

COLLEGE OF HEALTH PROFESSIONS

ACCOUNTABILITY PLANNING MATRIX

September 7, 2004
FISCAL YEAR 2005

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	Awards Ceremony was May 2004; FY 2005 ceremony is being planned for Spring 2005 Refine and further develop Awards Ceremony	Student response and comments	Awards Ceremony to be held annually
II.B.	Continue refinement and support of the CHP Student Leadership Council	Relate goals to APM and implement action plans	Student response and involvement	Continue to develop leadership skills of and opportunities for CHP students
I.C.	Meet the Malcolm Baldrige Criteria for Performance Excellence in Education	Team Won will oversee the work of task forces to develop, implement, and assess internal processes to achieve excellence in all facets of College activities A College coordinator will ensure completion of the task forces' assignments	The College received a second Commitment to Quality Award in Fall 2003	Continue development and refinement of College processes to meet the Baldrige criteria for excellence in education

Constituency: STUDENTS Value: ENCOURAGE INTELLECTUAL EXPLORATION

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
II.B., III.A.,	Provide	Students will	Student response and	The College will

III.B., III.C.	opportunities, support, and faculty mentoring for student research activities	participate in annual CHP Faculty Fairs to spotlight research activities Individual disciplines support students in attending and presenting at professional association meetings Students will be encouraged to participate in the undergraduate research forum on campus Curricula in the graduate programs will require students to participate in research and other scholarly activity The Master of Physician Assistant degree has been approved by the Board of Regents and will began its first master's in the Summer 2004 Physical Therapy has submitted a DPT proposal now under consideration by the graduate council; external consultants will conduct a site visit in September 2004	participation in Faculty Fair, professional meetings, and WSU undergraduate research forum Student success in completion of graduate courses Student performance and scholarly activity in these enhanced degree programs.	continue to develop and support opportunities for student research and scholarly activity Programs will be encouraged to support students through financial and other resources to engage in scholarly activities Continue to develop and refine degree programs as required by professional standards and community needs.
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Constituency: STUDENTS Value: ENHANCE LEARNING

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
II.B, IV.A., IV. B., IV.C.	Develop new and interdisciplinary courses to	New courses, new sections, and/or new modalities will be	Monitor success of new courses	Successful courses and/or sections will be

	broaden student understanding of concepts of health care and practice	developed and offered by CHP personnel/departments, and successful courses from previous years will continue to be offered CHP Associate Dean for Academic Affairs and Research will develop course on ethics for health professionals		offered for subsequent semesters and new courses will be developed, including general education courses to assist students in meeting General Education requirements
II.B, IV.A., IV. B., IV.C.	Provide professional curricula relevant to current and evolving health care	Offer academic programs and continually improve those programs; add and strengthen assessment components to both graduate and undergraduate curriculum committees Master of Physician Assistant curriculum approved FY 2004 Convert Master's of Physical Therapy curriculum to Doctorate of Physical Therapy program	Survey graduates one year after graduation and employers to ascertain relevance of professional curricula Assess student performance and employer satisfaction with master's-level curriculum Submit for university and Board of Regents review	Ensure all academic programs use comprehensive assessment for program improvement Phase out PA baccalauareate curriculum FY 2005, Implement PA master's curriculum Fall 2004 Pursue approval for DPT program

Constituency: STUDENTS Value: ENHANCE LEARNING

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
II.B, IV.A., IV.B., IV.C.	Maintain full accreditation in all academic programs	Maintain high quality programs and faculty, revise, and adjust curricula as required to ensure highest quality educational offerings Continually assess program needs and	All programs are fully accredited Master of Public Health Science program underwent CEPH accreditation review in Fall 2003 and was placed on two-year probation School of Nursing received ten-year	1) Maintain and enhance programs to ensure full accreditation in future reviews 2) Internally relocate resources to fund PHS chair position 3) Suspend EMT and MICT

