a JEDI Grant Program that will seek innovative proposals from CHS faculty, staff, students, or groups that will facilitate the development of a culture of belonging by embracing diversity and inclusivity within the College. The director position will bring further coordination of these efforts.
- Adopted Telehealth practices to better serve our students and patients: Our College has launched the first telehealth graduate certificate in Kentucky and has shared

INTRODUCTION (CONT)

advice on the importance of telehealth training for all medical professionals — including helping alumni and co-workers throughout the University with their virtual pedagogy.

- Continued to conduct millions of dollars of research while others were forced to suspend activities during COVID. Nearly every year the increase has been approximately \$1M in total research grant expenditures that totaled \$6.1M in 2020. This represented a portfolio research expenditure that increased by \$4.18M (217%) since 2015. The total value of the research portfolio has increased by 185% from FY15 (\$10.4M) to FY20 (\$29.7M).
- Developed mentor programs: Alumni volunteer to mentor current students in similar programs, which helps provide guidance for the student, while also providing possible networking, internship and employment opportunities down the road.
- Reinvested in our faculty and staff: Over the past six years we have not only invested performance allocated funding, but have also utilized accrued fund balance reserves and pressure point funding received from the Provost to establish the current allotment of faculty and staff. This increase (28% faculty, 47% staff) was required to support the significant growth of enrollment, expansion of our research enterprise, and to support the emerging healthcare needs associated with our disciplines.
- Continued to prepare our professional and graduate students, evident by their licensure exam pass rates, which range from 98% to 100%.

In the next five years we plan to do even more, provided we have the space and resources to do so. We are [dedicated to educating diverse frontline entry-level practitioners for the health disciplines](#) housed in the CHS as well as educating the clinical, educational and research leaders of tomorrow.

We are the Gateway to the Health Professions, and in the next five years we plan to increase our influence, leading to an even larger role in facilitating optimal health for our community, state and beyond. ■

OUR VISION AND STRATEGIC OBJECTIVES

The source of our passion can be found in our five guiding principles:

- 1. *Putting Students First***
- 2. *Taking Care of Our People***
- 3. *Inspiring Ingenuity***
- 4. *Ensuring Greater Trust and Transparency***
- 5. *Bringing Together Many People, One Community***

The 2022-2027 CHS Strategic Plan will focus on diversity in our planning and execution, using an integrated approach to better utilize our skills and knowledge along with those of our peers across campus. Our vision will be realized through the goals and steps identified in the strategic plan, and the continual measurement of our progress will allow for creative use of resources and an ability to change direction when needed.

The last five years have seen enormous productivity in CHS, from student recruitment and graduation to philanthropy and research. Still, while our undergraduate programs are thriving, our graduate and professional programs need to grow to continue to fill the need for health care workers in our state and across the country. Our mission is critical to the people of the Commonwealth, and to fulfill that mission we must continue to grow as we educate. We intend to do just that.

Whether it is educating the next generation of competent, compassionate health care professionals, 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](#) — something that is needed now more than ever. Perhaps President Eli Capilouto said it best: "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."

OUR VISION AND STRATEGIC OBJECTIVES (CONT.)

Challenges

It is our plan to keep fostering that brilliance, and to keep utilizing our students, faculty and staff to further help our region.

To do so we will need to increase space and instructional resources to accommodate growth of the graduate and professional programs. A comprehensive growth plan prepared by the college outlined opportunities for 20-60% enrollment growth in the College to meet the current student demand for our programs and to produce the health care professionals needed in the Commonwealth and across the nation.

Similarly, we will need increased philanthropy efforts to support this growth. Aligned with the University Capital Campaign, CHS has focused on two major strategies of fund raising. The first includes enhancing Endowed Student Scholarships. Our Philanthropy Office, Department Chairs and other members of the CHS community have actively engaged in this effort. Secondly the College's Philanthropy Officer, working closely with the Dean's Office, has been focused on cultivating major gifts that establish endowed chairs, deanships, and naming opportunities in the College.

