

Wichita State University (WSU) College of Health Professions (CHP) Strategic Plan

Academic Year 2016-2017

Approved by Executive Council 9 September 2016

Reviewed, Evaluated and Updated by CHP Chairs 6/20/17, 7/18/17, 8/1/17

Leadership Team 6/20/17, 7/18/17, 8/1/17; Review Document Approved by Executive Council 8/8/17

University Goal 1: *Guarantee an applied learning or research experience for every student by each academic program.*

College Goal: Enhance Quality of Academic Programs

Strategy 1.1 *Ensure that all College graduates engage in significant and meaningful interprofessional educational activities.*

Metrics and targets for 2016-2017 Academic Year:

- Continue to support CHP IPE institutionalization processes.
 - Target: Ongoing
 - Continue this metric in 2017-2018 Academic Year.
- Re-initiation of progress towards implementation of Health Summit (WSU/KU-Wichita/Newman) Proposal for formalized Interprofessional Collaborative Activities across educational institutions.
 - Target: November 2016
 - Closeout this metric.
 - The CHP IPE Advisory Committee re-introduced the Clarion to CHP students and faculty in collaboration with faculty and students from the School of Social Work in the College of LAS and University of Kansas School of Medicine-Wichita. Clarion is a national interprofessional case competition hosted by the University of Minnesota every year. The case is different each year but always includes issues of quality and patient safety in health care. The competing teams consist of four students (with no more than 2 individuals of the same discipline) and they are given the case in late January and prepare to make a presentation that would improve the outcome of the case. The CHP IPE Advisory Committee has proposed some type of “Clarion” activity as an Annual Event. A metric related to “Clarion” activity will be added under *Strategy 2.2*
 - With the initiation of the Via Christi Medical Mission at Home Project in 2017, the CHP will re-direct its Interprofessional Collaborative Activities across the local community to this effort for 2018 as indicated under *Strategy 2.2*.
- Implement university requirement to confirm that each student meets a college graduation requirement for an applied learning or research experience.
 - Target: October 2017
 - Accomplished. Strategic Planning Applied Learning or Research Experience Approval Forms were submitted and approved for ALL CHP programs. Curriculum change forms have been submitted with a plan to implement the requirement in Fall 2018. Closeout this metric.

Additional Resources Needed: Support for CHP wide IPE activities.

Source of Additional Resources: Continue to use a portion of funds donated annually to the CHP Dean’s Fund and apply for grant funding to support sustainment of the CHP’s IPE activities.

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Evaluative Processes

- College Executive Council assesses progress semi-annually and reports to College.
- College leadership team adjusts actions as necessary to meet metrics and targets.

Metrics and targets for 2017-2018 Academic Year:

- Continue to support CHP IPE institutionalization processes.
 - Target: Ongoing
- Apply for an “Interprofessional Teamwork and Education” grant to support the expansion of an interprofessional education and collaborative practice model which supports interprofessional collaboration and quality patient-centered outcomes, and integrates communication tools based on the TeamSTEPPS model.
 - Target: June 2018

Strategy 1.2 *Establish appropriate base budgets for educational clinics (AEGD, Dental Hygiene (DH), Speech-Language-Hearing (SLH), and future clinics).*

Metrics and targets for 2016-2017 Academic Year:

- Increased clinic patient base.
 - Target: Ongoing
 - AGED – Progress has been made in increasing the clinic patient base; there is still unused capacity. AGED will begin exploring other opportunities/areas of specialty to increase the patient base.
 - Dental Hygiene – Working on Marketing Strategies with the CHP Content Developer with the intent of increasing the patient base.
 - SLH – Working on several strategies to increase clinic patient base, to include Marketing Strategies with the CHP Content Developer.
- Increased clinic revenue.
 - Target: Ongoing
 - AEGD – Meeting and exceeding production goals. Will intensify focus on collections to increase revenue.
 - DH – Stable revenue generation largely due to selling of electric toothbrushes.
 - SLH – Exploring professional practice opportunities to supplement the generation of clinic revenue. Will recruit a billing coordinator.
- Balanced revenue/expenditure ratio.
 - Target: Ongoing
 - AEGD – Closed budget year FY 17 in “the black”. DH – Continued to maintain balanced revenue/expenditure ratio.
 - SLH - Closed budget year FY 17 in “the black”.
- Adequate clinic staff/personnel to support student learning experiences.
 - Target: Ongoing

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- AEGD – With turnover of several clinic/program personnel during this evaluation period the AEGD strategic planning team has proposed and implemented a staff/personnel re-design for the clinic/program to ensure ongoing availability of adequate clinic staff/personnel to support student learning experiences.
 - DH – Making some changes to clinic staff. The clinic will have the same level of dentist support, but provided by fewer dentists.
 - SLH – Monitoring is ongoing with adjustments in clinic staff/personnel as needed to ensure adequate clinic staff/personnel.
- Explore collaboration and/or consolidation of processes between patient serving clinics, for marketing, insurance processing, and group CPR training.
 - Target: November 2016
 - Accomplished. Close out this metric.

Additional Resources Needed: Funding to support clinic activities, equipment, and personnel resources.