		allocate resources accordingly	CCNE accreditation for graduate and undergraduate programs Physician Assistant program received accreditation through 2010	programs
II.B., IV.C., V.C., V.D., VI.B., VI.C., VI.D.	Develop and expand alumni and community partnerships to provide clinical training and career tracks for students	Seek affiliation with community partners to meet the demand for clinical and employment networks needed for student recruitment and clinical education Involve alumni in the professional programs to teach and serve as role models and mentors Fund-raising campaign to renovate Dental Hygiene Clinic and expand Dental Hygiene program by six students has begun and has raised over \$600,000 to date	Feedback from clinical preceptors and employers of graduates Departmental records of alumni who participate in professional programs as instructors, mentors, and role models CHP currently has 343 adjunct (volunteer) faculty and 643 clinical affiliations for student rotations Successful fund-raising campaign supported by Dental Hygiene alumni, area dentists, and dental community	Continue to foster relationships with community partners through the Dean's Advisory Committee and alumni of professional programs in the College Proceed with plans to renovate Dental Hygiene Clinic and expand DH program

Constituency: STUDENTS Value: SUPPORT

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
II.A., II.B., II.C. II.A, II.B, II.C., III.A., III.C., IV.C., V.D., VI.D	Provide and maintain superior physical facilities conducive to excellent learning environment	Maintain continuous facilities oversight to provide improved and updated facilities as need arises and resources permit, including upgrading classroom furniture and equipment Assure student input for	Projects outlined in update plan accomplished on or ahead of schedule; remaining projects on schedule Initial projects completed in FY 2004; on-going	Continually update facilities plan to accommodate evolving needs Permanently allowing food and drink in ISL classrooms: tbd

	<p>Create a welcoming and caring environment within the College</p> <p>Increase outright and Annual Fund giving</p>	<p>all appropriate CHP activities via the various student organizations, with the Dean's Student Leadership Council taking the lead role; for example, worked with Student Leadership Council to allow food and drink in 110 and 110B AH on a trial basis during Spring 2004 - trial was successful, will be continued as long as rooms are properly maintained</p> <p>Work with CHP Development Director to identify potential new donors and to cultivate relationships with existing donors</p> <p>Create CHP Alumni Society, stress importance of alumni support for CHP programs</p> <p>Encourage faculty/staff support of Annual Fund through participation and contributions</p>	<p>projects are proceeding according to time lines</p> <p>Number of problems caused by food and drink spills, trash left in ISL classrooms</p> <p>Increasing amounts of outright and Annual Fund donations</p>	<p>based on Spring 2004 experiences yet to be assessed</p> <p>Assess success of efforts and modify as needed to encourage continuing and increase College support</p>
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STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISION
<p>II.A., II.B., II.C.</p>	<p>Provide and maintain superior physical facilities conducive to excellent learning environment</p> <p>Create a welcoming and caring environment</p>	<p>Pursue funding for renovation of Dental Hygiene Clinic to permit program expansion</p>	<p>Successful fund-raising campaign for Dental Hygiene Clinic renovation</p>	<p>Proceed with plans to renovate Dental Hygiene Clinic and expand Dental Hygiene program by six students</p>

	within the College			
II.A., II.B., II.C.	Provide state-of-the-art learning and study environments and technological and academic support for educational experiences Support learning through mentoring and technical resources	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 Continue to explore the potential of making laptop computers available to students. 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 Wireless access points are being installed throughout Ahlberg Hall Implement \$1+\$1 technology grant to provide PDAs to PA and FNP students to access treatment and pharmacological data bases Create larger and more versatile classrooms to	Student feedback Success of new students matriculating in College professional programs Student demand and usage Number of Blackboard courses created or modified from existing courses Student satisfaction with Blackboard and other web-based formats Student/faculty usage and satisfaction Student/faculty usage and satisfaction Student performance and satisfaction	Continue monitoring study and learning environments and upgrade as needed Continued implementation and support of wireless technology dependent on student usage and satisfaction Continue support for creation of Blackboard courses Encourage faculty and students usage of wireless network in Ahlberg Hall Plans for classroom expansion and reovation to wireless usage have been developed are are proceeding

		support new technologies and enhance learning		
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Constituency: **STUDENTS** Value: **RETAIN**

