

**COLLEGE OF HEALTH PROFESSIONS**

**ACCOUNTABILITY PLANNING MATRIX**  
**FISCAL YEAR 2007**

**College of Health Professions  
Accountability Planning Matrix  
May 1, 2006  
FY 2007**

**Constituency: STUDENTS**

**Value: EXCELLENCE**

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
I.A., II.A.	Maintain and expand programs of College-wide recognition of students	Refine and further develop Awards Ceremony. Consider banquet (similar to College of Engineering)	*CHP Awards Ceremony held in 2004, 2005, 2006	Awards Ceremony to be held annually
II.B.	Continue support of the CHP Student Leadership Council	<p>Student Leadership Council (SLC) to develop "leadership succession planning"</p> <p>SLC will advise Executive Council (EC) and college committees regarding student-related issues</p>	<p>Continuity of SLC leadership</p> <p>SLC survey and focus group feedback</p>	<p>Continue to develop leadership skills of and opportunities for CHP students</p> <p>SLC advisory to EC under new governance structure</p>
I.C.	<p>Meet the Malcolm Baldrige Criteria for Performance Excellence in Education</p> <p>(See "Excellence" - Faculty/Staff/Community &amp; Alumni)</p>	<p>EC will assume oversight responsibility for Baldrige process. Committees, under new governance structure, will report on categories</p> <p>Departments align Baldrige criteria and accreditation requirements</p>	<p>*New governance structure adopted by College Association - October 2005</p> <p>KAE application to be submitted 2007 or 2008</p> <p>Departments/units/college-level committees report progress annually to Executive Council</p>	<p>Implement new governance structure</p> <p>Continue development and refinement of College processes to meet the Baldrige criteria for excellence in education</p>

\* Accomplishments from FY2005 APM goals



**College of Health Professions  
Accountability Planning Matrix  
May 1, 2006  
FY 2007**

**Constituency: STUDENTS**

**Value: ENHANCE LEARNING**

<b>STRATEGIC INITIATIVES</b>	<b>GOALS</b>	<b>ACTION PLANS</b>	<b>EVALUATION</b>	<b>DECISIONS</b>
<b>II.B, IV.A., IV. B., IV.C.</b>	<p>Develop new and interdisciplinary courses to broaden student understanding of concepts of health care and practice</p> <p>Provide courses relevant for students across CHP departments (e.g. Research Methods, Cultural Competency, Epidemiology)</p>	<p>New courses, new sections, and/or new modalities will be developed and offered by CHP personnel/departments, and successful courses from previous years will continue to be offered</p> <p>Identify existing courses</p> <p>Address scheduling conflicts</p>	<p>Monitor success of new courses</p> <p>*New course on ethics for health professionals developed</p> <p>Efficiencies</p>	<p>Successful courses and/or sections will be offered for subsequent semesters and new courses will be developed, including courses to assist students in meeting General Education requirements</p>
<b>II.B, IV.A., IV. B., IV.C.</b>	<p>Provide professional curricula relevant to current and evolving health care</p>	<p>Offer academic programs and continually improve those programs; add and strengthen assessment components to both graduate and undergraduate curriculum committees</p> <p>Create Doctor of Nursing Practice (DNP) degree program</p> <p>HSMCD program revised - effective Fall 2006</p> <p>Implement Transitional DPT program</p> <p>Create Advanced Education General Dentistry (AEGD) program</p>	<p>Program assessments per assessment plans. Survey graduates one year after graduation and employers to ascertain relevance of professional curricula</p> <ul style="list-style-type: none"> <li>- College-wide survey</li> <li>- Department surveys</li> </ul> <p>Submit for university and Board of Regents review and approval</p> <p>*Master of Physician Assistant curriculum approved FY2004</p> <p>*Converted Master of Physical Therapy curriculum to Doctorate of Physical Therapy program</p> <p>*Welcomed Department of Communication Sciences and Disorders to CHP</p>	<p>Ensure all academic programs use comprehensive assessment for program improvement</p> <p>Pursue approval for DNP program</p>

\* Accomplishments from FY2005 APM goals

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**Value: ENHANCE LEARNING**

<b>STRATEGIC INITIATIVES</b>	<b>GOALS</b>	<b>ACTION PLANS</b>	<b>EVALUATION</b>	<b>DECISIONS</b>
<b>V.A.</b>	<b>Incorporate multicultural and diversity concepts in undergraduate and graduate course curricula</b>	<b>Executive Council to review department diversity reports</b>  <b>Department curriculum committees to address multicultural and diversity concepts</b>	<b>Course syllabi</b>	
<b>II.B, IV.A., IV.B., IV.C.</b>	<b>Maintain full accreditation in all academic programs</b>	<b>Maintain high quality programs and faculty, revise, and adjust curricula as required to ensure highest quality educational offerings</b>  <b>Continually assess program needs and allocate resources accordingly</b>	<b><u>All programs are fully accredited:</u></b> <b>Dental Hygiene Site Visit - November 2006</b>  <b>Medical Technology Site Visit - Spring 2007</b>  <b>*School of Nursing accredited for graduate and undergraduate programs through 2013</b>  <b>*Physician Assistant program accredited through 2010</b>  <b>*Physical Therapy program accredited through 2011</b>  <b>*Communication Sciences and Disorders accredited through 2009</b>	<b>Maintain and enhance programs to ensure full accreditation in future reviews</b>  <b>MPH program suspended -resources reallocated to other programs</b>