Source of Additional Resources:

- Optimization of business practices to increase clinic revenue to include review and revision of clinic operations, increased advertisement and promotion, increased patient base, increased expansion of payment plans and insurance options, and use of program fees as appropriate

Evaluative Processes:

- Department/Clinic leadership assesses progress semi-annually and reports to College.
- Department/Clinic leadership adjusts actions as necessary to meet metrics and targets.

Metrics and targets for 2017-2018 Academic Year:

- Increased clinic patient base.
 - Target: Ongoing
- Increased clinic revenue.
 - Target: Ongoing
- Balanced revenue/expenditure ratio.
 - Target: Ongoing
- Adequate clinic staff/personnel to support student learning experiences.
 - Target: Ongoing

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University Goal 2: *Pioneer an educational experience for all that integrates interdisciplinary curricula across the university.*

College Goal: Enhance Quality of Academic Programs.

Strategy 2.1 *Enhance international educational opportunities and global interprofessional experiences for students, faculty and staff.*

Metrics and targets for 2016-2017 Academic Year:

- Implement proposal for International Student Interprofessional Experiences, to include securing additional international clinical rotations; and procuring additional resources to support international opportunities.
 - Target: August 2017
 - In Progress – “International Student Interprofessional Experiences” is now being housed under the CHP IPE Advisory Committee to the CHP Executive Council. Interprofessional Student Rotations to Haiti continue with 10 CHP students being supported for travel to Haiti during this evaluation period. Additional International sites continue to be explored.

Additional Resources Needed: Funding to support additional international clinical rotations.

Source of Additional Resources: Continue to use a portion of funds donated annually to the CHP Dean’s Fund and apply for grant funding to support sustainment of International Student Interprofessional Experiences.

Evaluative Processes:

- College Executive Council assesses progress semi-annually and reports to College
- College leadership team adjusts actions as necessary to meet metrics and targets.

Metrics and targets for 2017-2018 Academic Year:

- Continue to explore opportunities for International Student Interprofessional Experiences, to include securing additional international clinical rotations; and procuring additional resources to support international opportunities.
 - Ongoing

Strategy 2.2 *Enhance interdisciplinary/interprofessional educational opportunities for students, faculty and staff through collaborations across the university and in the community.*

Metrics and targets for 2016-2017 Academic Year:

- Identify and describe at least two interdisciplinary/interprofessional curricular enhancements to be implemented with faculty/staff across the university and/or in the community in the 2017-2018 Academic Year.
 - Target: August 2017
 - Accomplished. Metric will be revised.

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- The CHP will be assuming a lead role in coordinating WSU Academic Affairs support of Via Christi's 2018 Medical Mission at Home Free Day of Health Care.
 - The CHP has joined with the Colleges of Liberal Arts and Sciences, Education, and Business in submitting a proposal for a for an INTERDISCIPLINARY CLUSTER HIRE of personnel who would combine a Hispanic-focused disciplinary expertise with Superior Spanish language skills (according to the rating system of the American Council on the Teaching of Foreign Languages [ACTFL]), appropriate competency in creation of online curriculum, online instructional delivery and/or instructional design or, in some cases, a strong interest in developing that expertise, and in interdisciplinary research.
 - The CHP IPE Advisory Committee re-introduced the Clarion to CHP students and faculty in collaboration with faculty and students from the School of Social Work in the College of LAS and University of Kansas School of Medicine-Wichita. Clarion is a national inter-professional case competition hosted by the University of Minnesota every year. The case is different each year but always includes issues of quality and patient safety in health care. The competing teams consist of four students (with no more than 2 individuals of the same discipline) and they are given the case in late January and prepare to make a presentation that would improve the outcome of the case. The CHP IPE Advisory Committee has proposed some type of "Clarion" activity as an Annual Event.
 - CHP Week was successfully implemented in the Fall of 2017. Allied Health Week was celebrated as well, but during a separate week. CHP/Allied Health Week Celebrations will be combined and celebrated annually during Allied Health Week.
- Implement role for individual within the CHP to coordinate and lead advancement of innovation, entrepreneurial, and community engagement activities for the CHP.
 - Target: August 2017
 - In Progress. In 2017-2018 submit letters of inquiry to appropriate funding agencies with a proposal for advancing interprofessional education and collaborative practice and relevant preparation of the health workforce by establishing and piloting a role in the college to coordinating community engagement, interprofessional education, and collaborative practice. This metric will be revised for 2017- 2018 with a specific focus on submitting letters of inquiry.
 - Sustain goals in marketing plan and identify resources to increase hours for content developer.
 - November 2016
 - Accomplished. The Content Developer hours have been increased to 32 hours each week with dedicated focus for the School of Nursing for 8 hours each week, and Communication Sciences and Disorders and Dental Hygiene for 4 hours each department, each week. Funding for the addition of these hours is provided by each of these departments in proportion to the number of department specific hours being requested. This metric will be closed out.

Additional Resources Needed: Funding to support enhancement of interdisciplinary/interprofessional activities.

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Source of Additional Resources: Apply for grant funding to support the first two metrics under this strategy. Continue to use restricted use funding to support and expand the role of the content developer as appropriate.