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
II.B., II.D. V.A., VI.C.	Develop student support services, programs, and strategies to assist current students through all phases of advising and matriculation Provide comprehensive advising services and information to current and prospective College of Health Professions students	Office of Student Services to provide coordinated and comprehensive advising and mentoring support services for current students throughout their academic careers in the College Survey students on satisfaction level with College Student Services interactions Continue supporting pre-professional students through the Future Health Care Professionals organization and through the use of pre-major codes	Survey results indicate high student satisfaction levels	Continue to develop new and enhance existing student support services in the College Incorporate survey results and comments into planning for services enhancements HCOP services incorporated into Student Services activities
II.D., V.A., VI.C.	Develop formal programs of orientation for new students	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	Feedback from students and programs	Continue existing orientation programs and develop new programs for the future

Constituency: **STUDENTS** Value: **RETAIN**

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
V.A.	The College of Health Professions is committed to equality of opportunity in 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	Programs will continue use of procedures to ensure fair and equal opportunities for students in the professional programs The College established a Diversity Task Force in FY 2004 to identify and is developing recommendations to increase the diversity of CHP students, faculty, and staff	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: 0.9% Asian: 12.5% Hispanic: 2.9% African-American: 3.1% Caucasian: 80.6% Diversity of student body should increase to reflect the diversity of the metropolitan community	Academic and program procedures will be monitored, assessed, and amended as required to assure equal opportunity for all qualified applicants The College will implement and support activities to increase the diversity of the student body

Constituency: STUDENTS Value: RECRUIT

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
II.A., II.C., II.D., V.A., VI.A., VI.B., VI.C.	College Student Services and Welcome Center to recruit and assist potential students in career planning, advising, and program application and acceptance	CHP Office of Student Services continues developing and implementing programs to recruit new students and assist in their matriculation; services for support of existing HCOP students continues through CHP Student Services; support of pre-professional students continues	Feedback from students, families, CHP faculty and staff on activities by CHP Office of Student Services	Continue development of Student Services and Welcome Center, and of recruitment and support activities for potential and new students

		through CHP Student Services and CHP's Future Health Care Professionals student organization		
II.A., II.C., V.A., VI.A., VI.B., VI.C.	Increase and maintain enrollments in all programs to capacity with an excellent and diverse student body	CHP Student Services to continue to conduct and participate in multiple recruitment visits, career fairs, school tours, open houses, and one-on-one advising sessions with prospective students Professional programs conduct general information sessions for prospective students Health Professions floor designated in Brennen Hall for professional and pre-professional CHP students	Enrollments in most CHP programs at or above capacity in FY 2005: enrollments by program as follows: Dental Hygiene: at capacity HCMCS: below capacity MPH: below capacity Med Tech: at capacity Nursing: above capacity Physical Therapy: at capacity Physician Assistant: at capacity	Continually assess productivity of Student Services activities, revise and redirect efforts as student enrollments change in CHP programs Academic programs to continue recruitment activities to achieve and/or maintain increased credit hours and enrollments at or above capacity EMT program suspended effective Fall 2004
STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
V.A., VI.A.	Create marketing plan to attract excellent students	College Marketing Committee to develop marketing plan	Effectiveness of Marketing plan Numbers of students applying and admitted	Assess results of marketing plan and refine plan as required to enhance effectiveness
V.A., VI.A.	Implement student recruitment and retention programs that attract, enroll, retain, and educate the	Promote recruitment of diverse and high quality CHP students through K-12 liaisons, career fairs at WSU centers, and	Diversity of CHP student body which reflects the diversity of the metropolitan population as large	Marketing/recruitment plans to be continually reviewed, assessed, and revised to achieve diverse student body in CHP professional programs

