

College of Health and Human Sciences Strategic Plan 2014-2019

Approved by CHHS Faculty January 8, 2014

College of Health and Human Sciences Vision Statement

To lead a diverse community of learners through inter-professional experiences, and graduate practitioners who provide collaborative, safe, evidence-based patient/client service to the region

College of Health and Human Sciences Mission Statement

The College of Health and Human Sciences creates a dynamic learning environment that promotes inter-professional collaboration, evidence-based practice, scholarship and community engagement. The college focuses its programs on the development of adaptive, culturally responsive and innovative professionals prepared to serve a diverse community.

CHHS Core Values

The faculty, students, staff and administration of the College of Health and Human Sciences accept the following core values:

INTEGRITY and honesty in our work and relationships

COLLABORATION with, advocate for and empowerment of patient/client systems

EXCELLENCE in teaching, scholarship, and service

RESPECT for diversity of people and ideas, human rights and social justice

ENGAGEMENT and outreach to meet the needs of our students, alumni and the local/global community

Compassion as demonstrated by social responsibility, respect, empathy and caring

Leadership as demonstrated by professionalism, trust, vision and courage

- **Strategic Direction #1 – Fulfill the Educational Needs of State and Region**
- **Strategic Direction #2 – Enrich the Total Student Experience**
- **Strategic Direction #3 – Enhance Our External Partnerships**
- **Strategic Direction #4 – Invest in Our People**
- **Strategic Direction #5 – Invest in Our Core Resources**
- **Strategic Direction #6 – Garner Support for Our Vision**

Strategic Direction #1 – Fulfill the Educational Needs of State and Region

Goal 1.1: Provide high-quality learning experiences for students through excellent teaching, valuable service learning opportunities, and participation in scholarly pursuits to address the needs of the communities we serve.

- **Initiative 1.1.1:** Develop innovative strategies for undergraduate programs to address the needs of increasing numbers of students from Early College, 2+2 programs, and transfers.
- **Initiative 1.1.2:** Create a culture of partnerships, collaborations, and outreach with other academic institutions (technical, two-year, and four-year colleges (both inside and outside NC), the military and the community.
- **Initiative 1.1.3:** Provide leadership in the development of innovative educational models in support of educating future health care providers.*
- **Initiative 1.1.4:** Expand public and preventive health and health policy programs in our communities.
- **Initiative 1.1.5:** Utilize educational best practices to foster programs of excellence within the CHHS.

Goal 1.2: Support program innovation, sustainability and growth.

- **Initiative 1.2.1:** Strategically add and/or expand existing programs in response to the growing health care needs of the region, while allocating the resources needed to support these programs.
- **Initiative 1.2.2:** Assess the current organizational structure in the CHHS and revise to maximize efficiency and effectiveness.
- **Initiative 1.2.3:** Organize and implement a comprehensive recruitment strategy focusing on attracting a diverse, highly qualified student body.

Goal 1.3: Establish a plan for the College to expand scholarship and clinical/service opportunities in support of the educational mission and the communities we serve.

- **Initiative 1.3.1:** Assess the resources necessary to support the growth and development of clinical partnerships and opportunities for faculty practice.
- **Initiative 1.3.2:** Determine the resources necessary to enhance the growth and development of scholarship opportunities for faculty.
- **Initiative 1.3.3:** Align existing and create new infrastructure to support successful faculty and student scholarship.

*The term health care in this document refers to programs and professions within the College of Health and Human Sciences.

Strategic Direction #2 – Enrich the Total Student Experience

Goal 2.1: To provide a learning environment that promotes inter-professionalism, creativity, lifelong learning, leadership, and the ability to shape the future of health care.

- **Initiative 2.1.1:** Create inter-professional programs and courses for students that emphasize critical thinking and creative problem-solving, including forums to address topical health care issues and experiences that emphasize practice innovation, and innovative care technologies.
- **Initiative 2.1.2:** Work with our health-partners within the region to develop team-based, inter-professional clinical placements.
- **Initiative 2.1.3:** Establish an annual Inter-Professional Education (IPE) conference for the institution and educational and healthcare communities.

Goal 2.2: Increase recruitment and retention of diverse students and faculty.

- **Initiative 2.2.1:** Develop and implement a robust and sustainable student recruitment campaign to increase the diversity within the CHHS.
- **Initiative 2.2.2:** Develop and implement a robust and sustainable plan to recruit and retain diverse faculty within the CHHS.
- **Initiative 2.2.3:** Collaborate with the WCU Council on Diversity (COD) to establish an atmosphere within the CHHS that focuses on and embraces diversity.
- **Initiative 2.2.4:** Creatively and consistently market a message of exceptional student experiences and outcomes to all stakeholders.

Goal 2.3: Offer innovative and relevant value added opportunities for students.

- **Initiative 2.3.1:** Continue to expand educational programs infused with mobile, web-based, and other innovative technologies that enhance learning.
- **Initiative 2.3.2:** Assess the feasibility and develop market-supported opportunities for dual degree and certificate programs to meet the changing healthcare workforce.
- **Initiative 2.3.3:** Provide value-added knowledge and skills consistent with evolving trends in health care delivery.
- **Initiative 2.3.4:** Maintain and expand opportunities for student engagement in international educational experiences.

Strategic Direction #3 – Enhance Our External Partnerships

Goal 3.1: Support/foster relationships with community partners.

- **Initiative 3.1.1:** Increase involvement of College faculty in leadership roles on external advisory boards at the regional and national level.