Evaluative Processes:

- College Executive Council assesses progress semi-annually and reports to College.
- College leadership team adjusts actions as necessary to meet metrics and targets.

Metrics and targets for 2017-2018 Academic Year:

- Assume a lead role in coordinating WSU Academic Affairs support of Via Christi's 2018 Medical Mission at Home Free Day of Health Care.
 - Target: April 2018
- Maximize participation of CHP faculty, staff, and students in planning, preparation, and providing care and services at Via Christi's 2018 Medical Mission at Home Free Day of Health Care.
 - Target: April 2018
- Assume a lead role in coordinating an interdisciplinary/interprofessional "Clarion" educational activity.
 - Target: January 2018
- Establish Annual CHP/Allied Health Week Celebrations as an interdisciplinary/interprofessional collaborative event across the CHP, WSU, and community.
 - Target: November 2017
- Submit letters of inquiry to appropriate funding agencies with a proposal for advancing interprofessional education and collaborative practice and relevant preparation of the health workforce by establishing and piloting a role in the college to coordinating community engagement, interprofessional education, and collaborative practice.
 - Target: August 2018
- Implement quarterly program specific/area of focus open houses for community collaborators/industry partners to provide education/information/updates regarding CHP programs and identify opportunities for strengthening and/or expanding interdisciplinary/interprofessional educational opportunities for students, faculty and staff.
 - Target: December 2017
- Reestablish relationships with CHP alumni and former faculty/staff by conducting an alumni and former faculty/staff survey, in collaboration with the CHP Advisory Council, to gather information about collaboration and engagement preferences.
 - Target: December 2017

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Strategy 2.3 *Ensure maximum involvement of university and community collaborators in enhancing interdisciplinary/interprofessional educational opportunities for students, faculty and staff through department and area specific advisory councils/committees.*

Metrics and targets for 2016-2017 Academic Year:

- Review and as appropriate update charters and memberships for existing department and area specific advisory councils/committees.
 - Target: September 2016
 - **Accomplished. Departments with and without current advisory councils/committees have been identified.**
- Determine the feasibility of establishing department and area specific advisory councils/committees where these groups do not currently exist.
 - Target: November 2016
 - **Accomplished. Charters for existing advisory councils/committees have been reviewed.**
- Develop a plan for chartering new department/area specific advisory councils/committees.
 - Target: February 2017
 - **In Progress. Charters for existing advisory councils/committees are being updated. Planning for establishing new advisory councils/committees has been initiated. Metric will be continued on the 2017-2018 plan.**

Additional Resources Needed: Funds to support activities of Advisory Councils/Committees.

Source of Additional Resources: Department/Area specific restricted use (RU) and foundation funds.

Evaluative Processes:

- Department/Clinic leadership assesses progress semi-annually and reports to College.
- Department/Clinic leadership adjusts actions as necessary to meet metrics and targets.

Metrics and targets for 2017-2018 Academic Year:

- Finalize plans for chartering new department/area specific advisory councils/committees.
 - Target: July 2018.
 - School of Nursing (SON):
 - To involve alums and others at a distance, SON will explore using an online option for advisory council meetings.
 - In fall 2017, with SON Executive Committee, explore the above option, specific charges, and opportunities for biannual meetings of the SON Advisory Council.

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University Goal 3: *Capitalize systemically on relevant existing and emerging societal and economic trends that increase quality educational opportunities.*

College Goal: Expand Academic Programs and Increase Enrollments

Strategy 3.1 *Develop and implement online degree programs at the rate of at least one-two per year for the next 3-5 years and build college-based support structure to support this initiative.*

Metrics and targets for 2016-2017 Academic Year:

- Increase enrollment in RN-BSN, Dental Hygiene, Aging Studies, and MSN-DNP Programs by at least 10%.
 - Target: August 2017
 - Progress as of July 27, 2017.

Online Program	Enrollment as of the Progress Date in 2016	Enrollment as of the Progress Date in 2017	% Increase to Date	Assessment Notes
Aging Studies	16	29	81.25%	Additional concentrations aided growth; experiencing continual growth
Dental Hygiene-Completion	29	38	31.03%	DH is still in growth mode. Anticipate continued growth for FY 18. Continue with 10% as goal for growth in head count.
MSN-DNP	16	11	- 31.25%	The MSN-DNP program has 5 fewer students enrolled for fall 2017. SON admits into the program each spring, and marketing efforts are underway toward increasing enrollment.
RN-BSN	124	110	-11.29%	<ul style="list-style-type: none"> • From the RN to BSN program, 26 students graduated in fall 2016 and 16 in spring/summer 2017. • There are 14 of 24 accepted RN to BSN students who have registered for fall. • Another 84 applicants are being processed for fall enrollment. <ul style="list-style-type: none"> □ Enrollment of RN to BSN students this fall is anticipated to be 50. □ Recovery of the reduced numbers of RN to BSN students, as a consequence of graduating students, is expected to rebound with new cohorts of RN to BSN students admitted this fall and spring. • All other undergraduate nursing programs (traditional and accelerated) are filled to capacity.