The University Comprehensive Capital Campaign established a funding goal of \$5.2M for the College. Through 2020, CHS exceeded its funding goal by receiving commitments of nearly \$6.4M.

We have big plans — and we will need to continue this success to support these plans over the next five years. ■

PUTTING STUDENTS FIRST

Aligned in heart and effort with the University philosophy that student success is our collective objective, CHS is particularly poised to continue putting students and their educational experience at the center of everything we plan and do. Simply stated, our mission is primarily fulfilled by preparing the next generation of diverse health care professionals through education, innovative research, service and compassionate care.

We will continue to build upon a strong foundation of integrated educational processes and approaches that honor the entire student in a culture of supportive faculty, staff, alumni, preceptors and peers. Moreover, we are committed to creating and sustaining a safe, inclusive environment for all, where every student achieves the highest possible level of well-being, knowledge and skills through the continual refinement and improvement of our programs in the College of Health Sciences. ■

OBJECTIVE 1

Use individual program and college outcome data to improve transparency and identify areas of growth.

ACTION 1.A

Create a repository to locate (house) student outcomes and demographic data that is easily accessible to key stakeholders. (to open options for access/dissemination)

- Identify a single course in each CHS academic program for exit survey data collection and follow-up.

- Identify key questions and potential data sources to gather data for student tracking and outcomes. (in recognition of future discussions that will occur to operationalize this and allow for consideration of other sources, along with NSC database)

ACTION 1.B

Collectively (or critically) evaluate de-identified summary survey and student outcome data from a college perspective. (emphasizes the collaborative (collective) effort and across program evaluation and addresses privacy)

ACTION 1.C

Collect and disseminate exit survey data across the college and share publicly.

OBJECTIVE 2

Elevate mentorship opportunities for students enrolling in CHS academic programs.

ACTION 2.A

Access and utilize student peer mentor programs.

ACTION 2.B

Access and utilize undergraduate and Graduate research mentorship.

ACTION 2.C

Access and utilize preceptor/professional mentorship.

ACTION 2.D

Access and utilize alumni and employer connections.

PUTTING STUDENTS FIRST (CONT)

OBJECTIVE 3

Address financial needs specific to co-curricular expenses to provide financial assistance and financial literacy training to students in need.

ACTION 3.A

Refine Federal Work-Study operations in the college.

- Provide education/training to increase awareness of FWS for all college faculty and staff.
- Provide information to all eligible CHS FWS students regarding specific CHS FWS opportunities.

ACTION 3.B

Examine financial needs specific to co-curricular expenses.

- Create a mechanism for College specific vouchers to be provided to students in need of financial assistance.

ACTION 3.C

Develop and publish opportunities available for employment of students enrolled in the college.

- Create a webform for employers to enter information.
- Create a website listing of opportunities for students

ACTION 3.D

Develop scholarship options available via donor relationships and philanthropy efforts.

- Develop list of alumni and potential donors to support CHS scholarship efforts.
- Develop program specific plans to increase philanthropic efforts to specific college or program scholarship opportunities.

OBJECTIVE 4

Elevate “high impact practices” curricularly and extra/co-curricularly within the college.ⁱ

ACTION 4.A

Summarize extent of current high impact practices in college and how they are being assessed.

ACTION 4.B

Explore opportunities and assess barriers to expand participation in high impact practices.

ACTION 4.C

Continue to document and evaluate high impact practices.

ⁱ High-impact learning refers to teaching and learning practices considered to be most beneficial because they best engage and challenge students, increase retention, and contribute to cumulative learning.

OBJECTIVE 5

Reduce stigma regarding mental health and mental health services to support overall student well-being.

ACTION 5.A

Provide mental health training for all faculty and staff.

- Have speaker attend CHS kick-off event or other offering.
- Increase number of faculty/staff who participate in Mental Health First Aid training.