- **Initiative 3.1.2:** Establish a College level Advisory Committee, to meet on a regular basis, consisting of students, alumni, community partners, and community college representatives to build meaningful partnerships to meet the healthcare and educational needs of all stakeholders and guide the future growth of the College.
- **Initiative 3.1.3:** Strengthen the College's relationship with the Eastern Band of Cherokee through increased service projects, grant partnerships clinical placements, and other initiatives.

Goal 3.2: Coordinate Clinical Partnerships.

- **Initiative 3.2.1:** Revitalize the Clinical Coordinators group to maximize opportunities for clinical education and share information about requirements of various clinical partners.
- **Initiative 3.2.2:** Work with Legal Affairs to streamline the process for reviewing/revising clinical contracts.
- **Initiative 3.2.3:** Explore centralization of clinical coordinator functions.
- **Initiative 3.2.4:** Create relationships with clinical partners to share and celebrate accomplishments and increase involvement in long-term planning.
- **Initiative 3.2.5:** Develop innovative ways to collaborate with and support our clinical partners across all disciplines.

Goal 3.3: Participate in the Millennial Initiative Committee as partnerships are selected and implemented to help shape the future of healthcare education in the state and region.

Strategic Direction #4 – Invest in Our People

Goal 4.1: Invest in the faculty and staff within the College of Health and Human Sciences.

- **Initiative 4.1.1:** Encourage and support faculty and staff participation in the Leadership Academy
- **Initiative 4.1.2:** Identify and support individual and/or group training opportunities.
- **Initiative 4.1.3:** Invest in the safety of our people (e.g. train on AEDs, safety drills, and safety information related to responding to emergencies). Encourage attendance at or provide training in adaptive technologies.
- **Initiative 4.1.4:** Commit college resources to support faculty scholarly efforts.
- **Initiative 4.1.5:** Invest in ongoing faculty development initiatives.

Goal 4.2 Deliver excellent education and training through all degree programs.

- **Initiative 4.2.1:** Recruit, develop, support, and retain outstanding educators.
- **Initiative 4.2.2:** Value, recognize, and reward effective and innovative teaching and learning activities.

- **Initiative 4.2.3:** Encourage and reward an environment that promotes inter-professional, team-based educational, clinical, research and scholarship experiences.

Goal 4.3: Invest in constituents / patients / clients in relation to human rights, social justice and the dignity and worth of the person.

- **Initiative 4.3.1:** Provide educational and research opportunities targeting the reduction of health disparities and the promotion of health equity.
- **Initiative 4.3.2:** Advocate for social and economic structures that reduce negative health states.
- **Initiative 4.3.3:** Promote interaction in a caring, respectful manner mindful of individual differences and diversity.

Strategic Direction #5 – Invest in Our Core Resources

Goal 5.1: Optimally utilize the excellent facilities in the Health and Human Sciences building and in Biltmore Park to support the key activities of the College.

- **Initiative 5.1.1:** Effectively use classroom technology that enhances student outcomes and is current, stable, and supported to deliver learning at all residential sites.
 - Systematically assess and upgrade technologies including an annual Technology Survey to assess faculty, student and staff needs. Maintain a tracking log of classroom technology issues.
 - Provide ongoing continuing education specific to classroom technology.
- **Initiative 5.1.2:** Create and maintain a master plan for technology maintenance and upgrades, including funding for all programs.
- **Initiative 5.1.3:** Seek budget resources to maintain and enhance facilities beyond those resources provided by other divisions (IT, Facilities).
- **Initiative 5.1.4:** Dedicate resources and training to ensure current and accurate websites for the CHHS with an emphasis on conveying excellent student experiences and outcomes to all stakeholders including potential students, employers, and alumni.
- **Initiative 5.1.5:** Creatively explore bringing clinical partners into the HHS building to provide needed care to the community while providing educational opportunities for our students and clinical and consulting opportunities for our faculty.

Goal 5.2: Provide a learning environment that promotes healthy learning and lifestyles.

- **Initiative 5.2.1:** Provide regular avenues for faculty and staff health screenings.
- **Initiative 5.2.2:** Provide workout space/classes for faculty and staff.
- **Initiative 5.2.3:** Continue to add art to the building that enhances the space and reflects our region.

- **Initiative 5.2.4:** Develop and disseminate standards of health excellence (e.g., AED training, non-smoking campus, healthy eating options)

Goal 5.3: Provide a safe environment for our students, staff, faculty, and guests.

- **Initiative 5.3.1:** Review and revise safety policies pertaining to the HHS building and HHS at Biltmore Park
- **Initiative 5.3.2:** Disseminate safety policies to all HHS stakeholders and create a culture of safety and risk management for all members of our community.

Strategic Direction #6 – Garner Support for Our Vision

Goal 6.1: Examine options for innovative extramural funding opportunities across the college.

- **Initiative 6.1.1:** Develop short-term and long-term plans to generate clinic revenues.
- **Initiative 6.1.2:** Determine feasibility through development of business plans to provide continuing education for health related professions.
- **Initiative 6.1.3:** Assess the potential and determine the resources necessary to increase extramural funded projects.

Goal 6.2: Develop a plan to establish and encourage securing and increasing donors and dollars from Alumni, friends, corporations and foundations.

- **Initiative 6.2.1:** Determine clear and easily articulated priorities of the CHHS for fundraising purposes.
- **Initiative 6.2.2:** Identify prospective donors to increase the current pool.
- **Initiative 6.2.3:** Build long term partnerships with a variety of professional leaders and alumni who share a passion and vision of Western Carolina University’s prominent role in the delivery of innovative, evidence based healthcare in our region.

Goal 6.3: Develop a sustainable, long-term plan for building and growing college fundraising and endowments.

- **Initiative 6.3.1:** Work closely with the Office for Development to create a roadmap for increasing funding.

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