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Online Program	Enrollment as of the Progress Date in 2016	Enrollment as of the Progress Date in 2017	% Increase to Date	Assessment Notes
				<ul style="list-style-type: none"> The number of nursing students registered for fall may be low at this time, because traditional BSN students have until August 1st to complete registration for fall classes.

- Develop a proposal for implementation of an Interpreter Training Program using CHP guidelines for “Employing Risk Assessment Methodologies in Determining Whether to Proceed in Undertaking New Projects”.
 - Target: August 2017
 - Discussions held with Johnson County Community College staff and University of Kansas linguistics program staff. Prevailing thinking about an Interpreter Training Program is that it is best housed in a linguistics program rather than a CSD program (better acceptance by the deaf community, etc.). This metric will be closed out.
- Develop a proposal for implementation/expansion of Public Health Sciences Programs using CHP guidelines for “Employing Risk Assessment Methodologies in Determining Whether to Proceed in Undertaking New Projects”.
 - Target: August 2017
 - In Progress. Budget approved for Masters in Health Administration (MHA) Draft curriculum completed.

Additional Resources Needed: Funding for online program development and implementation is required.

Source of Additional Resources: Office of Online Learning

Evaluative Processes:

- College Executive Council assesses progress semi-annually and reports to College.
- College leadership team adjusts actions as necessary to meet metrics and targets.

Metrics and targets for 2017-2018 Academic Year:

- Increase enrollment in existing CHP Online Programs
 - Target – August 2018

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Online Program	Targeted % Increase for 2017-2018	Program Specific Target Notes
Aging Studies	27%	Add additional 10 majors in 2018; Cap program to 50 majors; 10 majors remain in original non-online degree; 30 students per core class
Dental Hygiene-Completion	10%	Continue with 10% as goal for growth in head count.
MSN-DNP	10%	Continue with 10% as goal for growth in head count.
RN-BSN	10%	Continue with 10% as goal for growth in head count.

- Continue plan for implementation/expansion of Public Health Sciences Programs with a focus on Masters in Health Administration (MHA)
 - Target: August 2018
 - KBOR application/New degree request to be submitted November 2017
 - New Degree Enrollment – Fall 2018
- Develop a proposal for a minor in American Sign Language (ASL)/Interpreting to begin in Fall of 2018.
 - August 2018

Strategy 3.2 *Increase enrollment of non-traditional students.***Metrics and targets for 2016-2017 Academic Year:**

- Develop and implement a plan to market School of Nursing's Licensed Practical Nurse (LPN) to BSN program to students enrolled in LPN programs and LPNs practicing in the state of Kansas.
 - Target January 2017
 - Remove metric and add new metric for 2017-2018.
- Develop and implement a plan to market School of Nursing's Mobile Intensive Care Technician (MICT) to BSN program to students enrolled in MICT programs and MICTs practicing in the state of Kansas.
 - Target January 2017
 - Remove metric and add new metric for 2017-2018.
- Establish at least two badge programs for the CHP for implementation fall 2017.
 - Target: August 2017
 - Accomplished. Close out this metric.
 - School of Nursing: Two badges will launch this fall. One involves lactation support and the other is for school nurses.
 - Anatomy and Physiology of Lactation (1 credit)
 - Two other badges will launch in late fall and early spring
 - School Health: Health Disparities, Child Development and Nutritional Needs of School Aged Children (1 credit)

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Metrics and targets for 2016-2017 Academic Year:

- Implement plan for seeking national accreditation for the undergraduate program in Public Health Sciences provided that sufficient resources are acquired.
 - Target: May 2017
 - **In Progress. Initial consultant work complete. Undergraduate curriculum examined to determine alignment with Council on Education for Public Health (CEPH) domains.**
- Develop a proposal for implementation of 0.5 FTE CHP accreditation data manager using the CHP “Employing Risk Assessment Methodologies in Determining Whether to Proceed in Undertaking New Projects”.
 - Target: November 2016
 - **No progress made. Continue metric for 2017-2018.**

Additional Resources Needed: To be determined.

Source of Additional Resources: Department/Area specific restricted use (RU) funds.

Evaluative Processes:

- College Executive Council assesses progress semi-annually and reports to College.
- College leadership team adjusts actions as necessary to meet metrics and targets.

Metrics and targets for 2017-2018 Academic Year:

- Develop a proposal for implementation of 0.5 FTE CHP accreditation data manager using the CHP “Employing Risk Assessment Methodologies in Determining Whether to Proceed in Undertaking New Projects”.
 - Target: August 2018.
- Continue with implementation of the plan for seeking national accreditation for the undergraduate program in Public Health.
 - Target: August 2018
 - Shorten Health Services Management in Community Development (HSMCD) undergraduate degree name to Health Management (HM)
 - Restructure HM undergraduate core and define focus areas
 - Submit curriculum changes by Fall 2018

Strategy 3.4 *Guarantee that CHP students’ learning experiences are maximized by ensuring that “Equal Access: Universal Design of Instruction Principles” are applied to all aspects of instruction (e.g., delivery methods, physical spaces, information resources, technology, personal interactions, assessments).*