\* Accomplishments from FY2005 APM goals



**College of Health Professions  
Accountability Planning Matrix  
May 1, 2006  
FY 2007**

**Constituency: STUDENTS**

**Value: SUPPORT**

<b>STRATEGIC INITIATIVES</b>	<b>GOALS</b>	<b>ACTION PLANS</b>	<b>EVALUATION</b>	<b>DECISIONS</b>
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<p>II.A., II.B., II.C.</p>	<p>Provide and maintain superior facilities conducive to excellent learning environment</p>	<p>Executive Council to maintain continuous facilities oversight to provide improved and updated facilities as need arises and resources permit, including upgrading classroom furniture and equipment</p> <p>Create one additional student study room</p> <p>Assure student input for all appropriate CHP activities via the various student organizations, with the Dean's Student Leadership Council taking the lead role; improve/create signage and displays to showcase unity in CHP/departments vision and mission</p>	<p>--*110/110B renovated to accommodate larger class sizes</p> <p>--*Media upgrades in PT/Connection to PA classroom for shared lectures</p> <p>--*Two SimMan purchased and SimMan lab created</p> <p>--*Hospital beds contributed to CHP by agency</p> <p>--*Modified 35-student computer classroom</p> <p>--*Replaced tab arm chairs in second floor classrooms with tables and chairs</p> <p>--*Installed mini-blinds in windows along second floor south foyer</p> <p>--*Installed bulletin board above student suggestion box to communicate suggestions and College responses</p> <p>--*Worked with food service vendor to provide better maintenance for vending machines</p> <p>--*Installed Go Print technology in Instructional Services Lab</p> <p>--*Installed SmartBoard technology in 100A, 114, 110, 110B, and 425</p> <p>--*Enlarged classrooms in 110 &amp; 110B</p> <p>--*Nursing remodeling</p> <p>--*DO/SS remodeling</p> <p>--*SimMan Lab</p> <p>--* PA Clinical Lab</p> <p>--* Nursing Clinical Skills Lab</p> <p>*17 CHP Convocation banners displayed in Ahlberg Hall</p> <p>*Nursing/Dental Hygiene/ Dean's Office/Student Services display boards</p>	<p>Continually monitor facilities to accommodate evolving needs</p>
<p>II.A, II.B, II.C., III.A., III.C., IV.C., V.D., VI.D</p>	<p>Create a welcoming and caring environment within the College</p> <p>Increase outright and Annual Fund giving</p>	<p>Explore possibility of adding food service to AH</p> <p>Work with CHP Development Director to identify potential new donors and to cultivate relationships with existing donors</p> <p>Increase number of program alumni societies, stress importance of alumni support for CHP programs</p> <p>Encourage faculty/staff support of Annual Fund through participation and contributions</p>	<p>*HSMCD student organization created (active in community health promotion initiatives)</p> <p>Increasing amounts of outright and Annual Fund donations</p> <p>% of faculty/staff who contribute to Annual Fund</p>	<p>Assess success of efforts and modify as needed to encourage continuing and increase College support</p>

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Constituency: **STUDENTS**

Value: **SUPPORT**

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
<p><b>II.A., II.B., II.C.</b></p>	<p>Support learning through mentoring and technical resources</p> <p>Provide state-of-the-art learning and study environments and technological and academic support for educational experiences</p>	<p>Continue the student-to-student mentoring process after a prospective and/or new student to the College has made initial contact with CHP, revisit that student after s/he has become acclimated to the college environment, and reassess needs</p> <p>Explore the feasibility of requiring laptop computers for students in certain CHP programs</p> <p>Explore required use of PDA in undergraduate Nursing</p> <p>Install wireless access points throughout Ahlberg Hall. CHP allocated \$20,000, with matching dollars provided by Dr. Pendse - to be completed Spring 2006</p> <p>Provide support for creation of new Blackboard courses and/or creation Blackboard components for existing courses; establish electronic chat rooms on Blackboard, or via other electronic means, to allow graduate students and other student groups that do not meet on a regular face-to-face basis to communicate with each other and/or ask questions of faculty</p> <p>Early admission program, committed advisor, and special programs for students in early admission program for the School of Nursing</p>	<p>Student feedback Success of new students matriculating in College professional programs</p> <p>Student demand and usage</p> <p>*Used \$1+\$1 technology grant to provide PDAs to PA and FNP students to access treatment and pharmacological data bases</p> <p>Student/faculty usage/satisfaction</p> <p>Number of Blackboard courses created or modified from existing courses</p> <p>Student satisfaction with Blackboard and other web-based formats</p> <p>Student feedback</p>	<p>Continue monitoring study and learning environments and upgrade as needed</p> <p>Continued implementation and support of wireless technology dependent on student usage and satisfaction</p> <p>Continue support for creation of Blackboard courses. Courses modified by faculty based on evaluation/assessment</p>

