

# COLLEGE OF HEALTH PROFESSIONS

## ACCOUNTABILITY PLANNING MATRIX

### FISCAL YEAR 2004

College of Health Professions  
 Accountability Planning Matrix  
 April 15, 2003  
 FY 2004

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 to be held May 2003 and Spring 2004  Refine and further develop Awards Ceremony	Student response and comments	Awards Ceremony to be held annually
II.B.	Further develop 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	College is developing Level II application Kansas Award for Excellence for submission in May 2003	Response to Level II application for Kansas Award for Excellence, submitted May 2003	To be determined based on response to application for Level II Kansas Award for Excellence

Constituency: STUDENTS Value: ENCOURAGE INTELLECTUAL EXPLORATION

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
II.B., III.A., III.B., III.C.	Provide opportunities, support, and	Students will participate in annual CHP	Student response and participation in Faculty Fair,	The College will continue to develop and support

	<p>faculty mentoring for student research activities</p>	<p>Faculty Fairs to spotlight research activities</p> <p>Individual disciplines support students in attending and presenting at professional association meetings</p> <p>Students will be encouraged to participate in the undergraduate research forum on campus</p> <p>Curricula in the graduate programs will require students to participate in research and other scholarly activity</p>	<p>professional meetings, and WSU undergraduate research forum</p> <p>Student success in completion of graduate courses</p>	<p>opportunities for student research and scholarly activity</p> <p>Programs will be encouraged to support students through financial and other resources to engage in scholarly activities</p>
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**Constituency: STUDENTS Value: ENHANCE LEARNING**

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
<p>II.B, IV.A., IV. B., IV.C.</p>	<p>Develop new and interdisciplinary courses to broaden student understanding of concepts of health care and practice</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>Monitor success of new courses; primary example is Medical Terminology course, which generated 787 credit hours in AY 2002-2003</p>	<p>Successful courses and/or sections will be offered for subsequent semesters and new courses will be developed, including general education courses to assist students in meeting General Education</p>

				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	Survey graduates one year after graduation and employers to ascertain relevance of professional curricula	Ensure all academic programs use comprehensive assessment for program improvement

**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  Self-study and site visit for CEPH accreditation for WSU MPH as an independent program to occur in AY 2003-2004  Seek continued accreditation from Commission on Collegiate Nursing Education for graduate and undergraduate Nursing programs	All programs are fully accredited  Self-study to be submitted in June 2003; site visit to occur in November 2003; program awarded independent CEPH accreditation for no less than three years  Self-study report submitted to CCNE October, 2002; site visit occurred November 2002; currently awaiting final report from CCNE	1) Maintain and enhance programs to ensure full accreditation in future reviews  2) Allocate resources to ensure strong MPH program  3) Allocate resources to ensure continued quality Nursing 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	Seek affiliation with community partners to meet the demand for clinical and employment networks needed for student recruitment	Feedback from clinical preceptors and employers of graduates  Departmental records of alumni who	Continue to foster relationships with community partners through the Dean's Advisory Committee and

	students	and clinical education  Involve alumni in the professional programs to teach and serve as role models and mentors	participate in professional programs as instructors, mentors, and role models	alumni of professional programs in the College
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**Constituency: STUDENTS Value: SUPPORT**

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
II.A., II.B., II.C.	Provide and maintain superior physical facilities conducive to excellent learning environment  Create a welcoming and caring environment within the College	Maintain continuous facilities oversight to provide improved and updated facilities as need arises and resources permit, including upgrading classroom furniture and equipment  (For complete plan, see attached document dated March 2002)  Assure student input for all appropriate CHP activities via the various student organizations, with the Dean's Student Leadership Council taking the lead role.  Place signage (i.e. placard, signs in the front windows) stating a slogan such as "College of Health Professions – Where Students are Valued - Where Students Count." The Student Leadership Council should develop wording for recommendation to the Dean	Projects outlined in update plan accomplished on or ahead of schedule; remaining projects on schedule  Projects completed in FY 2003 include:  1. improved building lighting 2. provided artwork representative of the health professions 3. improved building signage 4. created display space to highlight student achievements 5. provided student suggestion box  6. Renovation of 110B as a larger multimedia	Continually update facilities plan to accommodate evolving needs