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- Conduct Educational overview of “*Equal Access: Universal Design of Instruction Principles*” in fall 2016 Program Directors/Coordinators Meeting using information available at: <http://www.washington.edu/doit/universal-design-instruction-udi-definition-principles-guidelines-and-examples>
 - Target November 2016
 - **Accomplished. Program Directors/Coordinators reviewed and discussed DOIT Universal Design Activities as part of development of a plan to incorporate “Equal Access: Universal Design of Instruction Principles” into CHP course offerings.**
- Incorporate discussion of “Equal Access: Universal Design of Instruction Principles” into all 2016-2017 Dean-Faculty/Educator and Dean-Staff Interprofessional Lunches using information available at: <http://www.washington.edu/doit/universal-design-instruction-udi-definition-principles-guidelines-and-examples>
 - Target May 2017
 - **Accomplished. Small discussion groups were conducted in preparation for a CHP-WSU Workshop and Strategy meetings in the area of Universal Design.**
- Develop a plan for incorporating “*Equal Access: Universal Design of Instruction Principles*” into CHP course offerings.
 - Target May 2017
 - **Accomplished. List of ideas generated during workshop was reviewed and discussed by CHP Program Directors/Coordinators. The CHP Executive Council met with representatives from Disability Services and Counseling and Testing to discuss incorporating Universal Design into CHP Courses Offerings. A Representative from Counseling and Testing will attend the CHP Annual All College Retreat (Advance in August 2017) to provide an overview of available services. A two-hour Quality Matters/Accessibility Workshop will also be conducted during the annual retreat.**

Additional Resources Needed: Funding to be determined and incorporated into plan.Source of Additional Resources: To be determined.Evaluative Processes:

- Department/Clinic leadership assesses progress semi-annually and reports to College.
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Metrics and targets for 2017-2018 Academic Year:

- All (100%) CHP Faculty/Educators with 0.5 FTE appointment or higher will complete Ability Ally Training in the 2017-2018 Academic Year. “Ability Allies are a network of faculty, staff, and students who take a visible role in promoting disability awareness, supporting persons with disabilities, and maintaining resources for working and interacting with people with disabilities. This training is designed to shape your perspective on ability versus disability and providing an open forum for questions and concerns for those interacting with individuals with disabilities.”

College Goal: Optimize Resources to Sustain Quality Educational Programs

Strategy 3.5 *Secure funding to rebuild baseline faculty levels necessary to maintain accreditation. Doing so will require determining within every program the appropriate mix of tenure faculty and clinical educators.*

Metrics and targets for 2016-2017 Academic Year:

- Present results of tenured/tenure track faculty study to CHP Leadership Team in fall 2016 CHP Leadership Advance.
 - Target: November 2016
 - **Accomplished. The Leadership Team discussed potential strategies for rebuilding funding and expressed concerns related to balancing budget cuts and maintaining faculty and educator levels required for accreditation. An issue paper title “Sustaining High Quality, Relevant, Educational Programs in the College of Health Professions, Revisited” which outlined the impact of anticipated FY17 Rescission and FY18 Budget Cuts on the CHP’s ability to maintain adequate faculty levels. This metric will be discontinued on 2017-2018 plan.**
- Identify goals and strategies for securing additional funding to support CHP initiatives related to faculty recruitment and educator advancement during fall 2016 CHP Leadership Advance.
 - Target: November 2016
 - **Educator Advancement - Placed on Hold. WSU Faculty Senate has approved a rank structure and advancement strategy for educators. It is anticipated that the Senate will resume discussions in Fall 2017 with recommendations for funding to the WSU senior leadership.**
 - **Faculty Recruitment – Program fees and funding support from the WSU Office of Online Learning have been used to augment baseline budgets and support initiatives related to faculty recruitment during this evaluation period.**

Additional Resources Needed: To be determined.

Source of Additional Resources: To be determined.

Evaluative Processes:

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Metrics and targets for 2017-2018 Academic Year:

- Implement University Promotion Guidelines for Teaching Faculty in conjunction with recommendations and approvals from the WSU Faculty Senate and President's Executive Team.
 - Target – To be determined after the Faculty Senate outlines its timeline for implementation.
- Continue to monitor faculty and educator funding levels in conjunction with new state and WSU opportunities for pay increases.
 - Target – Ongoing.

Strategy 3.6: *Explore increasing the size of Scholarships administered out of the Dean's Office where guidelines allow stacking to optimize scholarship support to students in the professional programs in the CHP.*

Metrics and targets for 2017-2018 Academic Year:

- Develop a proposal for presentation to the Provost and Senior Vice President addressing the rationale for establishing at least one large stackable scholarship that could be awarded from the CHP Dean's Office using an existing endowed scholarship.
 - Target – December 2017

Additional Resources Needed: Sufficient funds to make the scholarship award.

Source of Additional Resources: Existing Endowed Scholarship.

Evaluative Processes:

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- College leadership team adjusts actions as necessary to meet metrics and targets.