	highest quality students possible.	community college visits. Promote recruitment of graduate students through liaison with agencies, conferences, and with other universities and colleges. Strengthen efforts to address diversity by appointing a diversity task force with its primary focus to be recruiting and retaining a diverse student body which more adequately reflects our community and society at large. Establish a CHP Student Ambassadors program to work with recruitment efforts - perhaps through the Dean's Student Leadership Council Health Professions floor designated in Brennen Hall for professional and pre-professional CHP students		
STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
VI. C.	Communicate regularly with prospective, pre-program, undecided, and	Continually improve support for web-based and electronic communication Student Leadership	Student participation and feedback Student satisfaction with communications	Continue with multimedia communication with student and prospective students Provide training for

	professional students	<p>Council to take a leadership role to assure that students have input to all appropriate CHP activities</p> <p>Facilitate training for faculty, staff, and students for the SOS and SAS systems and in use of the wichita.edu email provided to all students</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>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>and information to/from Student Leadership Council</p> <p>Provide training in the ISL for us of SOS system and campus e-mail</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>Student Leadership Council to make each new class aware of resources available to them to impact the College and facilities</p>	<p>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> <p>Number of students using the suggestion box and/or participating in CHP activities</p>
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Constituency: **STUDENTS** Value: **RECRUIT**

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
V.A.	The College of Health	Programs will	Diversity of	Admissions

	<p>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>continue use of policies and procedures to ensure fair and equal opportunities for admission to professional programs The College Diversity Task Force is developing recommendations to increase the diversity of the CHP student body</p>	<p>students admitted to professional programs; for FY 204, ethnicity of the CHP student body is as follows: Native American: 0.9% Asian: 12.5% Hispanic: 2.9% African-American: 3.1% Caucasian: 80.6% The CHP student body should reflect the diversity of the metropolitan community</p>	<p>policies and procedures will be monitored, assessed, and amended as required to assure equal opportunity for all qualified applicants</p>
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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	<p>FY 2004 Awards Ceremony was held May 13, 2004; FY 2005 ceremony is being planned for Spring 2005 Refine and further develop Awards Ceremony Continue revised Rodenberg Teaching Award policies CHP Associate Dean for Academic Affairs and Research to coordinate Faculty Fair in Fall 2004 to showcase faculty accomplishments Formal letters of recognition for special accomplishments will be sent from Dean Financial awards for</p>	<p>Feedback from faculty Presentation of awards Faculty feedback on revised policies Feedback from faculty, students and attendees of Faculty Fair Faculty comments about letters Number of merit increases recommended by Dean</p>	<p>1) Awards Ceremony to be held annually 2) Rodenberg Teaching Award to be awarded annually under revised policies 3) Faculty Fair to be held annually 4) Continue letters of recognition and special merit awards</p>

		merit are recommended by the dean for special accomplishments and service to College (contingent on available funds)		
STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
III.A.	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) Adopt emerging technologies. 5) Conduct and review faculty exit interviews. 6) Improve collegial atmosphere by increasing interaction among departments and the Dean's Advisory Committee. 7) Continue research symposia/faculty.	Faculty participation and feedback	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	Team Won has assessed feedback from Level II application and developed plan for improving CHP processes and procedures; plan is being implemented during FY 2005, and application for Kansas Award for Excellence will be submitted Spring 2005	College received second Commitment to Quality Award from Kansas Award for Excellence Foundation	Continue efforts to achieve excellence using Baldrige criteria as a guide

Constituency: FACULTY Value: ENCOURAGE INTELLECTUAL EXPLORATION

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
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III.A., III.B., III.C.	Support existing and create new research agenda and opportunities	Mentor faculty on research agendas and develop and implement faculty development opportunities to enhance research skills. Research Think Tank will lead research efforts in college by helping faculty identify funding for research and others for collaboration Consultant provided during FY 2004 to work with faculty on grant-writing and research efforts	Increase in number and monetary value of proposals submitted and of grants awarded Track number of grant submissions annually To be determined	To be determined based on programs initiated by Associate Dean for Academic Affairs and Research
IV.A., IV.B., IV.C.	Foster opportunities for interdisciplinary and collaborative interactions in scholarly activities	Associate Dean for Academic Affairs and Research to work with faculty to establish partnerships for collaborative activities	Increase in number and monetary value of collaborative activities	To be determined based on collaborative activities initiated