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STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
II.A., II.B., II.C.		<p>Recruit Educational Technologist</p> <p>Create two “mini-master” classrooms</p>	<p>*Created two master classrooms to support new technologies and enhance learning</p> <p>Faculty skill development and satisfaction</p>	<p>Creation of Educational Technologist position with reallocated funding</p> <p>Plans for classroom expansion and renovation to wireless usage have been developed and are proceeding</p>

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STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
<p><b>II.B., II.D. V.A., VI.C.</b></p>	<p><b>Develop student support services, programs, and strategies to assist current students through all phases of advising and matriculation</b></p> <p><b>Provide comprehensive advising services and information to current and prospective College of Health Professions students</b></p>	<p><b>Office of Student Services to provide coordinated and comprehensive advising and mentoring support services for current students throughout their academic careers in the College</b></p> <p><b>Survey students on satisfaction level with College Student Services interactions</b></p> <p><b>Continue supporting pre-professional students through the Future Health Care Professionals organization and development of residence special interest hall</b></p>	<p><b>Survey results indicate high student satisfaction levels</b></p> <p><b>*Added new advisor in Nursing</b>  <b>*Added .5 FTE staff support in Nursing</b>  <b>*Added new advisor in Student Services</b></p> <p><b>*Created Manager of Student Services position</b></p>	<p><b>Continue to develop new and enhance existing student support services in the College</b>  <b>Incorporate survey results and comments into planning for services enhancements</b></p> <p><b>HCOP services incorporated into Student Services activities</b></p>
<p><b>II.D., V.A., VI.C.</b></p>	<p><b>Maintain formal programs of orientation for new students</b></p>	<p><b>Continue existing orientation programs and develop new programs for the future</b></p>	<p><b>Professional programs conduct new student orientations; Instructional Services conducts orientation to ISL facilities and services; CHP Welcome Fest activities assists in orientation for new students; CHP participates in freshmen orientation programs for pre-professional students</b></p>	<p><b>Continue orientation programs</b></p>

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Constituency: **STUDENTS**

Value: **RETAIN**

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
V.A.	<p>The College of Health Professions is committed to equality of opportunity in its student body. The University shall seek to encourage and promote recognition and appreciation of the realities and benefits of multiculturalism and diversity, and work to foster an atmosphere within the University which promotes equal opportunity for all qualified students</p>	<p>Programs will continue use of procedures to ensure fair and equal opportunities for students in the professional programs</p> <p>CHP departments to submit diversity implementation plans, based on task force report, by April 30, 2006</p> <p>Departments to begin/continue implementation of diversity plan</p>	<p>Diversity of qualified students admitted to and retained in professional programs; for FY 2004, ethnicity of the CHP student body is as follows:            Native American: 1.1%            Asian: 8.0%            Hispanic: 4.4%            African-American: 6.0%            Unknown: 5.2%            Caucasian: 71.7%%            (note change from FY2005 Report)</p> <p>The College established a Diversity Task Force in FY 2004. This task force submitted recommendations to the dean in Spring 2005 to increase the diversity of CHP students, faculty, and staff</p> <p>*HRSA diversity consultant, Gary Cloud, conducted a site visit and submitted a report with recommendations on CHP diversity</p> <p>Executive Council will monitor department implementation</p>	<p>Academic and program procedures will be monitored, assessed, and amended as required to assure equal opportunity for all qualified applicants</p> <p>The College will implement and support activities to increase the diversity of the student body</p>

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**College of Health Professions  
Accountability Planning Matrix  
May 1, 2006  
FY 2007**

**Constituency: STUDENTS**

**Value: RECRUIT**

<b>STRATEGIC INITIATIVES</b>	<b>GOALS</b>	<b>ACTION PLANS</b>	<b>EVALUATION</b>	<b>DECISIONS</b>
<p><b>II.A., II.C., II.D., V.A., VI.A., VI.B., VI.C.</b></p>	<p><b>College Student Services and University Admissions to recruit and assist potential students in career planning, advising, and program application and acceptance</b></p> <p><b>Improve student access to information on website for CHP programs</b></p> <p><b>Diversity grant providing tutoring services in math and science for CHP pre-students</b></p>	<p><b>CHP Office of Student Services continues developing and implementing programs to recruit new students and assist in their matriculation; support of pre-professional students continues through CHP Student Services and CHP's Future Health Care Professionals student organization and residence special interest floor</b></p> <p><b>Ongoing maintenance of College website</b></p>	<p><b>Feedback from students, families, CHP faculty and staff on activities by CHP Office of Student Services</b></p> <p><b>*Health Professions floor designated in Brennan Hall for professional and pre-professional CHP students</b></p>	<p><b>Continue development of Student Services and Welcome Center, and of recruitment and support activities for potential and new students</b></p>