Strategy 3.7: *Sustain current enrollment and credit hour production in the CHP capped programs.*

Metrics and targets for 2017-2018 Academic Year:

- Establish a dashboard to monitor annual enrollment in CHP capped programs.
 - Target – December 2017
- Establish a dashboard to monitor annual student credit hours in CHP capped programs.
 - Target – December 2017

Additional Resources Needed: None.

Source of Additional Resources: None.

Evaluative Processes:

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Strategy 3.8: *Explore implementation of an annual CHP Open House targeted towards enhancing recruitment, sustaining enrollment, and increasing retention in the CHP.*

Metrics and targets for 2017-2018 Academic Year:

- Develop a proposal for implementation of an annual CHP Open House targeted towards enhancing recruitment, sustaining enrollment, and increasing retention in the CHP.
 - Target – December 2017

Additional Resources Needed: To be determined.

Source of Additional Resources: To be determined.

Evaluative Processes:

- College Executive Council assesses progress semi-annually and reports to College.
- College leadership team adjusts actions as necessary to meet metrics and targets.

Strategy 3.9: *Partner with the WSU Admissions Office on “Event Registration” to increase marketing reach” and visibility for CHP undergraduate program Information Sessions.*

Metrics and targets for 2017-2018 Academic Year:

- Implement the partnership with admissions and at least ONE CHP professional undergraduate program.
 - Target – December 2017

Additional Resources Needed: To be determined.

Source of Additional Resources: To be determined.

Evaluative Processes:

- College Executive Council assesses progress semi-annually and reports to College.
- College leadership team adjusts actions as necessary to meet metrics and targets.

Strategy 3.10: *In the Office of Technology Services (OTS) explore strategies to optimize the CHP desktop and laptop computer replacement cycle.*

Metrics and targets for 2017-2018 Academic Year:

- Consult with WSU Information and Technology Services (ITS) to determine recommended optimum refresh cycles based on hardware and software growth rates and longevity predictions.
 - Adjust CHP reimaging and replacement frequency for desktops and laptops, to provide optimization of resources without compromising function and reliability.

Additional Resources Needed: None

Evaluative Processes:

- College Executive Council assesses progress semi-annually and reports to College.

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Leadership Team 6/20/17, 7/18/17, 8/1/17; Review Document Approved by Executive Council 8/8/17**

- College leadership team adjusts actions as necessary to meet metrics and targets.

University Goal 4: *Accelerate the discovery, creation and transfer of new knowledge.*

College Goal: Enhance Quality of Academic Programs

Strategy 4.1 *Increase externally funded research and technology-based innovation where appropriate within the College.*

Metrics and targets for 2016-2017 Academic Year:

- Hire additional research active senior faculty to mentor junior faculty and promote inter-disciplinary research.
 - Target: January 2017
 - In Progress.
- Identify and acquire dedicated endowed funding to support CHP Professional Development.
 - Target: August 2017
 - In Progress. This metric will be continued in 2017-2018.
- Launch campaign to acquire funding to support Endowed Professorship and Associate Dean for CHP Innovation, Research, Entrepreneurship, and Community Engagement.
 - Target: October 2016
 - Campaign was launched as part of WSU's Shock the World Campaign. This metric will be continued in 2017-2018.

Additional Resources Needed: Funds to support faculty salaries.

Source of Additional Resources: CHP Development Officer will work with Dean's office staff to achieve fundraising goals to support CHP student activities and initiatives.

Evaluative Processes:

- College Executive Council assesses progress semi-annually and reports to College.
- College leadership team adjusts actions as necessary to meet metrics and targets.

Metrics and targets for 2017-2018 Academic Year:

- Hire additional research active senior faculty to mentor junior faculty and promote inter-disciplinary research.
 - Target: August 2018
- Continue efforts to acquire dedicated endowed funding to support CHP Professional Development.
 - Target: August 2018

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- Continue campaign to acquire funding to support Endowed Professorship and Associate Dean for CHP Innovation, Research, Entrepreneurship, and Community Engagement.
- Target: August 2018

University Goal 5: *Empower students to create a campus culture and experience that meets their changing needs.*

College Goal: Expand Academic Programs and Increase Enrollments

Strategy 5.1 *Expand program offerings beyond Wichita, particularly in rural and academically underserved areas and beyond.*

Metrics and targets for 2016-2017 Academic Year:

- Partner with existing constituent groups, i.e., four-year institutions and community colleges.
 - Target: Ongoing
 - **In Progress.** Health Summit with Wichita Area Technical College (WATC) is scheduled for September 2017. This metric will be tracked in 2017-2018 with specific emphasis on identifying partnership opportunities with WATC Health-Related Programs.
 - Utilize existing and emerging technologies to expand the College's capacity to offer academic programs beyond the Wichita metropolitan area.
 - Target: Ongoing
 - **Accomplished.** This metric will be discontinued. The development, implementation, and sustainment of Online Programs is being tracked under Goal 3.
 - Develop fundraising strategies to acquire additional faculty/staff resources to expand the College's capacity to offer academic programs beyond Wichita metropolitan area.
 - Target: December 2016
 - **This metric will be discontinued in 2017-2018.** Funding focus will be on an Endowed Professorship for the CHP as tracked under Strategy 4.1.