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
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  Evaluate the potential advantages/disadvantages and feasibility of making laptop computers available for rent 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  CHP is developing plans to introduce wireless technology to Ahlberg Hall; pilot project to be initiated in FY 2004	classroom 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 usage 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  Continue development of wireless network in Ahlberg Hall contingent on student usage and available funding

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

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
II.B., II.D.	Develop student support services,	Office of Student Services to provide	Survey results indicate high	Continue to develop new and

V.A., VI.C.	<p>programs, and strategies to assist current students through all phases of advising and matriculation</p> <p>Provide comprehensive advising services and information to current and prospective College of Health Professions students</p>	<p>coordinated and comprehensive advising and mentoring support services for current students throughout their academic careers in the College</p> <p>Survey students on satisfaction level with College Student Services interactions</p> <p>Reapplied for HCOP grant for FY 2003-FY 2005</p>	<p>student satisfaction levels</p> <p>Grant application approved but not funded</p>	<p>enhance existing student support services in the College</p> <p>Incorporate survey results and comments into planning for services enhancements</p> <p>HCOP services incorporated into Student Services activities</p>
II.D., V.A., VI.C.	<p>Develop formal programs of orientation for new students</p>	<p>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</p>	<p>Feedback from students and programs</p>	<p>Continue existing orientation programs and develop new programs for the future</p>

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 <del>employment</del> <b>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</b></p>	<p>Programs will continue use of procedures to ensure fair and equal opportunities for students in the professional programs</p>	<p>Diversity of qualified students admitted to and retained in professional programs; for FY 2003, ethnicity of the CHP student body is as follows:</p> <p>American</p>	<p>Academic and program procedures will be monitored, assessed, and amended as required to assure equal opportunity for all qualified applicants</p>

	<p>foster an atmosphere within the University which promotes equal employment opportunity and upward mobility for all qualified persons students</p>		<p>Indian: 0.9%</p> <p>Asian: 12.5%</p> <p>Hispanic: 2.9%</p> <p>African-American: 3.1%</p> <p>Caucasian: 80.6%</p>	
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**Constituency: STUDENTS Value: RECRUIT**

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
<p>II.A., II.C., II.D., V.A., VI.A., VI.B., VI.C.</p>	<p>Develop College Student Services and Welcome Center to recruit and assist potential students in career planning, advising, and program application and acceptance</p>	<p>CHP Student Welcome Center renovation is completed; 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 through CHP Student Services and CHP's Future Health Care Professionals student organization</p>	<p>Feedback from students, families, CHP faculty and staff on activities by CHP Office of Student Services</p>	<p>Continue development of Student Services and Welcome Center, and of recruitment and support activities for potential and new students</p>
<p>II.A., II.C., V.A., VI.A., VI.B., VI.C.</p>	<p>Increase and maintain enrollments in</p>	<p>CHP Student Services to continue to conduct and</p>	<p>Enrollments in most CHP programs at or</p>	<p>Continually assess productivity of Student Services activities,</p>

	all programs to capacity with an excellent and diverse student body	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	above capacity  in FY 2003: CHP enrollment for Fall 2002 up by 6.9% from Fall 2001, and for Spring 2003 up by 3.4% over Spring 2002; enrollments by program as follows:  Dental Hygiene: at capacity  EMT: at capacity  HCMCS/MPH: nearing capacity  Med Tech: at capacity  MICT: below capacity  Nursing: above capacity  Physical Therapy: below capacity but increasing  Physician Assistant: at capacity	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  MICT program suspended effective FY 2004
<b>STRATEGIC INITIATIVES</b>	<b>GOALS</b>	<b>ACTION PLANS</b>	<b>EVALUATION</b>	<b>DECISIONS</b>
V.A., VI.A.	Create marketing plan to attract excellent students	College Marketing Committee comprised of College personnel and University and community experts to develop	Marketing plan  Numbers of students applying and admitted	Assess results of marketing plan and refine plan as required to enhance effectiveness