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Constituency: STUDENTS

Value: RECRUIT

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
<p>II.A., II.C., V.A., VI.A., VI.B., VI.C.</p>	<p>Increase and maintain enrollments in all programs to capacity with an excellent and diverse student body by participating in all appropriate university recruitment activities, including continuing both annual high school tours in CHP and working with USD 259 health professions exploration programs</p> <p>Increase enrollment in all pre-major CHP course work (e.g. Medical Terminology, Ethics, HS and HP courses)</p>	<p>CHP Student Services to continue working with University Admissions campus visits, career fairs, school tours, open houses, and one-on-one advising sessions with prospective students</p>	<p>Enrollments in most CHP programs at or above capacity in FY 2006: enrollments by program as follows:            Dental Hygiene: increased by 20% (FY06)            HSMCD: increased by 100%            MPH: suspended            MedTech: at capacity/added summer entry            UG Nursing: increased by 50%            Graduate Nursing: at capacity            Physical Therapy: at capacity            Physician Assistant: at capacity            CSD: at capacity</p> <p><u>Program Admissions/Applications</u>            Dental Hygiene: 36/170            Med Tech: 33/50            Nursing: 110/232 (undergraduate)            Physical Therapy: 32/94            Physician Assistant: 42/226            CSD: AUD-7/13; MA-17/30; PhD- 3/5</p> <p>Professional programs conduct general information sessions for prospective students</p>	<p>Continually assess productivity of Student Services activities, revise and redirect efforts as student enrollments change in CHP programs</p> <p>Academic programs to continue recruitment activities to achieve and/or maintain increased credit hours and enrollments at or above capacity</p> <p>Suspend MPH program, effective Summer 2006</p>

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**Value: RECRUIT**

STRATEGIC INITIATIVES	GOAL	ACTION PLANS	EVALUATION	DECISIONS
V.A., VI.A.	<p>Create marketing plan to attract excellent students</p> <p>Implement student recruitment and retention programs that attract, enroll, retain, and educate the highest quality students possible</p>	<p>Work with new Associate Vice-President, Campus Life, to market CHP programs</p> <p>Promote recruitment of diverse and high quality CHP students through K-12 liaisons, career fairs at WSU centers, and community college visits. Participate in all appropriate University Admissions recruitment activities. Promote recruitment of graduate students through liaison with agencies, conferences, and with other universities and colleges</p> <p>Department plans and implementation strategies in response to Diversity Task Force report</p> <p>Establish a CHP Student Ambassadors program to work with recruitment efforts - through the Dean's Student Leadership Council</p>	<p>Old Marketing Committee functions to be implemented within new governance structure</p> <p>Diversity of CHP student body which reflects the diversity of the metropolitan population at large</p> <p>*PA Diversity Grant, 2005-08</p> <p>Diversity initiatives at West High School, North High School, and Northeast High School</p> <p>Health Professions floor designated in Brennan Hall for professional and pre-professional CHP students</p> <p>*Department reports regarding CHP Diversity Task Force Report</p>	<p>Assess results of marketing plan and refine plan as required to enhance effectiveness</p> <p>Marketing/recruitment plans to be continually reviewed, assessed, and revised to achieve diverse student body in CHP professional programs</p>

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May 1, 2006  
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Constituency: STUDENTS

Value: RECRUIT

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
VI.C.	Communicate regularly with prospective, pre-program, undecided, and professional students	<p>Continually improve support for web-based and electronic communication</p> <p>Student Leadership Council to take a leadership role to assure that students have input to all appropriate CHP activities</p> <p>Identify pre-professional students early, include them in CHP activities, mentor them regarding qualifications and experience required for admittance into a health care program; increase number who are accepted</p> <p>Facilitate training for faculty, staff, and students for Banner</p>	<p>Recruitment of Educational Technologist</p> <p>Student Leadership Council assumes responsibility for making all students aware of mechanisms for expressing concerns and where to go with suggestions and comments</p> <p>*“Suggestion Box” (monitored by SLC)</p> <p>*Pre-health professional major codes have been developed and implemented to help identify aspiring CHP students and begin advising and mentoring them early to increase their chances of being accepted into a professional CHP program</p> <p>Training offered to faculty, staff, and students</p>	<p>Continue with multimedia communication with students and prospective students</p> <p>Provide training for students in using university resources and new technologies</p> <p>Seek out pre-professional students for advising, mentoring, and assisting with application to professional programs</p>