Additional Resources Needed: To be determined.

Source of Additional Resources: To be determined.

Evaluative Processes:

- College Executive Council assesses progress semi-annually and reports to College
- College leadership team adjusts actions as necessary to meet metrics and targets

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Metrics and targets for 2017-2018 Academic Year:

- Implement Zero-Credit Co-Op Opportunities in the CHP to provide CHP students with the opportunity to gain work experience related to the Health Field.
 - Target: January 2018
- Explore partnership opportunities with Wichita Area Technical College (WATC) Health-Related Programs.
 - Target: May 2018.

Strategy 5.2 *Establish a mechanism for students in the CHP to provide feedback of proposed CHP initiatives and to provide input relative to their academic and campus experiences.*

Metrics and targets for 2016-2017 Academic Year:

- Implement advising Prep Sessions for pre-Health Professions Major students.
 - Target: October 2016
 - **Accomplished. Prep-Sessions were effectively implemented. This metric will be closed out.**
- Initiate Annual CHP Week in fall semester with planning and recommended activities from CHP Pre-professional and Professional Major Student Groups.
 - Target: November 2016
 - **Accomplished. CHP Week was successfully implemented in the Fall of 2017. Allied Health Week was celebrated as well, but during a separate week. CHP/Allied Health Week Celebrations will be combined and celebrated annually during Allied Health Week. The metric will be revised and carried under Strategy 2.2.**
- Increase student attendance to DEAN - ALL COLLEGE Professional Student Program Forums in spring and fall semester by 20%.
 - Target: May 2017
 - **Accomplished. During this evaluation period the Dean has increased interactions with Professional Student Programs by attending orientation days for new students by program, visiting program cohorts in the classroom, recording videos that are distributed via social media and by faculty.**

Additional Resources Needed: Funding to support student activities and initiatives that are not supported through Student Government Association Funding Mechanism.

Source of Additional Resources: Continue to use a portion of funds donated annually to the CHP Dean's Fund and apply for grant funding to support

Evaluative Processes:

- College Executive Council assesses progress semi-annually and reports to College.
- College leadership team adjusts actions as necessary to meet metrics and targets.

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Metrics and targets for 2017-2018 Academic Year:

- Continue DEAN - ALL COLLEGE Professional Student Program Forums in spring and fall semester with a continued focus on;
 - Attending orientation days for new students by program
 - Visiting program cohorts in the classroom
 - Recording videos that are distributed via social media and by faculty
- Target - Ongoing

University Goal 6: *Be a campus that reflects—in staff, faculty and students—the evolving diversity of society.*

College Goal: Enhance Quality of Academic Programs

Strategy 6.1 *Increase the diversity of faculty, staff and students.*

Metrics and targets for 2016-2017 Academic Year:

- Explore availability of public and private funding available to support recruitment of a more diverse faculty.
 - Target: November 2016
 - **In progress. Continue this metric and change Target to Ongoing.**
- Develop a plan to secure additional resources to recruit a more diverse faculty.
 - Target: April 2017
 - **In Progress. The CHP has joined with the Colleges of Liberal Arts and Sciences, Education, and Business in submitting a proposal for a for an INTERDISCIPLINARY CLUSTER HIRE of personnel who would combine a Hispanic-focused disciplinary expertise with Superior Spanish language skills (according to the rating system of the American Council on the Teaching of Foreign Languages [ACTFL]), appropriate competency in creation of online curriculum, online instructional delivery and/or instructional design or, in some cases, a strong interest in developing that expertise, and in interdisciplinary research. This metric will be closed out and this strategy will be tracked on an ongoing basis under the Metric: “Continue to explore availability of public and private funding available to support recruitment of a more diverse faculty”.**

Additional Resources Needed: To be determined.

Source of Additional Resources: To be determined.

Evaluative Processes:

- College Executive Council assesses progress semi-annually and reports to College
- College leadership team adjusts actions as necessary to meet metrics and targets

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- Continue to explore availability of public and private funding available to support recruitment of a more diverse faculty.
- Target: Ongoing

University Goal 7: *Create a new model of assessment, incentive and reward processes to accomplish our vision and goals.*

College Goal: Enhance Quality of Academic Programs

Strategy 7.1 *Ensure that all programs have the ability to hire and retain appropriately trained and credentialed faculty.*

Metrics and targets for 2016-2017 Academic Year:

- Develop a proposal for implementation of the CHP the Non-Tenure Educator Track and includes identification of necessary funding from central administration to support implementation of the initiative.

Area/Department	# of Interested Faculty
Dental Hygiene	Two (2) to Four (4)
Communication Sciences & Disorders	Five (5)
Medical Laboratory Sciences	Three (3)
Physician Assistant	Three (3)
Physical Therapy	Three (3)
Public Health Sciences	Three (3)
School of Nursing	Twenty (20)

- Target: October 2016
 - **The WSU Faculty Senate has taken up this metric on behalf of all Non-tenure track teachers at WSU. This metric will be closed out and tracked under Strategy 3.5 metric “Implement University Promotion Guidelines for Teaching Faculty in conjunction with recommendations and approvals from the WSU Faculty Senate and President’s Executive Team.”**
- Continue intensified efforts for the College faculty/educators to acquire terminal degree in their discipline.

