

## MISSION

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Our Commonwealth is our common health. With a guided focus on student **transformation**, our purpose is our people. We demonstrate this through our recruiting and selecting of a diverse and inclusive faculty, staff, and student body, **innovative** strides in teaching and research to enhance **knowledge**, continuous performance improvement in operational efficiencies, and being intentional with community engagement endeavors. We listen to our people, affirm our purpose, and take action to this end.

## VISION

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To make a sustainable impact through the development of future health science practitioners. We strive to optimize the success, health, and well-being of the students and communities that we serve.

## CORE VALUES

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We stand united and committed to student success. This is demonstrated through equitable and inclusive behavior. The **values** that guide our behavior include:

**TRUST** - A team climate of respect in which people are comfortable being themselves.

**OPTIMISM** - Seeing and expecting the future in a positive manner.

**BELONGINGNESS** - The degree to which members of Team CHS feel accepted.

**SERVANT LEADERSHIP** - A servant focus on the well-being of the people to which we belong.

## Pillar 1: Student Success

Team CHS supports students in achieving their individual goals and provides a wide range of opportunities for engagement in academic, personal, and professional activities to enhance **knowledge** and community contribution. Team CHS will promote environments, opportunities, and resources designed to **transform** students to reach their full potential. Through engagement with the college and institution, and exposure to **innovative** student-centered approaches, students can thrive, complete their degree, and reach their goals.

### GOALS TO ACHIEVE PILLAR 1

#### 1: Recruitment & Retention

##### GOAL 1.1

Recruit, support, and engage students to be successful and to enter their respective undergraduate and graduate programs of study.

##### Actions:

- Action 1.1.1: Develop a targeted recruitment plan for the college focusing on the best ways to market specific components of each program, creating unique and hands-on experiences for students.
- Action 1.1.2: Work with enrollment management, communication and brand management, and the graduate school to ensure communication and marketing of programs in the colleges is detailed and factual.

##### Metric:

- Develop a targeted recruitment plan.
- Track and list recruitment activities hosted by each recruiting county.
- Describe the relationship between counties and high schools to each recruitment activity hosted.

##### GOAL 1.2

Increase the retention and engagement of students for a timely progression to degree completion.

##### Actions:

- Action 1.2.1: Identify and implement initiatives tailored to CHS students that will successfully guide students in gaining knowledge, skills, and abilities needed for success in college.
- Action 1.2.2: Develop and execute a strategic retention plan utilizing the Center for Retention, Progression and Graduation in a more inclusive manner for all majors in CHS.

##### Metric:

- Create a strategic retention plan.
- Present “Center” vision and mission to faculty during departmental meetings.
- Track promotional plan and persons reached during meetings.
- Track 4-, 5-, and 6-year graduation rates of each incoming CHS cohort.

## 2: Student Development and Transformation

### GOAL 2.1

Develop students' long-term success and ability to become leaders in their communities.

#### Action:

- Action 2.1.1: Provide transformative experiences and opportunities within individual programs.

#### Metric:

- Collect and report each semester every student development opportunity that has taken place throughout the college.

### GOAL 2.2

Enhance curricular and co-curricular environments to ensure holistic student development.

#### Actions:

- Action 2.2.1: Provide students with the tools necessary to develop personal responsibility while equipping them with the ability to seek out resources to support their success.
- Action 2.2.2: Commit to creating a college culture that promotes students' sense of belonging through engagement and connection to faculty, staff, students, and others.

#### Metric:

- Create a list of tools and resources to share with faculty, staff, and students.
- Create a list of college culture events/resources that promote a sense of belonging.
- Create a climate survey measuring the above actions and report accordingly.

### GOAL 2.3

Support students with programs and services that help them discover and better understand career paths.

#### Actions:

- Action 2.3.1: Increase awareness of student career resources (i.e., Office of Advising and Career Services, career fairs, GradBlitz, community partners, etc.) on campus in preparation for graduation.
- Action 2.3.2: Continue to nurture existing industry partnerships and establish additional partnerships to increase internship or practicum opportunities.

#### Metric:

- Track and report student utilization of student career resources through Slate Software.
- Track and list the number of annual contracts per department for internship or practicum experiences.
- List and promote activities for career development.

## PILLAR 2: Teaching and Research Excellence

Team CHS (CHS) promotes the advancement of **knowledge and innovation** through a culture of student-centered, **transformational** integrated teaching, research, and creative scholarly activities. Teaching and research are the keystones to advance **knowledge**, foster creativity, inspire **innovation**, and **transform** quality of life. Team CHS will invest in research programs, faculty development, and current technology that enhance the faculty as teacher-scholars and their ability to model best practices for students. As a result, faculty can improve student learning, prepare students to compete in the global marketplace, and **transform** student success by providing access to a complete experiential learning environment that develops students into holistic critical thinkers in the professional community.

### GOALS TO ACHIEVE PILLAR 2

#### 1. Teaching

##### GOAL 2.1

Enhance student success through innovative academic programming that promote excellence.