ACTION 5.B

Use regular communication opportunities that help to normalize conversations about mental health and services to promote use of resources for students.

- Expand CHS communications during Mental Health Awareness month.
- Communicate the importance of maintaining healthy boundaries to maintain overall well-being.

ACTION 5.C

Create a well-being room similar to the Cultivating practices for Resilience (CPR) room in the College of Nursing.

- Continue to highlight resources on Dean's ongoing message to students.
- Continue to highlight and offer mindfulness training by CHS.
- Observe Mental Health Awareness Month – May.
- Add resources to website as more are available.

TAKING CARE OF OUR PEOPLE

Leading a healthier Kentucky will require bold steps in addressing every facet of our campuses and our Commonwealth. We do this first as a UK community focused on the holistic well-being of our people. We ensure each person has the choice of benefits in an environment designed to allow for the ease of making healthy decisions. We recognize the opportunity for a person to find meaning and purpose in their work and the effect of this work on each person's well-being.

Advancing the health of the Commonwealth rests on not only our outreach to care for people to both prevent and cure illness, but also to contribute considerably to the training and development of Kentucky's workforce and economic progress. This is what it means to be of, for and in community. The health of the Commonwealth and the health of the University are bound together. Only in our ability to lead in resourcing and to increase our well-being collectively will we truly be "taking care of our people."

And this can only occur if we continue to grow. ■

OBJECTIVE 1

Enhance the highest levels of holistic wellness for faculty, staff and students by expanding comprehensive, integrated structures to support working and learning environments where all may flourish and thrive.

ACTION 1.A

Expand access to academic, financial, mental and physical health and sense of belonging support for faculty, staff and students across all college campus locations.

ACTION 1.B

Use multiple media to promote positive achievements and stories across all college locations to enhance a sense of belonging.

ACTION 1.C

Allow flexible work schedules for staff and faculty that allow our work to be accomplished efficiently and to promote a sense of well-being and balance.

OBJECTIVE 2

Advance further our transformational culture and environment where students, faculty and staff are enabled and inspired to flourish and thrive by experiencing meaning and engagement in work and learning.

ACTION 2.A

Develop leadership training, shadowing opportunities and cross training for students, faculty and staff across all college locations that enhances engagement and satisfaction with their working and learning environment.

ACTION 2.B

Utilize an anonymous communication system for the CHS work force that allows suggestions of strategies, support and new initiatives.

ACTION 2.C

Promote and utilize technology and strategies to provide new, innovative methods of course delivery for existing and new courses.

ACTION 2.D

Establish regular morale checks for students, faculty and staff and recognize when morale is low. Then utilize a tiered system to boost morale with specific types of activities.

TAKING CARE OF OUR PEOPLE (CONT)

OBJECTIVE 3

Create a healthier Kentucky for a more diverse and better prepared workforce for tomorrow, in coordination with “Putting Students First” and “Inspiring Ingenuity” principles.

ACTION 3.A

Help expand the health professions workforce by giving greater access to students to enroll in our programs, by expanding our current space and instructional support.

ACTION 3.B

Develop mentorship networks that connect alumni to current students to promote a more cohesive college family and create networking opportunities.

ACTION 3.C

Collaborate with alumni relations to provide periodic College and program updates.

ACTION 3.D

Meet with alumni from each program in the CHS to better determine the needs of our clinical partners with respect to workforce and skills.

ACTION 3.E

Develop CHS interprofessional networking opportunities for faculty, staff, students, and alumni.

OBJECTIVE 4

Expand and enhance the land-grant engagement mission to include the entire campus community and leverage community-based resources to accelerate health, workforce and economic development across the Commonwealth.

ACTION 4.A

Provide clinical partners with educational opportunities to encourage partner development, enhance student clinical education, and clinical research experiences and opportunities for our clinical partners.