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**Constituency: STUDENTS**

**Value: RECRUIT**

<b>STRATEGIC INITIATIVES</b>	<b>GOALS</b>	<b>ACTION PLANS</b>	<b>EVALUATION</b>	<b>DECISIONS</b>
V.A.	<p>The College of Health Professions is committed to equality of opportunity in its student body. The University shall seek to encourage and promote recognition and appreciation of the realities and benefits of multiculturalism and diversity, and work to foster an atmosphere within the University which promotes equal opportunity for all qualified students</p> <p>(see "Students-Retain")</p>	<p>Develop admissions criteria and processes in response to Diversity Task Force recommendations</p>	<p>*New admissions criteria and process developed in undergraduate and graduate Nursing programs</p> <p>*Admissions criteria and process implemented in Physician Assistant, effective 2004</p> <p>*Admissions criteria and process implemented in Dental Hygiene, effective 2005</p>	<p>Admissions policies and procedures will be monitored, assessed, and amended as required to assure equal opportunity for all qualified applicants</p>

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May 1, 2006  
FY 2007**

Constituency: FACULTY

Value: EXCELLENCE

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
I.A., I.B., III.A.	Maintain and expand programs of College-wide recognition of faculty	Refine and further develop Awards Ceremony - consider banquet similar to the College of Engineering	*CHP Awards Ceremonies held in 2004, 2005, and 2006  *Revised Rodenberg Teaching Award criteria and process  *Financial awards for merit are recommended by the dean for special accomplishments and service to College (contingent on available funds)	Awards Ceremony to be held annually  Rodenberg Teaching Award to be awarded annually under revised policies  Continue letters of recognition and special merit awards
III.A.	Create a culture of excellence in health professions education	Implement strategies to enhance teaching effectiveness including: 1) Implement a formal CHP peer review process for teaching. 2) Assist faculty with development of teaching portfolios. 3) Increase multi-cultural awareness among faculty, students and staff. 4) Improve collegial atmosphere by increasing interaction among departments and the Dean's Advisory Committee 5) Emphasize "Scholarship of Teaching" via faculty development activities, funding resources, and rewards (merit increases, tenure and promotion)	Faculty participation and feedback   Per Diversity Task Force recommendations  *Department chairs regularly attend DAC quarterly meetings	Continually assess success of strategies to enhance teaching effectiveness and revise as necessary to achieve excellence in education
I.C.	Meet the Malcolm Baldrige Criteria for Performance Excellence in Education  (see "Students - Excellence")			

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**Constituency: FACULTY**

**Value: ENCOURAGE INTELLECTUAL EXPLORATION**

<b>STRATEGIC INITIATIVES</b>	<b>GOALS</b>	<b>ACTION PLANS</b>	<b>EVALUATION</b>	<b>DECISIONS</b>
<b>III.A., III.B., III.C.</b>	<b>Support existing and create new research agenda and opportunities</b>	<b>Mentor faculty on research agendas and develop and implement faculty development opportunities to enhance research skills</b>  <b>Develop plans within new governance structure</b>  <b>Create CHP “seed” grant program for junior faculty</b>  <b>Create department/College funding for start-up funding for new faculty</b>  <b>Increase funding to support graduate research and teaching assistantships for doctoral programs</b>	<b>*Consultant provided during FY 2004 to work with faculty on grant-writing and research efforts</b>  <b>*Consultant provided annually to Nursing faculty for grant writing</b>  <b>Increase the number and monetary value of proposals submitted and of grants awarded</b>  <b>Track number of grant submissions/grants received annually</b>	<b>To be determined based on programs initiated</b>
<b>IV.A., IV.B., IV.C.</b>	<b>Foster opportunities for interdisciplinary and collaborative interactions in scholarly activities</b>	<b>Associate Dean for Academic Affairs and Research to work within new governance structure to establish partnerships for collaborative activities</b>	<b>Increase in number and monetary value of collaborative activities</b>	<b>To be determined based on collaborative activities initiated</b>

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Value: ENHANCE LEARNING

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<b>III.A., III.B., III.C., , IV.A., IV.B., IV.C, V.B., V.C.</b>	<b>Provide opportunities and support for continuing faculty education</b>	<b>Dedicate college-level funds for faculty travel to professional association meetings and continuing education opportunities</b>  <b>Provide on-site opportunities for continuing education and training</b>	<b>Total College out-of-state travel allocation distributed to academic departments for faculty travel and continuing education</b>	<b>Future out-of-state travel funding to be allocated to departments for faculty travel</b>  <b>Foshee-McDonald seminars to be discontinued after FY 2005; new interactive format to be considered for future seminars</b>  <b>Faculty development activities to be continued in the future</b>

