



**Western Kentucky University (WKU) College of Health and Human Services (CHHS)
Strategic Plan**

2016-2020

Recommended by the CHHS Coordinating Council on May 12, 2016

Endorsed by the CHHS Dean's Internal Advisory Council on May 13, 2016

Approved by the CHHS Administrative Council on August 24, 2016

This plan contains:

- ❖ A summary of our planning process
- ❖ Our Core Values, Vision/Mission, and Strategic Intent
- ❖ Strategic Objectives

Summary of Planning Process

One of my first goals when I began the position of Dean on March 23, 2015 was to begin working collaboratively with faculty, staff, students, and key stakeholders to develop a strategic plan for CHHS. A nimble strategic plan is imperative as CHHS transitions into the next phase of development. For purposes of communication, fundraising, and allocation of scarce resources, it is essential that we identify high-priority areas that deserve special attention.

The first phase of the strategic planning process consisted of a one-day retreat held August 2015, that included the CHHS Administrative Council (Department Heads, Institute Directors, Associate Deans, Assistant to the Dean, Senior Development Officer and myself), our facilitator was Dr. Dan Pesut, Professor of Nursing at the University of Minnesota. This retreat employed strengths-based and values-based leadership principles so that core strengths can be extrapolated and values identified. We also gained knowledge from the Primes® (universal patterns of high performance), the principles of liberating structures (rules governing how we choose to relate to others). Finally, we were trained in ecocycle planning that invites a leader to focus on creative destruction and renewal in addition to typical themes regarding growth and efficiency. At the end of this first day, the following values statement emerged that guided the overall development of the strategic plan: *Collectively, we are challenged to be human change agents by creating a community of scholars dedicated to the education of next generation of health and human services practitioners who are committed to enhancing the quality of life and health where people live, work, and play.*

This transformative values statement set the stage for the second phase of our strategic plan. I decided to build on these innovative and informative approaches and structure a second retreat to provide an opportunity for all CHHS faculty and staff to be involved in and encouraged to verbalize their ideas. In my time here, I noticed several ways in which CHHS has the opportunity for growth and collaboration. I took some time to reflect on themes that should guide the strategic plan. These themes were derived from my conversations with members of the CHHS community and the Dean's Internal Advisory Committee. Some of these themes included: 1) Interprofessional education (including pedagogy and research); 2) applied research; 3) improving teaching effectiveness; 4) student retention and recruitment; and 5) international education.

The second phase was a one-day retreat held on January 14, 2016. CHHS faculty and staff, along with a few CHHS stakeholders and CHHS students, attended the all-day workday. At the beginning of the day, all attendees were asked if there was any topic in which they would like to be a convener. I asked each of the attendees to think of the

following five questions to guide their thinking (e.g., what are some topics/issues that support the greater good of the college?).

The major method used at this second phase was Open Space Technology (OST). OST was an excellent method that I found to be very effective. OST is a fast and easily-repeatable strategy for organizing meetings between five and 1,000 people. We used seven OST mechanisms, including the following processes: 1) enabling a group to design its own agenda around passionate issues and responsible action plans; 2) acknowledging work, wisdom and expertise of all involved; 3) empowering one to move from one session to another at will; 4) supporting action planning during, and beyond the meeting; 5) enabling connection with others in the group; 6) giving opportunity for meaningful conversations; and 7) providing a summary of each session for beyond the meeting.

The OST method was instrumental in yielding many ideas and data from the event. Then, in late January, I began working with the Dean's Internal Advisory Committee and formed a new Coordinating Council that had, as a primary purpose, to distill the voluminous data that was collected from this great day.

From February through March, the Coordinating Council summarized the information from the January retreat and developed a complete draft of the plan. This plan was then submitted to the Dean's Internal Advisory Committee for their review. Subsequent modifications were made and then presented to the CHHS Administrative Council for review/feedback in late April/early May. The comments/suggestions that emerged from this group was transmitted back to the coordinating council one last time for additional modifications. The Coordinating Council provided a final edit. I appointed one member from the Coordinating Council and one member from the Dean's Internal Advisory committee to provide one last edit. Over the summer, I worked on the last iteration and made additional edits. On August 24th, I presented the final version to the Administrative council for their approval.