		marketing plan		
V.A., VI.A.	Implement student recruitment and retention programs that attract, enroll, retain, and educate the highest quality students possible.	<p>Promote recruitment of diverse and high quality CHP students through K - 12 liaisons, career fairs at WSU centers, and community college visits. Promote recruitment of graduate students through liaison with agencies, conferences, and with other universities and colleges.</p> <p>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.</p> <p>Establish a CHP Student Ambassadors program to work with recruitment efforts - perhaps through the Dean's Student Leadership Council</p>	Diversity of CHP student body	Marketing/recruitment plans to be continually reviewed, assessed, and revised to achieve diverse student body in CHP professional programs
<b>STRATEGIC INITIATIVES</b>	<b>GOALS</b>	<b>ACTION PLANS</b>	<b>EVALUATION</b>	<b>DECISIONS</b>
VI. C.	Communicate	Continually improve	Student	

	regularly with prospective, pre-program, undecided, and professional students	<p>support for web-based and electronic communication</p> <p>Ask the Dean's Student Leadership Council to take a leadership role to assure that</p> <p>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>Charge an appropriate CHP unit with responsibility for making all students aware of mechanisms for expressing concerns and where to go with suggestions and comments</p>	participation and feedback	
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**Constituency: STUDENTS Value: RECRUIT**

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
V.A.	The College of Health Professions is committed to equality of opportunity in <b>employment its student body. The University shall seek to encourage and promote recognition and</b>	Programs will continue use of policies and procedures to ensure fair and equal opportunities for	Diversity of students admitted to professional programs; for FY 2003, ethnicity of the CHP student	Admissions policies and procedures will be monitored, assessed, and amended as required to

	<p>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 students</p>	<p>admission to professional programs</p>	<p>body is as follows:  American Indian: 0.9%  Asian: 12.5%  Hispanic: 2.9%  African-American: 3.1%  Caucasian: 80.6%</p>	<p>assure equal opportunity for all qualified applicants</p>
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**Constituency: FACULTY Value: EXCELLENCE**

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
<p>I.A., I.B., III.A.</p>	<p>Maintain and expand programs of College-wide recognition of faculty</p>	<p>FY 2003 Awards Ceremony scheduled for May 2003</p> <p>Refine and further develop Awards Ceremony</p> <p>Continue revised Rodenberg Teaching Award policies</p> <p>Reinstitute Faculty Fair in FY 2004 to showcase faculty accomplishments</p> <p>Formal letters of recognition for special accomplishments will be sent from Dean</p> <p>Financial awards for merit will be recommended by the dean for special accomplishments and service to College (contingent on available</p>	<p>Feedback from faculty</p> <p>Presentation of awards</p> <p>Faculty feedback on revised policies</p> <p>Feedback from faculty, students and attendees of Faculty Fair</p> <p>Faculty comments about letters</p> <p>Number of merit increases recommended by Dean</p>	<p>1) Awards Ceremony to be held annually</p> <p>2) Rodenberg Teaching Award to be awarded annually under revised policies</p> <p>3) Faculty Fair to be held annually</p> <p>4) Continue letters of recognition and special merit awards</p>

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
III.A.	A. Create a culture of excellence in health professions education.	fund) 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	College developing Level II application for Kansas Award for Excellence, to be submitted May 2003	Recognition by Kansas Award for Excellence at Level II	To be determined based on response to application for Level II Kansas Award for Excellence