ACTION 4.B

Develop a speaker series and promote it throughout our community partner network and the CHS alumni network that targets Health and Economic development in Healthcare.

ACTION 4.C

Bring undergraduates and graduate/professional students together via mentor and social opportunities.

ACTION 4.D

Provide meaningful community engagement opportunities to faculty, staff and students across all campus locations to build and strengthen community partnerships and relationships.

INSPIRING INNOVATION

We envision research excellence that encompasses the full breadth of research within CHS to empower health for all Kentuckians. To do this we will need to pull together scientists and scholars whose work spans from the bench, to clinical research, through health services research to develop innovative solutions to the vexing challenges facing Kentucky. One of many examples of the major needs is musculoskeletal disorders which affects 1 out every 2 American adults, exceeding circulatory and respiratory conditions combined, and cost more than \$1 trillion per year¹. By harnessing the collective strength of CHS in the study of musculoskeletal disorders, we envision significantly improving the health of Kentuckians and beyond by building strategic partnerships and growing this as a research priority area. We will continue to lead the way in research areas like neuroscience, aging, telehealth, and pediatrics, and we will continue to improve our efforts to include historically under-represented groups within all aspects of research, scholarship and education. We recognize the need to be at the forefront of employing novel methods of instruction to future health care workers and scientists. To accomplish all of this, we are explicit in our efforts to promote and support the research and scholarship efforts of our faculty and, in particular, the development and advancement of pre-tenure faculty. While broad and bold, the proposed objectives and tactics will elevate CHS as an innovative leader within the Commonwealth of Kentucky, in the nation, and beyond.

OBJECTIVE 1

Draw upon our research strengths to promote health and well-being and address sources of disability and chronic clinical conditions within Kentucky, the nation, and globally to bring about greater well-being and prosperity.

ACTION 1.A

Promote the collective strength of musculoskeletal research within the College of Health Sciences as an emerging research priority area within the University of Kentucky.

ACTION 1.B

Increase representation in research of historically excluded and underrepresented populations to improve health equity.

ACTION 1.C

Lead efforts to translate and improve implementation of research findings within local communities and healthcare systems.

OBJECTIVE 2

Advance a culture of innovation and collaboration in research and creative work that integrates disciplines and promotes translation from the bench to the clinic to address local, national and international challenges.

ACTION 2.A

Support programming that promotes mentorship of faculty to accelerate career development and promote first time research awards.

ACTION 2.B

Strengthen multidisciplinary research training programming to increase competitiveness for career development grants.

ACTION 2.C

Expand the pool of collaborative investigators and creative projects across the University of Kentucky engaged in tackling the pressing health care challenges facing Kentucky and the nation.

INSPIRING INNOVATION (CONT)

OBJECTIVE 3

Promote an agile research program that supports established and emerging areas of strength within the College of Health Sciences that is impactful, self-sustaining, and efficient in addressing the most pressing challenges facing our local, national and global communities.

ACTION 3.A

Develop and strengthen systems to increase research efficiency for investigators through reassessment of support services, evaluation of changing funding environments and regulatory systems.

ACTION 3.B

Promote an active intramural grant program with an emphasis on projects with potential to result in significant public health impact.

ACTION 3.C

Develop novel transdisciplinary collaborations with other academic and clinical units across the University of Kentucky and engage both urban and rural communities early in the process to solve research challenges for mutual benefit.

OBJECTIVE 4

Create a culture of academic and clinical service excellence through (1) the development of new methods of training, (2) new modes of professional preparation, and (3) increased experience with the principles of scientific inquiry to better prepare a diverse workforce to meet the challenges of local, national and global healthcare changes.

ACTION 4.A

Critically evaluate the curricula and pedagogy for academic programs to ensure we are providing programming that:

- Develops critical thinking skills and their application to real-world problems;
- Increases awareness of global healthcare issues and the means to address them;
- Increases depth and perspective on emerging research and emerging technologies;
- Promotes effective communication skills (both oral and written) for emerging researchers and clinical practitioners;
- Enhances student decision-making skills and teaches students to think and act in ethical ways to promote the common good for their profession and those they serve.