Our Core Values, Vision, Mission, and Strategic Objectives

Core Values

We, the College of Health and Human Services, value:

- Accountability and Stewardship – Exemplify stewardship, accountability, and efficiency for the resources provided to the college.
- Ethical Practices and Integrity – Demonstrate ethical behavior and the pursuit of excellence in our practices and decisions related to education, research, and service.
- Collaboration – Collaborate with stakeholders and work together toward common goals by sharing responsibility, accountability, and transparency.
- Diversity – Foster a culturally diverse environment that respects and welcomes individuals' viewpoints and contributions.
- Engagement – Engage students, staff, and faculty in innovative, interdisciplinary, and applied research that supports evidence-based practice.
- Lifelong Learning – Educate and provide mentorship that enhances professional development.
- Service Provision – Improve the health and quality of life where individuals live, learn, work, and play.

Vision Statement

To be the college of choice that equips students, staff, and faculty to be innovative and transformative through exemplary programs and opportunities in health and human services.

Mission Statement

To inspire the discovery and application of knowledge in health and human services.

Strategic Intent

Our strategic intent is to make the College of Health and Human Services the college of choice for highly capable and motivated students from the Commonwealth of Kentucky and beyond. We also intend to make CHHS the workplace of choice for faculty and staff.

Strategic Objectives

University Goal #1: Foster Academic Excellence

University Objective 1.2: ATTRACT AND SUPPORT EXCELLENT FACULTY AND STAFF.

College Goal: *Pursue excellence in teaching effectiveness.*

Strategy #1: *Implement effective faculty development programs to enhance the quality of teaching and learning.*

Metrics and Targets

- Implement a new teaching workshop to address topics generated from the retreat but not limited to the following: 1) Bloom's Taxonomy (teaching critical thinking skills and development of higher order questions; 2) development of learning objectives and application of exercises that connect said learning objectives; teaching effectiveness evaluation.
- Create an observation/mentoring program for experienced and skilled pedagogically experts and new faculty members to exchange ideas on teaching and assessment on learning.
- Develop an orientation/mentoring program for part-time faculty members.
- Employ an evaluation mechanism for part-time instructors.
- Create teaching effectiveness evaluation methods other than SITE evaluations.

Additional Resources Needed:

- Experts in pedagogy to lead teaching workshops
- Development of teaching effectiveness evaluation

Source of Additional Resources:

- Current faculty
- Center for Faculty Development

Evaluative Processes:

- Employ a teaching effectiveness evaluation
- Assess effectiveness of teaching workshop (pre/post evaluations and summative evaluation)

University Objective 1.3: REINFORCE A GLOBAL CONTEXT FOR TEACHING AND LEARNING.

College Goal: *Pioneer an educational experience that integrates international curricula/experiences across CHHS.*

Strategy #1: *Enhance existing international educational opportunities and develop new ones.*

Metrics and Targets

- Establish a committee to identify international educational and/or clinical rotations that have been implemented or planned for implementation.
- Disseminate study abroad/study away, or other international educational activities in an All College Meeting.
- Create a mentor/mentee program for faculty who have previously led a study abroad/study away experience to new interested faculty.
- Incorporate innovative teaching and research methods to on-going and proposed international educational programs.
- Establish college-wide incentives for faculty to participate in study abroad programs.
- Prioritize fundraising initiatives to include a new fund and incorporate financial support for faculty and students who participate in international education opportunities.
- Develop and fund international education experiences that encompass clinical experiences in international settings.

Additional Resources Needed:

- Funding to support additional clinical rotations and international study.
- Mentors for international study.
- Volunteers to assist with identifying:
 - International learning opportunities
 - International educational and/or clinical rotations

Evaluative Processes:

- Conduct a performance evaluation of faculty who participated in international education programs.
- Implement a new survey to assess students' experience and knowledge gained from international education opportunities.
- Number of students in international education programs
- Number of international activities within departments
- Number of faculty involved with international activities

University Objective 1.4. PROMOTE RESEARCH, CREATIVITY AND SCHOLARLY ACTIVITY BY FACULTY AND STUDENTS.