Constituency: FACULTY Value: ENHANCE LEARNING

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
III.A., III.B., III.C., , IV.A., IV.B., IV.C., V.B., V.C.	Provide opportunities and support for continuing faculty education	Funds for faculty travel to professional association meetings and continued education opportunities are allocated annually Provide on-site opportunities for	Total College out-of-state travel allocation distributed to academic departments for faculty travel and continuing education Funding secured for Foshee-McDonald lecture series for FY 2005 Activities under	Future out-of-state travel funding to be allocated to departments for faculty travel Foshee-McDonald seminars to be continued for FY 2005; new interactive format to be instituted for

		continuing education and training	development for implementation during FY 2005 and beyond	future seminars Faculty development activities to be continued in the future
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Constituency: **FACULTY** Value: **SUPPORT**

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
I.B. II.A., II.B., II.C., III.B.	Provide and maintain superior physical facilities conducive to excellent work environment	Facilities update plan during FY2004, including: 1. Modified 35-student computer classroom 2. Replaced tab arm chairs in second floor classrooms with tables and chairs 3. Installed mini-blinds in windows along second floor south foyer 4. Installed bulletin board above student suggestion box to communicate suggestions and College responses 5. Worked with food service vendor to provide better maintenance for vending machines 6. Worked with Student Leadership Council to allow food and drink in 110 and 110B AH on a trial basis during Spring 2004 7. Installed Go Print technology in Instructional Services Lab	Projects outlined in update plan accomplished on or ahead of schedule Faculty feedback and satisfaction with facilities	Continually update plan to accommodate evolving needs

		8. Installed SmartBoard technology in 100A, 114, 110, 110B, and 425 Plans have been developed to enlarge CHP classrooms 110 and 110B Summer 2005 and to convert all AH classrooms to wireless-capability		
STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
II.A., II.B., II.C. III.A., III.C., IV.C., V.D., VI.D	Provide and maintain superior physical facilities conducive to excellent learning environment Create a welcoming and caring environment within the College Increase outright and Annual Fund giving	Maintain continuous facilities oversight to provide improved and updated facilities as need arises and resources permit, including upgrading classroom furniture and equipment Assure student input for all appropriate CHP activities via the various student organizations, with the Dean's Student Leadership Council taking the lead role; for example, worked with Student Leadership Council to allow food and drink in 110 and 110B AH on a trial basis during Spring 2004 Work with CHP Development Director to identify potential new donors and to cultivate relationships with existing donors Create CHP Alumni Society, stress importance of alumni support for CHP programs	Projects outlined in update plan accomplished on or ahead of schedule; remaining projects on schedule Projects completed in FY 2004; on-going plans are developed and implemented as need arises and funding is available Number of problems caused by food and drink spills, trash left in ISL classrooms Increasing amounts of outright and Annual Fund donations	Continually update facilities plan to accommodate evolving needs Allow food and drink in ISL classrooms based on Spring 2004 trial; continue as long as rooms are properly maintained by students and faculty Assess success of efforts and modify as needed to encourage continuing and increase College support

		Encourage faculty/staff support of Annual Fund through participation and contributions		
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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; CHP network administrator conducts in-service training on use of computer network and e-mail; Dean's Office prepares informational packets for all CHP personnel; one-on-one resources available as needed	Positive feedback of and high satisfaction level of faculty	Continue 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 College Tenure and Promotion Committee revised T&P guidelines to be implemented upon University T&P committee approval	Faculty support for role statements Faculty support for revised T&P guidelines University approval of policy submitted to Academic Affairs and Research June 2002	Departmental role statements regularly reviewed and revised as needed by departmental faculty Revised policy approved by CHP faculty; waiting for University approval
V.B.	The College of Health Professions is committed to equality of opportunity in employment. The University shall seek to encourage and	The College and departments employs policies and procedures to ensure fair and equal opportunities for all personnel in the College	Diversity of faculty workforce, which is primarily Caucasian female, currently includes one Hispanic female and 12 Caucasian males	College and departmental policies and procedures will be monitored, assessed, and amended as required to