ACTION 4.B

Develop and implement novel means of assessing the effectiveness of educational programs through the scholarship of teaching, student mentoring, and efforts to train a diverse workforce for professional careers in healthcare and research.

ACTION 4.C

Develop creative models to facilitate greater engagement of undergraduate students actively participating in mentored research experiences, with an emphasis on promoting and fostering the inclusion of first generation and historically excluded students.

ⁱ Bone and Joint Initiative USA. "The Hidden Impact of Musculoskeletal Disorders on Americans, 4th Edition.

ENSURING GREATER TRUST, TRANSPARENCY AND ACCOUNTABILITY

Consistent with our stated mission to “help the people of the Commonwealth of Kentucky and beyond attain the highest level of health possible” through our research, education, and service activities, we have a commitment to ensuring trust — a central value of our community — and increasing transparency and accountability for all who are invested in and dependent upon our College.

Building trust within our College rests upon ensuring transparency among all vested in us; sharing timely, accurate information; exercising shared governance when confronting our challenges and seeking solutions; engaging in reciprocal, authentic communication, being willing to be held accountable for successes and struggles; and in training leaders and supporting all personnel to contribute to and sustain a transparent and accountable College culture. ■

OBJECTIVE 1

Ensure a timely, responsive college culture that can adapt when necessary or during challenges with the bedrock principle of shared governance among faculty, students, staff and administrators, information stewardship and defined pathways of accountability.

ACTION 1.A

Establish and maintain password protected repository for resources, communications, and other information on website and other means (e.g., links to resources, archived email, newsletters, etc.) for CHS faculty and staff.

ACTION 1.B

Foster a culture of shared governance through implementation of CHS policies and procedures that align with University regulations and Senate Rules.

OBJECTIVE 2

Strengthen and expand orientation and training across all levels in CHS to promote understanding and implementation of College and University standards and processes through efforts grounded in institutional values, goals, and objectives.

ACTION 2.A

Identify, build upon and utilize universal training regarding University and college context and processes (e.g., structure, position roles and responsibilities).

ACTION 2.B

Implement and evaluate effectiveness of revised faculty mentorship program.

ACTION 2.C

Investigate, promote, and assess effectiveness of involvement in University and College-organized mentorship programs for staff.

ENSURING GREATER TRUST, TRANSPARENCY AND ACCOUNTABILITY (CONT)

OBJECTIVE 3

Develop additional methods and approaches within the College to engage in reciprocal communication with both internal and external stakeholders.

ACTION 3.A

Ensure appropriate representation on University and College-level committees and initiatives that correspond with College roles and responsibilities.

ACTION 3.B

Review and implement a dynamic CHS communication plan and framework to ensure responsive, accurate, bi-directional communication with stakeholders, especially those directly impacted.

BRINGING TOGETHER MANY PEOPLE, ONE COMMUNITY

The College of Health Sciences is committed to creating a safe, inclusive environment for all — one in which every member of our community can emerge with the ability to meet their full potential. We are committed to creating spaces on all of our campuses in which our students, faculty, and staff operate in an environment of openness and acceptance. We strive to foster a community in which individuals of all backgrounds, identities, and perspectives can feel secure and welcome.

With one of the most diverse workforces and student bodies in the state, the University of Kentucky, and subsequently the College of Health Sciences, provides a microcosm of how a group of diverse people (race, sex, gender identity, sexual orientation, religion, creed, nationality, cultural background, ability, small town or urban community culture and first-generation context) can evolve in a way to bring positive change to its community and to society at large.