College Goal: *Accelerate the discovery, creation, application, and transfer of knowledge in health and human services.*

Strategy # 1: *Increase the opportunity to produce quality research, peer-reviewed publications, extramural grant/contract activity, and technology-based innovation.*

Metrics and Targets

- Develop a research based mentoring program targeted for Tenure Track Assistant Professors.
- Develop a Standard Operating Procedures (SOP) manual for the distribution of faculty receipt of indirect dollars from extramural grants, money returned from salary savings via the "faculty incentive program", and processes on expenditures of grant monies.
- Implement Research Methods workshops.
- Provide appropriate faculty teaching and service workloads for the level of research activity expected and produced.
- Implement a monthly Works in Progress (WIP) that serves as grant feedback and fosters intra-college collaborations.
- Increase the number of collaborative research projects, proposals and extramural grants within CHHS between departments, schools, and institutes and colleges across WKU.
- Increase the number of community based participatory research proposals and grants.
- Create research opportunities for students through discipline specific or interdisciplinary research teams and projects guided by faculty scholars.
- Enhance the grant and research infrastructure to support faculty and students in innovative applied research.
- Develop a CHHS research website that highlights faculty, staff, and student scholarship.
- Develop at least two interdisciplinary research centers in the next five years.
- Increase the proportion of students engaged in research by offering CHHS student research grants and an open application process.
- Create new interprofessional research courses at the undergraduate and graduate levels.

Additional Resources Needed:

- Laboratories and equipment to support ongoing and proposed research initiatives.
- A research data repository of all CHHS capabilities, projects, past and present. (This repository will allow collaborators to be identified and could serve as a source of all outcomes from research grants and projects.
- CHHS seminars and workshops for acquiring external funding.

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- Implement an internal grant competition.

Source of Additional Resources:

- External Grants
- Indirect dollars from extramural grants

Evaluative Processes:

- CHHS Faculty research survey to assess research productivity
- Number of peer-reviewed publications
- Number of extramural grants/contracts submitted
- Number of extramural grants/contracts awarded
- Number of fees for service projects
- Dollar amounts of grant funded research
- Number of internal grant proposals for RCAP, QTAGS, etc.
- Number of internal grant funded projects
- Amount of indirect dollars generated from extramural grants
- Number of faculty engaged in grant proposal submissions including roles as PIs, Co-PIs, Co-Is, and mentors
- Metrics and targets for each parameter

University Objective 1.5: PREPARE STUDENTS FOR LIFELONG LEARNING AND SUCCESS.

College Goal: *Ensure that all CHHS students are exposed to rigorous coursework, research and scholarship for the purposes of participating in service learning and inter-professional collaboration.*

Strategy #1: Enhance interprofessional education and service learning for students.

Metrics and Targets

- Develop interprofessional and discipline specific service learning courses that engage students from two or more departments and schools in CHHS.
- Increase participation of undergraduate and graduate students in research and discovery learning.
- Increase community based learning through internships, practice experiences, service learning, and applied research that engages students to connect learning within their disciplines to a broader understanding of the world.
- Create opportunities for students to engage professionals through conferences, job fairs, seminars, and continuing education events.

Additional Resources Needed:

- Standard Operating Procedures for sharing credit hours and team teaching interprofessional courses.
- Funding for service learning initiatives, including international service learning.
- Funding for student research and training scholarships.

Source of Additional Resources:

- External Grants
- Indirect dollars
- CHHS

Evaluative Processes:

- Number of interprofessional courses and number of students engaged in these courses.
- Number of service learning courses and number of faculty, staff, and students engaged in service learning.
- Number and amount of student research and training scholarships.
- Number of internships, and practice and culminating experiences, and number of students engaged.
- Documentation of the communities engaged and the services provided.
- Documentation of professionals and students in continuing education and extension learning events.

University Goal #2: Promote a Dynamic and Diverse University Community

University Objective 2.1: ENHANCE THE DIVERSITY AND INTERNATIONAL PROFILE OF FACULTY, STAFF AND STUDENT POPULATIONS.

College Goal 1: *Promote collaboration of multiple departments/programs.*

Strategy #1: *Initiate and cultivate CHHS interdisciplinary collaboration at all levels within the University.*

Metrics and Targets

- Include interdisciplinary collaboration in CHHS promotion and tenure requirements.
- Identify and determine ways to remove barriers.
- Empower stewards to find and facilitate interdisciplinary collaboration opportunities.
- Establish a Listserv to improve communication regarding interdisciplinary collaboration opportunities.
- Encourage use of multiple forms of interdisciplinary collaboration including:
 - Team-Collaboration- when several individuals spanning different fields work together.

- Field Creation- when existing research domains are bridged to form new disciplines or sub-disciplines at their intersection.

