

Vision I: Excellence, value and accessibility of academic programs.							
Strategic Goal	Collaborators	Start Date	Tasks to achieve	Target for Completion	Who is Responsible	Expected Outcomes	Measurement (How we will know we have completed)
1. All departments fully utilize virtual infrastructure for program delivery.	CHHS departments and units	7/7	Faculty will post syllabi and grades for all courses in eLearning.	12/10	CHHS Faculty	100% of students will receive course syllabi and grades via eLearning.	CHHS Courses syllabi posted in eLearning.
		10/7	Faculty and curriculum committee members in each department will assess opportunities to increase web-enhanced course delivery and other electronic or informatic environments.	12/11	CHHS Faculty Curriculum Committees of departments	100% of departments will assess courses and opportunities to integrate web applications and informatic technology as feasible for courses.	Curriculum Committee minutes and/or assessment reports reveal enhanced or added web applications or informatic technology.
	CELT	8/8	Faculty will teach courses via electronic delivery that is designed using CELT recommendations: i.e. Quality Matters criteria.	12/1//2010	CHHS Faculty	50% of online courses will be created or revised meeting CELT recommendations: Quality Matters criteria.	Curriculum Committee reports and/or assessment reports reveal 50% of courses presented by electronic delivery that are created or revised using CELT recommendations or Quality Matters criteria.

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2. All graduates will pass regional and national examinations at a rate that is at or above the national mean.		11/7	Department faculty will include licensure or certification exam preparation material within the curriculum in programs with graduating students who require licensure or certification.	Ongoing	CHHS faculty, chair/program director	100% of certification or licensure pass rates will remain above state/regional/national means in disciplines requiring licensure or certification. 100% of students graduating from programs that require regional/national examinations will receive exam preparation within their course content.	State/regional/national exam and certification reports reveal scores above national means. Department curriculum reports and/or CHHS annual report reflect integration of exam preparation content in the curriculum.	
		8/7	Department faculty will offer a plan of remediation to students who do not pass regional or national exams.	Ongoing	Department/ chair/program director	A remediation plan will be available to 100% of former students who do not pass regional or national exams.	Department assessment and/or CHHS annual report reveals methods for remediating students who are not successful in passing regional or national exams.	
	CHHS Student Success Center, CASA, Testing Services, Diversity and Multicultural Affairs, ASC, MAC, and International Student Services	2/7	Department programs with challenges in retaining and graduating diverse students will seek assistance from campus services in order to promote student success.	Ongoing	Director of student success and department chair/program director	100% of departments with challenges retaining diverse students will utilize university resources to promote students' retention and attaining licensure or certification.	Department assessment reports or CHHS annual report reflect an increase in program retention and graduation rates, and diverse students' success in attaining licensure and certification.	

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3. The college will provide the infrastructure for programs to achieve academic excellence.	Office of Academic Affairs	8/7	Nursing Department will increase number of students admitted to M.S. in nursing: Educator, Administration, Adult NP, and Women's Health NP majors.	5/11	Nursing faculty, program director, department chair	Will maintain >20 annual student admissions in M.S. in nursing program.	Graduate assessment reports reveal >20 admissions in M.S. degree nursing programs each year.
	Office of Academic Affairs	Fall 2010	CHHS departments will explore additional B.S. and M.S. degree programs.	Ongoing	CHHS Faculty, program directors, department chairs	Will increase numbers of B.S. and M.S. Programs in CHHS.	CHHS annual report reflects attainment or progression in pursuing additional B.S. and M.S. degree programs.
	CHHS Departments	Fall 2010	CHHS programs will attain or renew accreditation where applicable.	Ongoing	CHHS Faculty, program directors, department chairs	Maintain current program accreditation status. Develop action plans for accreditation for programs not accredited	Department assessment reports and/or CHHS annual report reflect accredited programs, where applicable.
4. Increase accessibility of academic programs to learners from diverse populations and geographic locations.	NEI-AHEC and Diversity and Multicultural Affairs	9/7	Student success program will collaborate with campus services and CHHS departments to improve marketing strategies for increasing number of students from under-represented populations applying to majors.	Ongoing	Admissions Department, Director of NEI-AHEC, Student Success Center	Will be an increase in number of students from under-represented populations enrolled in CHHS programs comparative to current numbers (2010).	Department assessment reports and/or CHHS annual report reveal an increase enrollment numbers of diverse students.