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**Value: SUPPORT**

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I.B. II.A., II.B., II.C., III.B.	Provide and maintain superior facilities conducive to excellent work environment	Improve wireless-capability throughout Ahlberg Hall	<ul style="list-style-type: none"> <li>-*Modified 35-student computer classroom</li> <li>-*Installed mini-blinds in windows along second floor south foyer</li> <li>-*Worked with food service vendor to provide better maintenance for vending machines</li> <li>-*Installed SmartBoard technology in 100A, 114, 110, 110B, and 425</li> <li>-*Enlarged classrooms in 110 &amp; 110B</li> <li>-*Nursing remodeling</li> <li>-*DO/SS remodeling</li> <li>-*SimMan Lab</li> <li>- *PA Clinical Lab</li> <li>-* Nursing Clinical Skills Lab</li> <li>-*Creating departmental space for CSD</li> <li>-*Remodel 106 suite to create 5 offices</li> </ul>	Continually update plan to accommodate evolving needs

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<b>II.A., II.B., II.C.</b>	<p><b>Provide and maintain superior facilities conducive to excellent learning environment</b></p> <p>(see “Student - Support”)</p> <p><b>Create a welcoming and caring environment within the College</b></p> <p>(see “Student-Support”)</p>			
<b>III.A., III.C., IV.C., V.D., VI.D</b>	<p><b>Increase outright and Annual Fund giving</b></p> <p>(see “Student - Support”)</p>			

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Constituency: **FACULTY**

Value: **RETAIN**

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
III.A., III.B., V.B., VI.B.	Continue formal programs of orientation of new faculty	Continue College orientation programs for new faculty; Office of Instructional Services Laboratories offers orientation on ISL facilities and services; Educational Technologist conduct in-service training on use of computers, network, e-mail, etc.; Dean's Office prepares informational packets for all CHP personnel; one-on-one resources available as needed	*Orientation sessions scheduled since 2002	Continually improve existing orientation programs and develop new programs for the future
V.B.	Develop mechanisms to foster career advancement for faculty	Departments regularly review and revise faculty role statements as needed  Develop mentoring system  Increase support for faculty travel	*University T&P Committee approval of revised CHP T&P policy, 2005	Departmental role statements regularly reviewed and revised as needed by departmental faculty
V.B.	The College of Health Professions is committed to equality of opportunity in employment. The University shall seek to encourage and promote recognition and appreciation of the realities and benefits of multiculturalism and diversity, and work to foster an atmosphere within the University which promotes equal opportunity and upward mobility for all qualified persons  (see "Students - Retain")			

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**Constituency: FACULTY**

**Value: RECRUIT**

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
III.A., V.B., VI.A., VI.B.	Recruit excellent faculty	<p>Develop strategies to attract and retain excellent faculty</p> <p>Faculty/Staff Affairs Committee to address under new governance structure</p>	<p>4 <u>additional</u> faculty lines added in Nursing</p> <p>*New faculty in following departments:            Dental Hygiene (1)            Medical Technology (1)            HSMCD (1)            Physician Assistant (1)                (new line from grant)            Physical Therapy (2)            CSD (all new faculty)</p>	<p>Continue to develop strategies to promote WSU and CHP programs, and to attract highly-qualified faculty and staff to the College</p>
IV.A., IV.B., VI.A., VI.B.	Create marketing plan to attract excellent faculty	Faculty/Staff Affairs Committee to address under new governance structure		<p>Assess results of marketing plan and refine plan as required to enhance effectiveness</p> <p>Continue faculty recruitment efforts</p>

\* Accomplishments from FY2005 APM goals

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**Constituency: FACULTY**

**Value: RECRUIT**

<b>STRATEGIC INITIATIVES</b>	<b>GOAL</b>	<b>ACTION PLANS</b>	<b>EVALUATION</b>	<b>DECISIONS</b>
<b>V.B.</b>	Establish faculty recruitment and retention plans that support College, departmental, and program goals while providing opportunities for faculty achievement	<p>Departments to develop a comprehensive plan for recruitment of a diverse and high quality faculty. Include a clear strategy for recruitment of doctorally, prepared full-time faculty as appropriate to the discipline</p> <p>Develop faculty and staff retention plans which includes recognition and rewards faculty excellence</p> <p>Continue development of a comprehensive program for orientation/mentoring of faculty for scholarship expectations</p>	<p>*Diversity Task Force Report</p> <p>*HRSA technical assistance visit and report</p> <p>Faculty participation and satisfaction with orientation/mentoring activities</p>	<p>Continually assess recruitment plans and revise as needed to recruit excellent faculty</p> <p>Continually assess recognition activities and revise as needed to recruit excellent faculty</p> <p>Continually assess orientation/mentoring activities and revise as needed to recruit and retain excellent faculty</p>
<b>V. B.</b>	<p>The College of Health Professions is committed to equality of opportunity in employment. The University shall seek to encourage and promote recognition and appreciation of the realities and benefits of multiculturalism and diversity, and work to foster an atmosphere within the University which promotes equal employment opportunity and upward mobility for all qualified persons</p> <p>(see "Faculty - Retain")</p>			