	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	College Diversity Task Force is developing recommendations to increase the diversity of the CHP faculty	Increase diversity of CHP faculty	assure equal opportunity for all personnel in the College
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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	Develop strategies to attract and retain excellent faculty; update print and electronic advertisements; CHP personnel attend professional association meetings to talk to potential applicants; offer employment incentives, including travel funds, moving expenses, provision of computers and equipment, financial support for doctoral studies, and assistance with spousal employment searches as may be necessary	Hired 2 Nursing faculty in FY 2004; search for PHS Chair begun in FY 2004 to be filled January 2005; search begun Fall 2004 for two Dental Hygiene faculty	Continue to develop strategies to promote WSU and CHP programs, and to attract highly-qualified faculty and staff to the College
IV.A., IV.B., VI.A., VI.B.	Create marketing plan to attract excellent faculty	CHP Marketing Committee is being developing a marketing plan for the College	Success of marketing plan Search underway for Public Health Sciences chairperson and two Dental Hygiene faculty	Assess results of marketing plan and refine plan as required to enhance effectiveness Continue faculty

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
V.B.	Establish faculty recruitment and retention plans that support College, departmental, and program goals while providing opportunities for faculty achievement.	<p>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>Develop a comprehensive program for orientation and/or mentoring of faculty for scholarship expectations</p>	<p>Number of highly qualified faculty recruited</p> <p>Faculty participation and satisfaction with recognition activities</p> <p>Faculty participation and satisfaction with orientation and/or mentoring activities</p>	<p>recruitment efforts</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 and/or mentoring activities and revise as needed to recruit and retain excellent faculty</p>
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	<p>Programs will employ policies and procedures to ensure fair and equal opportunities for all applicants for faculty positions and all personnel in the College</p> <p>The College Diversity Task Force is developing recommendations to increase the diversity of the CHP faculty and other unclassified</p>	<p>Diversity of faculty workforce in CHP is primarily Caucasian female, with one Hispanic female and twelve Caucasian males</p> <p>Increase in diversity of faculty</p>	<p>College and departmental policies and procedures will be monitored, assessed, and amended as required to assure equal opportunity for all faculty applicants and all personnel in the College</p>

	the University which promotes equal employment opportunity and upward mobility for all qualified persons	personnel		
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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	Awards Ceremony was held in May 2004; plans for FY 2005 ceremony are being developed for implementation Spring 2005 Continue to refine and further develop Awards Ceremony	Staff participation and feedback	Awards Ceremony to be held annually
I.C.	Meet the Malcolm Baldrige Criteria for Performance Excellence in Education	College's Team Won has assessed the KAE level II application feedback and has developed recommendations for improving processes to meet Baldrige criteria; those recommendations are being implemented during FY 2005, and an application for the Kansas Award for Excellence will be submitted Spring 2005	College received second KAE Commitment to Excellence Award	College will continue enhancement of processes using Baldrige criteria as a guide

Constituency: STAFF Value: ENCOURAGE INTELLECTUAL EXPLORATION

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
V.B.	No goal for FY 2005	NA	NA	NA

Constituency: STAFF Value: ENHANCE LEARNING

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
V.B.	Provide opportunities for staff continuing education and	Support staff educational goals through funding and release time	Number of staff attending education, training, and development	Continue to encourage staff education and training through

	skills enhancement	Provide on-site opportunities for education and training Develop on-going plan for staff development and enrichment	activities Staff participation and satisfaction with development opportunities	funding support, release time, and on-site activities
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Constituency: STAFF Value: SUPPORT