Constituency: FACULTY Value: ENCOURAGE INTELLECTUAL EXPLORATION

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
III.A., III.B., III.C.	Support existing and create new research agenda and opportunities	<p>Mentor faculty on research agendas and develop and implement faculty development opportunities to enhance research skills. [Effective FY 2003, the College Dean has assumed this responsibility until the Associate Dean position is filled]</p> <p>Research Think Tank will lead research efforts in college by helping faculty identify funding for research and others for collaboration [this activity has been placed on hold pending resource allocation]</p> <p>Contingent on resources, hire support person to work with faculty in research efforts</p>	<p>Increase in number and monetary value of proposals submitted and of grants awarded</p> <p>Track number of grant submissions annually</p> <p>To be determined</p>	To be determined based on programs initiated by Associate Dean for Academic Affairs and Research
IVA., IV.B., IV.C.	Foster opportunities for interdisciplinary and collaborative interactions in scholarly activities	<p>Associate Dean for Academic Affairs and Research to work with faculty to establish partnerships for collaborative activities</p> <p>[this activity is on hold pending status of associate dean position]</p>	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
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III.A., III.B., III.C., IV.A., IV.B., IV.C, V.B., V.C.	Provide opportunities and support for continuing faculty education	Allocate funds for faculty travel to professional association meetings and continued education opportunities  Provide on-site opportunities for continuing education	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 2003 and FY 2004  Activities under development for implementation during FY 2004 and beyond	Future out-of-state travel funding to be allocated to departments for faculty travel  Foshee-McDonald seminars to be continued for FY 2004; new interactive format to be instituted for 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 FY2003, including: <ul style="list-style-type: none"> <li>• reassignment of faculty offices to accommodate department changes</li> <li>• continued upgrades of classroom furniture and equipment</li> <li>• improved building lighting</li> <li>• provided artwork representative of the health professions</li> <li>• updated department and faculty offices</li> <li>• improved building signage</li> <li>• created display area</li> </ul>	Projects outlined in update plan accomplished on or ahead of schedule  Faculty feedback and satisfaction with facilities	Continually update plan to accommodate evolving needs

		<p>to highlight faculty achievements</p> <ul style="list-style-type: none"> <li>• Created 2<sup>nd</sup> multimedia classroom</li> <li>• Renovated computer classroom</li> </ul> <p>(For complete plan, see document dated March 2002)</p>		
II.A., II.B., III.B., III.C.	Provide state-of-the-art learning and study environments and technological and academic support for educational experiences	<p>As part of facilities update plan, 110B classroom enlarged to accommodate need for additional multimedia instructional facility - completed Summer 2002</p> <p>Continue providing technical support personnel to assist faculty in the development of web-based courses</p>	<p>Projects in facilities update plan accomplished on or ahead of schedule; faculty feedback</p> <p>Numbers of faculty and projects supported by technical personnel</p> <p>Feedback from faculty</p>	<p>Continue monitoring study and learning environments and upgrade as needed</p> <p>Continue provision of support personnel through FY 2004</p>

**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	<p>Continue College orientation programs for new faculty;</p> <p>Office of Instructional Services Laboratories offers orientation on ISL facilities and services; CHP network administrator conducts in-service training on use of computer network</p>	Positive feedback of and high satisfaction level of faculty	Continue existing orientation programs and develop new programs for the future

		and e-mail; Dean's Office prepares informational packets for all CHP personnel; one-on-one resources available as needed		
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 T&P Committee approval
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	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 female and currently includes one Hispanic female and one African-American male	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: FACULTY Value: RECRUIT**

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
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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 to attend professional association meetings to talk to potential applicants; offer employment incentives, including travel funds, moving expenses, provision of computers and equipment, and assistance with spousal employment searches as may be necessary	Hired faculty for FY 2003 in Dental Hygiene, Physician Assistant, Physical Therapy, and Nursing; PA chair appointment effective FY 2003	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	College has established committee comprised of College and University personnel and community experts to develop marketing plan	Marketing plan Five full-time and other part-time faculty recruited for 2003; searches are underway for selected FY 2004 faculty recruitment	Assess results of marketing plan and refine plan as required to enhance effectiveness  Continue faculty recruitment efforts
<b>STRATEGIC INITIATIVES</b>	<b>GOALS</b>	<b>ACTION PLANS</b>	<b>EVALUATION</b>	<b>DECISIONS</b>
V.B.	Establish faculty recruitment and retention plans that support College, departmental, and program goals while providing opportunities for faculty achievement.	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	Number of highly qualified faculty recruited  Faculty participation and satisfaction with recognition activities  Faculty participation and satisfaction with	Continually assess recruitment plans and revise as needed to recruit excellent faculty  Continually assess recognition activities and revise as needed

		discipline  Develop faculty and staff retention plans which includes recognition and rewards  faculty excellence  Develop a comprehensive program for orientation and/or mentoring of faculty for  scholarship expectations	orientation and/or mentoring activities	to recruit excellent faculty  Continually assess orientation and/or mentoring activities and revise as needed to recruit and retain excellent 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 employment opportunity and upward mobility for all qualified persons	Programs will employ policies and procedures to ensure fair and equal opportunities for all applicants for faculty positions and all personnel in the College  College administrators to attend Affirmative Action workshop on April 9, 2003	Diversity of faculty workforce in CHP is primarily female, with one Hispanic female and one African-American male	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