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			<p>CHHS departments will create or expand outreach programs that promote awareness of CHHS career choices for middle-school aged and high school students.</p>			<p>Current Programs Student Diversity Enrollments (pre-major and major) for year 2010:</p> <p>Consumer and Family Sciences: Black: Male: 5 Female: 3 Hispanic: Male: 1 Female: 2 Asian: Female: 2</p> <p>Dental: Black: Male: 4 Female: 18 Hispanic: Male: 1 Female: 11 Am. Indian: Female: 1 Asian: Male: 1 Female: 3</p> <p>HSC Health Sciences: Black: Male: 6</p>	<p>Graduate surveys will support learning experiences with diverse populations.</p>	

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						Female: 28 Hispanic: Female: 3 Asian: Male: 1 Female: 1 Nursing: Black: Male: 4 Female: 54 Hispanic: Male: 4 Female: 14 Am. Indian: Male: 6 Female: 2 Natl. Hawaaiin: Female: 1 Asian: Male: 8 Female: 7 Allied Health and IU Nursing: Black: Male: 3 Female: 2 Hispanic: Female: 1 Asian: Female: 1		

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						Radiography: Black: Male: 8 Female: 10 Hispanic: Male: 1 Female: 5 Am. Indian: Female: 1 Natl. Hawaaiin: Female: 1 Asian: Female: 6 HSC Health Sciences Undecided: Black: Male:1 Female: 4 Hispanic: Female: 2 Am. Indian: Female: 1 Asian: Male: 1 Female: 1		
		2/7	Faculty will maintain and add diversity content/experiences and service learning opportunities in all programs.	Ongoing	CHHS Faculty	100% of the programs curricula will include opportunities for student experiences with diverse populations.	Department curricular and/or assessment reports and graduate surveys reveal support of learning experiences with diverse populations.	

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		6/7	<p>Faculty and advisors will explore admission and progression policies that support diversity including non-cognitive criteria.</p> <p>Faculty and advisors will utilize campus services to support diverse students' enrollment.</p>	Ongoing	CHHS Faculty and advisors	100% of departments will identify and validate additional admission and progression criteria.	Department assessment reports and IPFW bulletin reflect new or revised admission and progression criteria for attracting and retaining diverse students.	
	Office of Academic Affairs	9/7	<p>Dean and department chairs will strive to obtain and retain the number of faculty members with appropriate experience and credentials to deliver excellent programs.</p> <p>Dean and department chairs will strive to increase doctorally-prepared faculty.</p> <p>Dean and department chairs will support faculty in attaining higher education degrees and certifications in areas of expertise to meet program goals and objectives.</p>	Ongoing	Dean and department chairs	Will retain and increase number of hired faculty who are credentialed or have doctoral degrees, or in the process of attaining preferred credentials or degrees.	CHHS Faculty Credential Report reveals increased number of experienced and/or doctorally prepared or certified faculty in areas of expertise.	

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	Continuing Studies and International Studies	12/8	Faculty will explore opportunities for students/faculty to study or share presentations and partake in cooperation programs abroad.	Ongoing	Faculty	Will increase number of students'/faculty's participation in opportunities for studying or presenting and/or partaking in cooperation programs abroad.	CHHS annual report indicates an increase in number of students or faculty who study or present, or partake in cooperation programs abroad.
	University Relations and IT Services	10/7	Dean and department chairs will assure that up-to-date marketing materials for all degree programs and recruiting information are available for current and potential students and the general public.	Ongoing	Dean, program directors, department chairs	Annual evaluation of marketing material for CHHS will reveal up-to-date program information.	Evaluation of revised marketing materials reflects accurate descriptions of CHHS degree programs.
5. Increase overall campus program awareness.	University Relations and CHHS Departments	8/10	CHHS department faculty will share individual program descriptions and information to enhance interdepartmental program awareness.	Ongoing	Dean, program directors, department chairs and faculty	CHHS faculty will enhance their knowledge about CHHS interdepartmental programs and facilitate interdisciplinary programs.	CHHS department assessment reveals faculty members increased knowledge about other departments and collaborative efforts for implementing interdisciplinary programs.