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
I.B. II.A., II.B., II.C., III.C.	Provide and maintain superior physical facilities conducive to excellent work environment	Facilities update plan continued. Staff break/lunch/meeting room provided with exercise equipment, computer resources, and "sick room" facilities	Projects outlined in update plan have been/are being accomplished on or ahead of schedule Staff satisfaction and feedback	Continually update plan to accommodate evolving needs

Constituency: STAFF Value: RETAIN

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
III.A., V.B., VI.B.	Develop formal programs of orientation for new staff	College orientation program for new staff conducted annually; Office of Instructional Services Laboratories offers orientation on ISL facilities and services for new staff; CHP network administrator conducts in-service training on use of computer network and e-mail; Dean's Office prepares informational packets for all CHP personnel; one-on-one resources	Staff participation and feedback	Continually assess orientation programs and revised as necessary to retain excellent staff

		available as needed		
V.B.	Develop mechanisms to foster career advancement opportunities for staff	Classified Staff Association will continue to develop and refine action plan during FY 2005 Classified Staff Organization to be presented for formal inclusion in College Bylaws	Positive feedback from staff College Bylaws revised to include classified staff in College Association and on College committees	Continue encouraging and supporting staff development activities Present bylaws proposal Fall 2004
V.B.	Establish staff recruitment and retention plans that support College, departmental, and program goals while providing opportunities for staff achievement	Develop a comprehensive plan for recruitment of a diverse and high quality staff Develop staff retention plans which includes recognition and rewards among other items	Numbers of highly qualified staff recruited and retained Comprehensive recognition and rewards mechanism Positive feedback from staff	Continually assess and revise plans as needed to recruit and retain excellent staff Continually assess and revise plans as needed to recognize and retain excellent staff
STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
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 employment opportunity and upward mobility for	The College will employ policies and procedures to ensure fair and equal opportunities for all personnel in the College	CHP staff workforce is primarily female and includes one Hispanic female and one African-American female	College and departmental policies and procedures will be monitored, assessed, and amended as required to assure equal opportunity for all personnel in the College

	all qualified persons			
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Constituency: STAFF Value: RECRUIT

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
III.C., V.B., VI.A.	Recruit excellent staff	Develop strategies to attract and retain excellent staff; modify print and electronic advertisements, involve CHP staff in College planning and implementation activities	Hired new staff members in Physical Therapy, Physician Assistant, Medical Technology, Public Health Sciences, Student Services, and the Dean's Office	Continue to develop strategies to promote WSU and CHP programs, and to attract highly-qualified staff to the College
VI.A., VI.B.	Create marketing plan to attract excellent staff	College to establish committee comprised of College and University personnel and community experts to develop marketing plan	Development of effective College marketing plan	Assess results of marketing plan and refine plan as required to enhance effectiveness
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 employment opportunity and upward mobility for all qualified persons	The College will employ policies and procedures to ensure fair and equal opportunities for all personnel in the College The College Diversity Task Force will recommend activities to increase the diversity of the CHP staff	CHP staff workforce currently is primarily Caucasian female, with one Hispanic female and one African-American female Increase in diversity of College staff	College and departmental policies and procedures will be monitored, assessed, and amended as required to assure equal opportunity for all personnel in the College

Constituency: COMMUNITY AND ALUMNI Value: EXCELLENCE

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
I.A.	Maintain and expand programs of College-wide recognition of alumni and community partners	Awards Ceremony was May 2004; FY 2005 ceremony will be held Spring 2005 Continue to refine and further develop Awards Ceremony	Feedback from alumni and community partners	Awards Ceremony to be held annually
I.C.	Meet the Malcolm Baldrige Criteria for Performance Excellence in Education	Team Won has assessed feedback from KAE Level II application and developed recommendations for improvement of processes and procedures; recommendations are being implemented during FY 2005, and application for Kansas Award for Excellence will be submitted Spring 2005	College received second KAE Commitment to Quality Award	College will continue pursuit of excellence using Baldrige criteria as a guide