\* Accomplishments from FY2005 APM goals

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Constituency: STAFF

Value: EXCELLENCE

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
I.A., I.B.	Maintain and expand programs of College-wide recognition of staff  (see "Faculty - Excellence")	Create Outstanding Classified Staff Award to be initiated at 2006 Awards Ceremony  Continue to refine and further develop Awards Ceremony	*Outstanding Classified Staff Award	Awards Ceremony to be held annually
I.C.	Meet the Malcolm Baldrige Criteria for Performance Excellence in Education  (see "Students - Excellence")			

Constituency: STAFF

Value: ENCOURAGE INTELLECTUAL EXPLORATION

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
V.B.	No goal for FY 2007	NA	NA	NA

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**Constituency: STAFF**

**Value: ENHANCE LEARNING**

<b>STRATEGIC INITIATIVES</b>	<b>GOALS</b>	<b>ACTION PLANS</b>	<b>EVALUATION</b>	<b>DECISIONS</b>
<b>V.B.</b>	<b>Provide opportunities for staff continuing education and skills enhancement</b>	<b>Support staff educational goals through funding and release time</b>  <b>Provide on-site opportunities for education and training</b>  <b>Develop on-going plan for staff development and enrichment</b>	<b>Number of staff attending education, training, and development activities</b>  <b>Staff participation and satisfaction with development opportunities</b>	<b>Continue to encourage staff education and training through funding support, release time, and on-site activities</b>

**Constituency: STAFF**

**Value: SUPPORT**

<b>STRATEGIC INITIATIVES</b>	<b>GOALS</b>	<b>ACTION PLANS</b>	<b>EVALUATION</b>	<b>DECISIONS</b>
<b>I.B. II.A., II.B., II.C., III.C.</b>	<b>Provide and maintain superior facilities conducive to excellent work environment</b>  <b>(see "Faculty - Support")</b>			

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Constituency: STAFF

Value: RETAIN

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
III.A., V.B., VI.B.	<p>Develop formal programs of orientation for new staff</p> <p>(see “Faculty - Retain”)</p>			
V.B.	<p>Develop mechanisms to foster career advancement opportunities for staff</p>	<p>Classified Staff Association will continue to develop and refine action plan during FY 2007</p>	<p>*New governance structure includes staff on committees and Executive Council</p>	<p>Continue encouraging and supporting staff development activities</p>
V.B.	<p>Establish staff recruitment and retention plans that support College, departmental, and program goals while providing opportunities for staff achievement</p>	<p>Develop a comprehensive plan for recruitment/retention of a diverse and high quality staff</p> <p>Develop staff retention plans which includes recognition and rewards among other items</p> <p>Continue regular staff meetings with the dean</p>	<p>Numbers of highly qualified staff recruited and retained</p> <p>*Diversity Task Force Report</p> <p>*HRSA consultant visit and report</p> <p>*Dean sponsors quarterly breakfast meeting with staff</p>	<p>Continually assess and revise plans as needed to recruit and retain excellent staff</p> <p>Continually assess and revise plans as needed to recognize and retain excellent staff</p>
V. B.	<p>The College of Health Professions is committed to equality of opportunity in employment. The University shall seek to encourage and promote recognition and appreciation of the realities and benefits of multiculturalism and diversity, and work to foster an atmosphere within the University which promotes equal employment opportunity and upward mobility for all qualified persons</p> <p>(see “Faculty - Retain”)</p>			

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**Constituency: STAFF**

**Value: RECRUIT**

<b>STRATEGIC INITIATIVES</b>	<b>GOALS</b>	<b>ACTION PLANS</b>	<b>EVALUATION</b>	<b>DECISIONS</b>
<b>III.C., V.B., VI.A.</b>	<b>Recruit excellent staff</b>	<b>Develop strategies to attract and retain excellent staff; modify print and electronic advertisements, involve CHP staff in College planning and implementation activities</b>		<b>Continue to develop strategies to promote WSU and CHP programs, and to attract highly-qualified staff to the College</b>
<b>VI.A., VI.B.</b>	<b>Create marketing plan to attract excellent staff</b>  <b>(see “Faculty - Recruit”)</b>			
<b>V. B.</b>	<b>The College of Health Professions is committed to equality of opportunity in employment. The University shall seek to encourage and promote recognition and appreciation of the realities and benefits of multiculturalism and diversity, and work to foster an atmosphere within the University which promotes equal employment opportunity and upward mobility for all qualified persons</b>  <b>(see “Faculty - Recruit”)</b>			

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**Constituency: COMMUNITY AND ALUMNI**