Additional Resources Needed:

- Recruit collaboration stewards within CHHS to facilitate initiation and cultivation.
- Development of a survey to identify potential barriers, satisfaction, and resources used.
- Solicit and receive grants.

Evaluative Processes:

- Survey faculty on potential barriers

College Goal 2: *Enhance diversity and promote an ethos of inclusivity.*

Strategy #1: *Create an environment within CHHS that fosters diversity and inclusivity among students, staff and faculty.*

Metrics and Targets

- Create a Diversity Officer in CHHS that will foster diversity and inclusivity.
- Hold one CHHS workshop a year to provide information to staff and faculty about opportunities and trends in diversity and inclusivity.
- Promote student learning activities that advances diversity within CHHS majors.

Additional Resources Needed:

- Recruit individuals who would be interested in serving on the Diversity and Inclusion committee.
- Staff and faculty assistance with workshops and management of programs.
- Assistance with recruiting diverse speakers and/or development of diversity curricula.

Source of Additional Resources:

- Current CHHS faculty and staff
- Funding from the Dean's office for programming needs
- Support from the Dean's office for time and flexibility of programming needs

Evaluative Processes:

- Feedback and communication from the Diversity and Inclusion committee regarding best practices and recommendations for future programming.
- Possible exit surveys after the workshop to evaluate effectiveness.
- Focus groups with students, faculty, and staff after one year of programming to evaluate effectiveness.

University Goal #3: Improve Quality of Life for Our Communities

University Objective 3.1: EXPAND WKU'S ECONOMIC IMPACT ON THE REGION THROUGH STUDENT, FACULTY, AND STAFF ENGAGEMENT.

University Objective 3.2: Enrich the Cultural Milieu and Quality of Life in the Region.

College Goal: *Promote outreach opportunities.*

Strategy #1: *Provide opportunities for staff, faculty, and students to participate in community outreach programs.*

Metrics and Targets

- Increase outreach opportunities by faculty, staff, and students that are meaningful and needed by the community.
- Create opportunities to incorporate research into community outreach activities and service learning.
- Increase participation in outreach activities across the college in each department.
- Increase interdisciplinary service activities across departments.
- Employ Social media to represent and promote community outreach and engagement.

Additional Resources Needed:

- Current faculty, student, and staff participation
- Funding for service learning opportunities
- Funding for community service projects

Source of Additional Resources:

- External grant funding

Evaluative Processes:

- Annual community outreach survey

University Goal #4: Support the Core Mission with a Robust Campus Infrastructure

University Objective 4.4: ENHANCE EFFICIENCY AND SUSTAINABILITY IN CAMPUS SERVICES AND OPERATIONS.

College Goal: *Establish processes and priorities in a manner that invests in staff professional development.*

Strategy #1: *Implement workshop events for staff trainings and professional development.*

Metrics and Targets

- University/College training topics: TopNet, iCap, Customer Service, Leadership Skills, Banner, EPAF, Quicken, Banner Finance, etc.
- Utilize the several Professional Development trainings at WKU.
- Staff meetings to occur within each academic semester (including summer and winter), to allow for team –building, sharing of knowledge & ideas.

Additional Resources Needed:

- Implementation by the CHHS Dean’s office
- Volunteers to facilitate and schedule workshops & provide communication about WKU planned events, workshops, trainings

Source of Additional Resources:

- Staff-volunteers who will attend the workshop

Evaluative Processes:

- Annual staff appraisals (e-Signature form)

Strategy #2: *Implement the distribution of a staff handbook for quick reference to university systems.*

Metrics and Targets

- A basic reference guide to university systems, such as Banner Scheduling, Banner Finance, Quicken, EPAF’s, SIA, Advising, International student information, etc. (This guide would include basic information on each major, the program coordinator name, how advising is handled, general university information such as change of majors and international student population).
- Listing of majors by Department to include program info and contacts.

- Each topic to include a point of contact, either within the college or with the corresponding department (i.e. Registrar's office).
- Ad hoc staff committee to create handbook.
- Ad hoc staff committee chair would distribute handbook to new hires.

Additional Resources Needed:

- Staff volunteers for ad hoc staff committee
- Staff committee chair

Source of Additional Resources:

- Office staff within CHHS

Evaluative Processes:

- Annual staff Appraisals
- Feedback from staff