**Constituency: STAFF Value: EXCELLENCE**

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
I.A., I.B.	Maintain and expand programs	Awards Ceremony to be	Staff participation and feedback	Awards Ceremony to be held annually

	of College-wide recognition of staff	held in May 2003 and Spring 2004  Continue to refine and further develop Awards Ceremony		
I.C.	Meet the Malcolm Baldrige Criteria for Performance Excellence in Education	College developing Level II application for the Kansas Award for Excellence	College received Level I Kansas Award for Excellence; will await response from Level II application	To be determined based on response to Level II application for Kansas Award for Excellence

Constituency: STAFF Value: ENCOURAGE INTELLECTUAL EXPLORATION

STRATEGIC INITIATIVES	GOALS	ACTION PLANS	EVALUATION	DECISIONS
V.B.	No goal for FY 2003	NA	NA	NA

Constituency: STAFF Value: ENHANCE LEARNING

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

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	<p>Facilities update plan continued, including:</p> <ul style="list-style-type: none"> <li>• improved building lighting</li> <li>• provided artwork representative of the health professions</li> <li>• updated department and staff offices</li> <li>• improve building signage</li> <li>• created display area to highlight staff achievements</li> <li>• staff lunchroom provided FY 2003</li> </ul> <p>(For complete plan, see document dated March 2002)</p>	<p>Projects outlined in update plan accomplished on or ahead of schedule</p> <p>Staff satisfaction and feedback</p>	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	<p>College orientation program for new staff conducted annually;</p> <p>Office of Instructional Services Laboratories offers orientation on ISL facilities and services for new staff;</p> <p>CHP network administrator conducts in-service training on use of</p>	Staff participation and feedback	Continually assess orientation programs and revised as necessary to retain excellent staff

		computer network and e-mail; Dean's Office prepares informational packets for all CHP personnel; one-on-one resources 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 2004	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
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
<b>STRATEGIC INITIATIVES</b>	<b>GOALS</b>	<b>ACTION PLANS</b>	<b>EVALUATION</b>	<b>DECISIONS</b>
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	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 two Hispanic females and one African-American female	College and departmental policies and procedures will be monitored, assessed, and amended as required to assure equal

	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			opportunity for all personnel in the College
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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 member in Public Health	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	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	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 two Hispanic females 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

	diversity, and work to foster an atmosphere within the University which promotes equal employment opportunity and upward mobility for all qualified persons			the College
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**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 to be held May 2003 and Spring 2004  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	College developing Level II application for Kansas Award for Excellence for submission May 2003	Response to application for Level II Kansas Award for Excellence (to be submitted May 2003)	To be determined based on response to application for Level II Kansas Award for Excellence

**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	When position is filled, 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
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**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 to be 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	Participation in the Coalition for the Advancement of Careers in Health Care (CACHC), which evolved from Health Care Workforce Summit sponsored by CHP in Spring 2001; engage with CACHC to educate health professionals on initiative emanating from March 2003	Involvement by community partners in CACHE	College to continue participation as member of CACHE

		Workforce Summit II		
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 College alumni association during FY 2004	To be determined	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	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 2003, with donations of funding from community partners  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, 110B classroom enlarged to accommodate need for additional multimedia instructional facilities	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	Continue to develop relationships with alumni and community partners	Continually assess productivity of activities	Revise and redirect efforts as needed to establish and maintain

	alumni and community partners for areas of teaching, research, and service	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		productive relationships with 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	<p>Continue to identify and promote opportunities for alumni and community partners to become involved with the College</p> <p>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</p> <p>Create culture of excellence and involvement in current</p>	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

		students to foster continued relationships as alumni and community colleagues after graduation		
IV.A., IV.B., VI.B., VI.B.	Create marketing plan to attract alumni and community partners	College to establish committee comprised of College and University personnel and community experts to develop marketing plan	Marketing plan  Number of alumni and community partners recruited	Assess results of marketing plan and refine plan as required to enhance effectiveness
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	Continue to foster relationships with community partners through the Visiting Committee and alumni of professional programs in the College