Through our commitment to education, research, and service, we strive to help people attain optimal health. We remain committed to establishing programs that intentionally prepare our graduates for careers in any setting of their choosing. We strive to create a collaborative culture where faculty, staff and students can push their limits, explore new possibilities and elevate their knowledge and skills to new levels. Skills and knowledge gained within our college must include diversity, equity, justice and inclusivity initiatives and goals, such as:

- Cultivating a equity and justice-centered environment where all are responsible for creating a culture of belonging.
- Holding people accountable to their words and actions, while using those occasions to educate and inform about impact of words and actions.
- Being a leader in responsive communication.
- Representing the diversity of our student population in our faculty and staff.
- Establishing this culture of belonging, we strive to fulfill our mission to be completely committed to the wellbeing of all people at the University of Kentucky College of Health Sciences, and beyond.

BRINGING TOGETHER MANY PEOPLE, ONE COMMUNITY (CONT)

OBJECTIVE 1

Promote a culture where justice, equity, diversity and inclusion (DEIJ) are respected and valued.

ACTION 1.A

Build a climate of inclusion and diversity engagement informed by ongoing climate assessments.

ACTION 1.B

Develop a communication strategy to increase transparency, provide updates, highlight initiatives and recognize success

ACTION 1.C

Engage all community members including students, staff, faculty, alumni and community partners in DEIJ.

ACTION 1.D

Continue to develop and refine systems, policies and procedures to ensure equity and justice in experiences and opportunities within the College.

OBJECTIVE 2

Expand and enhance efforts to recruit and retain a diverse community within the College of Health Sciences.

ACTION 2.A

Develop and implement a comprehensive diversity recruitment plan for staff, faculty, students and trainees.

ACTION 2.B

Develop and implement best practices that support, strengthen, and sustain the retention of diverse staff, faculty, students and trainees.

OBJECTIVE 3

Embed principles of diversity, equity, inclusion, and social justice into all areas of the College of Health Sciences.

ACTION 3.A

Integrate DEIJ concepts into all environments, including classrooms, research, service, virtual spaces and clinical sites.

ACTION 3.B

Develop/implement/convey meaningful best practice in education, training and accountability in the areas of DEIJ.

CONCLUSIONS: CONTINUING OUR GROWTH TO BENEFIT THE COMMONWEALTH

We are the College of Health Sciences, and as we continue to graduate our students, they will enter into a world where they are needed now more than ever.

Progress

For the past five years, we have been focused on filling this need, and we have done well. But the need has continued to grow, and because of COVID, it has become even more challenging to reach our students and patients. Yet we have continued to achieve success, especially when it comes to our five guiding principles:

1. *Putting Students First*
2. *Taking Care of Our People*
3. *Inspiring Ingenuity*
4. *Ensuring Greater Trust and Transparency*
5. *Bringing Together Many People, in One Community*

It is vitally important that we not only continue to provide for our students and our Commonwealth — but it is essential to grow with them as their needs grow. With the continued reliance on our production in graduating students and developing research vital to the health of Kentuckians, we must be able to expand our services in a way that puts our people in the position to succeed.

In the next five years, we will also need to increase our effectiveness in the recruitment of underrepresented students, staff and faculty. We will use our JEDI Fund to evaluate the effectiveness of strategic investment in increasing diverse student, staff and faculty, while also making our College more attractive by focusing on improving our inclusive culture.

Finally, one of the most exciting growth opportunities of the next five years will be to continue to cultivate philanthropic opportunities to advance the College.

CONCLUSIONS: CONTINUING OUR GROWTH TO BENEFIT THE COMMONWEALTH (CONT.)

As the need for our students and Commonwealth continues to rise, we are uniquely positioned to provide even more talent to aid those across the state. We plan to partner with our fellow health professions colleges across campus to create an unrivaled entity that will produce the most realistic teaching environment for students and the most innovative examination environment for our researchers.

Simply, the next five years will be the most important and transformative ever for the College of Health Sciences.

We believe we are ready. This is our plan. ■