**Value: EXCELLENCE**

<b>STRATEGIC INITIATIVES</b>	<b>GOALS</b>	<b>ACTION PLANS</b>	<b>EVALUATION</b>	<b>DECISIONS</b>
<b>I.A.</b>	<b>Maintain and expand programs of College-wide recognition of alumni and community partners</b>  (see "Students - Excellence")			
<b>I.C.</b>	<b>Meet the Malcolm Baldrige Criteria for Performance Excellence in Education</b>  (see "Students - Excellence")			

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**Constituency: COMMUNITY AND ALUMNI**

**Value: ENCOURAGE INTELLECTUAL EXPLORATION**

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
IV.A., IV.B., IV.C.	Foster opportunities for interdisciplinary and collaborative interactions in scholarly activities	Academic Affairs Committee to lead this initiative to include: – DAC – Health Careers Coalition – WSU - LINK  Kids Training Team to join CHP in 2007	New partnerships    New grant opportunities and funds	



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Constituency: COMMUNITY AND ALUMNI

Value: SUPPORT

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
IV.C., V.C., VI.D.	Collaborate with alumni and community partners to develop the College as a focal point for excellence in health care instruction, research, and practice for South Central Kansas	<p>Kids Training Team to work with academic departments to support on-line education</p> <p>Continue participation in the Health Careers Coalition (HCC), which evolved from Health Care Workforce Summit sponsored by CHP in Spring 2001</p>	Engage with the HCC to educate health professionals on initiative emanating from March 2003 Workforce Summit II	College to continue participation as member of HCC. Help determine future of HCC
I.A., IV.C., V.,C., VI.D	Nurture department alumni societies	Student Services personnel will continue work in collaboration with WSU Alumni Association to establish action plans for creation of department/program alumni associations during FY 2007	# of active alumni associations  (Nursing Alumni Society strongest society at WSU!)	To be determined
II.A., II.B., II.C.	Support and enhance the health care community by providing and maintaining superior physical facilities conducive to excellent learning environment to educate highly-qualified health care practitioners  (see "Faculty/Staff - Support")			
II.B., II.C.	Support and enhance the health care community by providing state-of-the-art learning and study environments and technological and academic support for educational experiences to produce excellent health care practitioners  (see "Student - Support")			

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**Constituency: COMMUNITY AND ALUMNI**

**Value: RETAIN**

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
IV.C., V.C, V.D., VI.D.	Establish and maintain cooperative and collaborative relationships with alumni and community partners for areas of teaching, research, and service	Continue to develop relationships with alumni and community partners  Use web-based technology to survey alumni and community partners on experiences with the College, on effectiveness of recruitment activities, and on suggestions for additional avenues for involvement; incorporate survey results into future actions	Continually assess productivity of activities  Continually assess productivity of activities and incorporate survey results	Revise and redirect efforts as needed to establish and maintain productive relationships with alumni and community partners
V.D.	Create new opportunities to recognize community and alumni support	Identify funding for special events, tuition vouchers for supervisors in externships, and awards for special contributions		

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Constituency: COMMUNITY AND ALUMNI

Value: RECRUIT

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
IV.C., V.C., V.D, VI.A., VI.D.	Recruit alumni and community constituents to assist in all aspects of College planning and activity	<p>Continue to identify and promote opportunities for alumni and community partners to become involved with the College; Survey alumni and community partners on experiences with the College, on effectiveness of recruitment activities, and on suggestions for additional avenues for involvement; incorporate survey results into future actions</p> <p>Continue development of alumni organizations for professional programs; Create culture of excellence and involvement in current students to foster continued relationships as alumni and community colleagues after graduation</p>	<p>Continually assess productivity of activities and incorporate survey results</p> <p>*Successful fund-raising campaign supported by Dental Hygiene alumni, area dentists, and dental community</p>	Revise and redirect efforts as needed to establish and maintain productive relationships with alumni and community partners
IV.A., IV.B., VI.B., VI.B.	<p>Create marketing plan to attract alumni and community partners</p> <p>(see "Students - Recruit")</p>			

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**Value: RECRUIT**

<p><b>II.B., IV.C., V.C., V.D., VI.B., VI.D</b></p>	<p><b>Develop and expand alumni and community partnerships to provide clinical training and career tracks for students</b></p>	<p><b>Seek affiliation with community partners to meet the demand for clinical and employment networks needed for student recruitment and clinical education</b></p> <p><b>Involve alumni in the professional programs to teach and serve as role models and mentors</b></p>	<p><b>Feedback from clinical preceptors and employers of graduates</b></p> <p><b>Departmental records of alumni who participate in professional programs as instructors, mentors, and role models</b></p> <p><b>Feedback from clinical preceptors and employers of graduates</b></p> <p><b>CHP currently has 359 adjunct (volunteer) faculty and 787 clinical affiliations for student clinical rotations</b></p>	<p><b>Continue to foster relationships with community partners through the Dean's Advisory Committee and alumni of professional programs in the College</b></p>
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