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	Associate Dean for Academic Affairs and Research to work with faculty to establish partnerships for collaborative activities	Community partners are identified with input from the Dean's Advisory Committee	Externally, a formal process for connecting with community partners will be on-going with input from the Dean's Advisory Committee, Health Care Workforce Coalition, WSU-LINK and Health Communications Group Interdisciplinary projects will be fostered and rewarded

Constituency: COMMUNITY AND ALUMNI Value: ENHANCE LEARNING

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
III.A., III.B., III.C., IV.C., V.C., V.D., VI.D.	Provide continuing education and community learning opportunities for alumni and community partners	Academic departments (Dental Hygiene, Nursing, Medical Technology, Nursing, Physical Therapy, Physician Assistant) offer workshops for clinical coordinators; Nursing, Physician Assistant, and Physical Therapy offer continuing education and continuing medical education workshops for alumni and clinical practitioners Alumni and community partners are invited to attend Foshee-McDonald presentations	Participant evaluations of workshops and continuing education programs Numbers of alumni and community partners attending seminars	Continue to offer workshops and educational opportunities for alumni and community partners Continually assess and revise educational opportunities and seminars for alumni and community partners

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	Continued participation in the Health Careers Coalition (HCC), which evolved from Health Care Workforce Summit sponsored by CHP in Spring 2001; engage with the HCC to educate health professionals on initiative emanating from March 2003 Workforce Summit II	Involvement by community partners in HCC	College to continue participation as member of HCC
I.A., IV.C., V.,C., VI.D	Create a College alumni society	Student Services personnel will continue work to establish action plans for creation of	To be determined	To be determined

		College alumni association during FY 2005		
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	Implement facilities update plan, which provides enhanced work, learning and meeting environments for students, faculty, staff, and alumni and community constituents	Projects outlined in update plan accomplished on or ahead of schedule during FY 2001-FY 2004, with donations of funding from community partners; additional projects are developed and implements are needs arise and funding permits Feedback from alumni and community constituents	Continually update plan to accommodate evolving needs
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	As part of facilities update plan, 1110 and 10B classrooms will be enlarged Summer 2005 to accommodate need for additional multimedia large-capacity instructional facilities, and other classrooms in Ahlberg Hall will be equipped with wireless access points to enhance versatility	Participation by and feedback from alumni and community constituents in educational opportunities offered in CHP facilities	Continue monitoring study and learning environments and upgrade as needed

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	Continue to develop relationships with alumni and community partners Survey alumni and community partners	Continually assess productivity of activities	Revise and redirect efforts as needed to establish and maintain productive relationships with

	community partners for areas of teaching, research, and service	on experiences with the College, on effectiveness of recruitment activities, and on suggestions for additional avenues for involvement; incorporate survey results into future actions		alumni and community partners
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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	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 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	Continually assess productivity of activities and incorporate survey results Successful fund-raising campaign supported by Dental Hygiene alumni, area dentists, and dental community	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.	Create marketing plan to attract	CHP Marketing Committee is developing marketing	Marketing plan Number of alumni and community	Assess results of marketing plan and refine plan as

	alumni and community partners	plan for the College	partners recruited	required to enhance effectiveness
STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
II.B., IV.C., V.C., V.D., VI.B., VI.D	Develop and expand alumni and community partnerships to provide clinical training and career tracks for students	Seek affiliation with community partners to meet the demand for clinical and employment networks needed for student recruitment and clinical education Involve alumni in the professional programs to teach and serve as role models and mentors	Feedback from clinical preceptors and employers of graduates Departmental records of alumni who participate in professional programs as instructors, mentors, and role models Feedback from clinical preceptors and employers of graduates Departmental records of alumni who participate in professional programs as instructors, mentors, and role models CHP currently has 343 adjunct (volunteer) faculty and 643 clinical affiliations for student clinical rotations	Continue to foster relationships with community partners through the Visiting Committee and alumni of professional programs in the College