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| Vision II Exceptional environment for teaching, learning and student achievement. |                                                                        |            |                                                                                                                                                                                                                                                                                              |                       |                                                                |                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                     |
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| Strategic Goal                                                                    | Collaborators                                                          | Start Date | Tasks to achieve                                                                                                                                                                                                                                                                             | Target for Completion | Who is Responsible                                             | Expected Outcomes                                                                                                                                                                                                                                                                       | Measurement (How we will know we have completed)                                                                                                                                                                                                                                                                                                                                                    |
| 1. Support the development of leadership skills for:<br>a. Faculty and staff      | Academic Affairs and professional/community organizations              | 9/7        | a. Identify faculty and staff who aspire to enhance leadership skills.<br>b. Communicate leadership enhancing opportunities to faculty and staff.<br>c. Provide opportunities for faculty and staff development.<br>d. Faculty mentors will be put in place to maximize faculty development. | Ongoing               | Professional Development Committee, Dean and Department Chairs | a. Interested faculty and staff have been identified.<br>b. Specific opportunities to enhance leadership have been communicated to interested faculty and staff.<br>c. College has provided specific opportunities for faculty and staff development.<br>d. Faculty have been mentored. | a. Departments will have documentation to all faculty and staff encouraging self-identification for leadership roles.<br>b. Departments will have documentation of communication of leadership opportunities to all faculty and staff.<br>c. Departments can document opportunities provided. Two faculty and staff are in new leadership roles.<br>d. Faculty will report mentoring relationships. |
| b. Students                                                                       | Student Affairs, Student Life and professional/community organizations | 9/7        | a. Faculty mentor students or seek mentors for students into leadership roles.<br>b. Promote Co-Curricular Development in Leadership with IPFW Student Life.                                                                                                                                 | Ongoing               | Faculty and advisors                                           | a. Faculty are mentoring students into leadership roles.<br>b. Faculty and advisors have provided information to students on the two student leadership awards available from Student Life.                                                                                             | a. Four students from the college are in leadership roles.<br>b. Departments will have documentation that students have been encouraged to take leadership roles.                                                                                                                                                                                                                                   |

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2. Provide resources and opportunities for professional development of teaching for faculty.	1. IT Services 2. CELT 3. FACET 4. External Consortium with other organizations 5. IPFW Business office	8/7	a. Increase awareness of IPFW and external resources. b. Invite other colleagues to faculty meetings for sharing of teaching/learning and opportunities for collaboration. c. Identify workshops and conferences on teaching/learning for faculty/staff.	Ongoing	Dean, Department Chairs and Professional Development Committee	a. Communication of resources to all faculty b. Faculty will be sharing information and resources on teaching. c. All full-time faculty and staff are participating in professional development opportunities	a. Documentation of communication of resources to all faculty. b. Documentation of information and resources related to teaching shared among faculty. c. Documentation of increase in attendance at two professional development programs offered by the College each year.
3. Provide Students with relevant student experiences possible	IPFW Physical Plant and University Development Office, Community Clinical Sties, HHS Community Advisory Board	9/7	a. Maintain state-of-the-art clinics and laboratories for student learning. b. Maintain learning sites in underserved areas. c. Partner with community agencies. d. Seek external funding.	Ongoing	Dean, Department Chairs, Program Directors and Faculty	a. Clinics and laboratories will be state-of-the-art as defined by their professions. b. Clinical sites will be maintained in underserved areas. c. There will be partnerships with community agencies. d. Secure funding for clinical labs and clinics.	a. Students have learning experiences in state-of-the-art labs and clinics as defined by standards in the profession. b. Increase in number of clinical sites in underserved areas. c. Increase in number of partnerships with community agencies. d. Increase in dollars and/or numbers of external grants.

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| Strategic Goal                                                                          | Collaborators                                                             | Start Date | Tasks to achieve                                                                                                                                                                                                                                                                                                                           | Target for Completion | Who is Responsible                                                                                    | Expected Outcomes                                                                                                                                                                                                                                                                                                                             | Measurement (How we will know we have completed)                                                                                                                                     |
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| 4. Provide an environment of excellence for teaching, learning and student achievement. | HHS Clinics and Labs, ITS, CELT, Continuing Studies and Clinical Agencies | 9/7        | a. Encourage professional involvement (present at national conferences, involvement in professional organizations and professional environments by faculty and students).<br>b. Increase use of technology in teaching.<br>c. Increase funding for technology in teaching.<br>d. Implement Best Practice models for teaching and learning. | Ongoing               | Dean, Clinic Directors, Department Chairs, Program Directors, Director of Student Success and Faculty | a. Faculty will take advantage of funding opportunities available for professional development and building effective learning environments.<br>b. Funding secured to support increased use of technology in teaching.<br>c. Best practice models will be identified and discussed in faculty meetings and implementation will be encouraged. | a. Documentation in annual CHHS report that faculty have been engaged in professional involvement.<br>b. A minimum of two grants related to technology in teaching would be secured. |