Area/Department/Level Faculty/Educator is Teaching	# of Faculty	# of Faculty with Terminal Degree	Percentage
Audiology Clinical Educators (AuD) Clinical Supervision	1	1	100%
Speech Language Pathology Clinical Educators (Masters) Clinical Supervision	6	6	100%

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Area/Department/Level Faculty/Educator is Teaching	# of Faculty	# of Faculty with Terminal Degree	Percentage
Audiology & Speech Language Pathology Didactic Faculty (Doctorate)	7	7	100%
Dental Hygiene (Masters)	7	7	100%
Medical Laboratory Sciences (Masters or Higher)	4	4	100%
Physician Assistant (Masters or Higher)	6	6	100%
Physical Therapy (with a DPT or PhD)	8	7	88%
Physical Therapy (with a PhD)	8	3	38%
Public Health Sciences (with a PhD)	9	8	88%
School of Nursing – Undergraduate Program (MN or MSN)	30	30	100%
School of Nursing – Undergraduate Program (Doctorate)	30	11	37%
School of Nursing –Graduate Program (Doctorate)	20	15	75%

- Target: Ongoing

2017-2018 Updates:

Area/Department/Level Faculty/Educator is Teaching	# of Faculty	# of Faculty with Terminal Degree	Percentage
Audiology Clinical Educators (AuD) Clinical Supervision	1	1	100%
Speech Language Pathology Clinical Educators (Masters) Clinical Supervision	6	6	100%
Audiology & Speech Language Pathology Didactic Faculty (Doctorate)	7	7	100%
Dental Hygiene (Masters)	7	7	100%
Medical Laboratory Sciences (Masters or Higher)	5	4	80%
Physician Assistant (Masters or Higher)	7	6	86%
Physical Therapy (with a DPT or PhD)	7	6	86%
Physical Therapy (with a PhD)	7	2	29%
Public Health Sciences (with a PhD)	10	8	80%
School of Nursing – Undergraduate Program (MN or MSN)	31	31	100%
School of Nursing – Undergraduate Program (Doctorate)	26	11*	42%
School of Nursing –Graduate Program (Doctorate)	16	14	88%

* Includes three faculty currently completing doctoral degrees.

Additional Resources Needed: Ongoing source of funding to support clinical educator promotions and faculty/educator “incentives” for completion of terminal degree.

Source of Additional Resources:

- Funding from central administration will be necessary to support clinical educator promotions.

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- Increased funding generated by program fees and enrollment growth will provide additional funding to support faculty/educator “incentives”. Fiscal year 2016 and 2017 budget cuts have diminished the opportunity to use program fees for faculty/educator incentives. Program fees are being used to help fund vacant positions and operating expenses previously funded by state funds.

Evaluative Processes:

- College Executive Council assesses progress semi-annually and reports to College
- College leadership team adjusts actions as necessary to meet metrics and targets

Metrics and targets for 2017-2018 Academic Year:

- Continue intensified efforts for the College faculty/educators to acquire terminal degree in their discipline.

2017-2018 Updates:

Area/Department/Level Faculty/Educator is Teaching	# of Faculty	# of Faculty with Terminal Degree	Percentage
Audiology Clinical Educators (AuD) Clinical Supervision	1	1	100%
Speech Language Pathology Clinical Educators (Masters) Clinical Supervision	6	6	100%
Audiology & Speech Language Pathology Didactic Faculty (Doctorate)	7	7	100%
Dental Hygiene (Masters)	7	7	100%
Medical Laboratory Sciences (Masters or Higher)	5	4	80%
Physician Assistant (Masters or Higher)	7	6	86%
Physical Therapy (with a DPT or PhD)	7	6	86%
Physical Therapy (with a PhD)	7	2	29%
Public Health Sciences (with a PhD)	10	8	80%
School of Nursing – Undergraduate Program (MN or MSN)	31	31	100%
School of Nursing – Undergraduate Program (Doctorate)	26	11*	42%
School of Nursing –Graduate Program (Doctorate)	16	14	88%

* Includes three faculty currently completing doctoral degrees.

- Target: Ongoing

Strategy 7.2 Establish budgeting processes and priorities in a manner that invests in faculty and staff professional development.

Metrics and targets for 2016-2017 Academic Year:

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- Identify specific fundraising strategies to increase funding and endowments to support faculty and staff professional development.
 - November 2016
 - **In Progress. Target will be changed to ongoing.**

Additional Resources Needed: Ongoing source of funding to support faculty and staff development.

Source of Additional Resources:

- CHP Development Officer will work with CHP faculty and staff to identify priorities for faculty and staff professional development; and to achieve fundraising goals.

Evaluative Processes:

- College Executive Council assesses progress semi-annually and reports to College.
- College leadership team adjusts actions as necessary to meet metrics and targets.

Metrics and targets for 2017-2018 Academic Year:

- Continue to identify specific fundraising strategies to increase funding and endowments to support faculty and staff professional development.
 - Ongoing.