##### Action

- 2.1.1 Track innovative departmental resources, communication, instructional efficiency, technology, and accessibility to support student success through high-quality educational experiences.

##### Metric:

- List all innovative departmental instructional programming and activities to support and promote high-quality instruction to capture larger and more diverse populations.

##### Action

- 2.1.2. Identify the need for new academic programs as well as adapt existing degree programs to align with licensure and accreditation standards.

##### Metric:

- Maintain and report accreditation in existing programs and explore accreditation when warranted.
- Create an information repository, analyze, and incorporate feedback from certification exams, exit and employee satisfaction surveys through annual departmental meetings or Assurance of Learning Day.

## 2. Faculty Instructional Support

### GOAL 2.2

Promote and invest in faculty support services to maximize instructional effectiveness.

#### Action

- 2.2.1 Focus on quality teaching to capitalize on the strengths of each faculty member.

#### Metric:

- CHS faculty will achieve teaching effectiveness ratings at or above university average via Watermark evaluations.
- B. All full-time CHS faculty will be peer-evaluated per each departmental policies/standards to identify strengths and areas of improvement.

## 3. Foster Belongingness and Collaboration Across CHS Faculty

### GOAL 2.3

Create opportunities for the mutual exchange of teaching, scholarship, and professional development.

#### Actions

- 2.3.1. Create a faculty mentor training program to increase mentor skill development, equity and inclusion and promote positive enriching mentor-mentee relationships.
- 2.3.2. Create guidelines and expectations for the mentor and mentee.

#### Metric:

- One hundred percent of new full-time faculty will be matched with a faculty mentor within the first four weeks of the initial semester of employment.
- List mentorship resources and tools.

## 4. Expand Research Opportunities & Infrastructure

### GOAL 2.4

Develop infrastructure that fosters research and creative scholarly activities of faculty and students.

#### Action

- 2.4.1 Fund the acquisition of materials that aid the development and completion of scholarly activities.

#### Metric:

- Each department will develop and maintain an up-to-date priority list for items needed to complete current and/or future research activities.

#### Action

- 2.4.2 Encourage faculty to involve students in scholarly and interprofessional activities and link research to the educational experience.

Metric:

- A minimum of seventy-five CHS students will submit research abstracts for presentation consideration at the annual College of Health Sciences Scholars Day, regional, state, or discipline specific conferences.

Action

- 2.4.3 Support the development of interdisciplinary collaboration and professional development to make collaborative research more sustainable.

Metric:

- Create events to improve communication across disciplines to develop and promote interprofessional scholarly activities.
- List all ongoing departmental research projects/ideas.

## **PILLAR 3: Community Engagement**

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Build and nurture sustained, mutually beneficial, collaborative partnerships to **transform** quality of life in the community, to share **knowledge** and **innovative** resources and to foster civic and social responsibilities among students, citizens, faculty, and staff. By deepening strategic relationships, expanding opportunities, and encouraging community members to engage with CHS on multiple levels, the College will distinguish itself as a valued regional partner and critical community resource.

### **GOALS TO ACHIEVE PILLAR 3**

#### **1: Partnerships and Collaborations**

##### **GOAL 3.1**

Develop long-term relationships and build multiple pathways of clear communication and reciprocal engagement with stakeholders.

Action

- 3.1.1 Create a welcoming College environment for all stakeholders, encompassing all disciplines within the College.

Metric:

- Implementation of CHS Leadership Board.
- Obtain information through the Leadership Board to promote collegial outreach to enhance research and development, consulting services, and workforce development.
- Highlight, communicate and celebrate positive interactions with CHS partners through CHS Newsletter and CHS Dean's Office emails/updates/celebrations.

## 2: Assessment of Engagement

### GOAL 3.2

Strategically coordinate, implement, assess, and enhance mutually beneficial engagement efforts related to community stakeholders.

#### Action

- 3.2.1 Enhance and coordinate all CHS components that facilitate mutually beneficial interaction with the community.

#### Metric:

- Survey CHS Program Coordinators to identify established partnerships (MOU and non-MOU).
- List mutually beneficial partnerships to support and contribute to community development.
- Provide department/program reports of ways the curriculum is aligned to support economic, and workforce needs (i.e., best practices and/or industry standards).
- List of department offerings of continuing education, professional development, or community health and educational services (Ex. - Exercise Workshops, Health Workshops)

## 3: Education and Enrichment

### GOAL 3.3

Increase educational opportunities for citizens across the region.

#### Action

- 3.3.1 Market online course offerings, distance-learning, and transferable college credits to better serve non-traditional students, including active military personnel, veterans, transfer students, part-time students, dual enrollment students and community learners.

#### Metric:

- Create a list of current online course variety and availability.
- List marketing strategies and audiences for these offerings.

#### Action

- 3.3.2 Provide multiple opportunities for student engagement through community-based internships, co-ops, service-learning, professional development events, networking, volunteerism, study abroad, career mentorship, and job placement.

#### Metric:

- List of current opportunities from all programs.
- Assess, semi-annually, the current community-based practices.
- Market the community-based student engagement offerings.