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Vision III: Scholarly and creative accomplishments of faculty, students and staff.							
Strategic Goal	Collaborators	Start Date	Tasks to achieve	Target for Completion	Who is Responsible	Expected Outcomes	Measurement (How we will know we have completed)
1. Achieve state, regional, and national recognition for faculty and student scholarly and creative endeavors.	Researchers, sponsored programs, and professional organizations	7/7	CHHS will offer programs to foster scholarship including research, publications, presentations, and creative endeavors.	Annual	Dean, Department Chairs, Faculty Affairs Committee	Resources will be made available to support faculty in completing research, publications, presentations and creative endeavors.	Increase in faculty scholarship products. Reported in the CHHS Annual report.
		8/11	Presentations or webinars on how to complete grant writing and other recommendations.	Annual	Dean, Faculty Affairs Committee	Faculty will take advantage of internal and external funding opportunities.	Increase in grants for scholarship programs secured by college faculty.
		10/10	CHHS will offer programs to foster scholarship including research, publications, presentations, and creative endeavors.	Annual	Dean, Department Chairs, CHHS Faculty, Faculty Affairs Committee	CHHS faculty will give presentations on their research to college faculty at a Faculty Affairs "Conference" i.e. poster presentations or power point presentations.	Increase in faculty scholarship products. Reported in the CHHS Annual report.
2. Involve students in scholarship endeavors of faculty or their own projects.	Community partners, ORES, and CELT	8/7	College will develop strategies to promote the mentorship of undergraduate students in scholarship.	Annual	Dean, Department Chairs and Faculty	Strategies to facilitate students working with faculty on scholarship projects.	Have at least three undergraduate students working with faculty on scholarship projects.
3. Increase internal and external educational opportunities by facilitating interdisciplinary collaboration within the College of Health and Human Services	Departments and Units in CHHS	10/8	a. Identify project for interdisciplinary collaboration in curriculum or scholarship. b. Implement interdisciplinary project in curriculum or scholarship.	Ongoing	Task Force of Faculty/Staff	Complete project	Increase in external collaborations.

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| 4. Involve Students in Honors Courses or Projects. | Departments and Units in CHHS, Community Partners | 9/7        | Faculty will promote and facilitate honors courses/H-options for students. | Annual                | Faculty            | There will be an increase in the number of students enrolled in the H-option or Honors Program. | Increase number of CHHS students in honors courses/H-options. |

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Vision IV: Contribution to Quality of Life in the Region.							
Strategic Goal	Collaborators	Start Date	Tasks to achieve	Target for Completion	Who is Responsible	Expected Outcomes	Measurement (How we will know we have completed)
1. Expose all students to service learning activities that contribute to the quality of life in the region and to the development of the student.	Community and business partners	Start of each Academic year	Students in CHHS will collaborate in one service learning activity a year. a. Health Disparities (Human Services). b. Tourism (Develop and support regional tourism). c. Community Service (Support the services of regional organizations- ex. SCAN, Turnstone).	Within each Academic year.	Faculty	Students within CHHS will collaborate to accomplish a minimum of one service learning activity yearly.	All students will have participated in one service learning activity. Measured at departmental level.
2. Increase retention rate within CHHS of a. Undecided students not successful in gaining admission into chosen majors; b. Admitted students identified as "vulnerable".	CASA CELT; Writing Center; Diversity and Multicultural Affairs; STEPS; and MAC		a. Increase early identification of "vulnerable" students through assessment criteria. b. Increase use of web site and departmental brochures to expose students to support services and options within CHHS. c. Develop and pilot departmentally-based student mentoring programs and/or increase focus of student organizations on student mentoring. d. Explore alternative evidence-based, reliable/valid screening criteria (inclusive of measures of emotional intelligence) to ensure graduation of professionals who will be successful practitioners.		Student Success Center Advisors; Departmental Chairs/ Directors/ Faculty/ Advisors	Increased referral of students directed to new majors when not admitted to program of first choice.	Increase in retention/graduation rate of CHHS students not admitted to first major of choice.

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| Strategic Goal                                                                                                                                                         | Collaborators                                          | Start Date | Tasks to achieve                                              | Target for Completion | Who is Responsible                                  | Expected Outcomes | Measurement (How we will know we have completed)                             |
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| 3. Ensure cost-effective, high quality care to patients presenting to CHHS sponsored clinics (Lafayette Medical, IPFW Dental Clinics, Student Employee Health Clinic). | Community Partners, Foundations, Governmental Agencies | Ongoing    | Maintain current funding. Seek opportunities for new funding. | Ongoing               | Project Directors, Faculty, Department Chairs, Dean |                   | Continued/enhanced funding. Increase in quality scores/patient satisfaction. |