

**PHYSICIAN ASSISTANT STUDIES PROGRAM
STRATEGIC PLAN**

Criterion Statement	Core Components	Goal	Strategy	How Proposed to Accomplish/How Accomplishing/ Current Accomplishments	Objective1	Objective2	Objective3	Objective4	Timeline for Change 1	Timeline for Change 2	Timeline for Change 3	Timeline for Change 4	Responsibility	Evaluation	Student Assessment	Budget/ Funding
Criterion 1																
The organization operates with integrity to ensure the fulfillment of its mission through structures and processes that involve the board, administration, faculty, staff, and students.	1a. The organization's mission documents are clear and articulate publicly the organization's commitments.	To structure and operate in congruency with the college's vision, mission, and value statements. PAS's core value statements should reflect those of the college while being specific to the physician assistant students.	1. To review the program's mission annually: "In an atmosphere of collegiality, educate individuals to become Physician Assistant's who possess integrity, are service oriented, appreciate a diverse multi-cultural society, and develop the skills and competence for medical practice that supports the physician/Physician Assistant relationship."	PAS operates with objectives that are congruent with the college's vision, mission, and value statements. PAS's core objective statements reflect both the college's values and those of health care providers.	Affirm the PAS Program's mission at the fall faculty retreats	Address any waiver from the mission	Display the PAS program mission & objectives on the program's website		August 2006 & 2007 & so on	August 2006 & 2007 & so on	Sep-07		PAS Faculty lead by the PAS program director	Ongoing	None	None; support already in place.
	1b. In its mission documents, the organization recognizes the diversity of its learners, other constituencies, and the greater society it serves.	To create and maintain diversity in PAS faculty, staff, and students. To graduate physician assistant students who respond to society's diversity needs.	1. To improve the attractiveness of PAS to both minority students and faculty	Attracting and retaining minority faculty and students. Emphasizing diversity issues in health care delivery through program curricula.	Work with University Development and marketing to improve public's awareness of the PAS program, its students and faculty	Identify examples of addressing diversity issues in health care delivery across PAS curricula	To increase minority student recruitment		September 2007 New photographs of PAS classroom and laboratory activities to include faculty interactions with students	2007-2008 Finalize new systems-based curriculum which gives more examples of addressing diversity	Ongoing with coordination of student admission & recruitment events		PAS Faculty & CHP Outreach Coordinator	PAS Faculty	Admission data analysis during annual PERC meetings	Purchasing of program banners, pen lights, mugs, t-shirts, etc...
	1c. Understanding and support for the mission pervade the organization.	To continue to align PAS's operations with the mission of the college & institution.	1. To increase awareness of PAS mission and vision among faculty, students, and staff	PAS's operations support and reflect the mission of the college & institution. PAS's mission and objectives reflect the college's and institution's.	To display its vision, mission, and core values statements on the respective web pages.	Accreditation documents reflect programmatic understanding and support for mission, vision, and core value statements	To utilize the services of a laboratory manager to support the instruction and research activities of faculty and students in the various laboratories	Competitive admissions criteria established and followed by PAS program & utilizes secondary admissions' interviews	September 2007 Review website and update accordingly.	Ongoing	September 2007 - Laboratory Manager hired	Ongoing	PAS Admissions' Committee, Program Director	Ongoing through work of program admissions' committee	Periodic assessing of admission data compared with program graduation data.	Additional GA support to assist program director in accreditation report activities. Need 2 part-time GA's (10hrs/wk each)

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	1d. The organization's governance and administrative structures promote effective leadership and support collaborative processes that enable the organization to fulfill its mission.	PAS operates and promotes effective leadership and supports collaboration among other health professions programs, both internal and external to the institution.	1. To explore interdisciplinary training models during the clinical phase of the program	PAS operates with a structure that promotes leadership and support to enable both internal and external collaboration among health professions and their academic programs, as well as collaborates with external agencies in health care education and service delivery.	To identify need for, and responsibilities of the co-clinical coordinators	To acquire additional clinical training affiliations	To develop stronger relations to the MSU medical school		September 2006 List of roles and responsibilities of the clinical coordination activities	2006-2008 Contact sites to set up some administrative meetings with facilities of Psychiatry, Pediatrics, & Ob/GYN.	2006-2008 Contact key leaders to have a presence at medical board & committee meetings		PAS program director & medical director	Faculty	Periodic assessing of clerkship training sites	Continued budgetary support to maintain Typhon logging, as well as 2 part-time GA's (see 1c).
	1e. The organization upholds and protects its integrity.	PAS will maintain a good standing in accreditation for the program; to deal fairly with faculty and student grievances; to be honest in presenting PAS to external agencies and the public. PAS protects its integrity and honesty to its constituencies, students, the public and external agencies, including accreditation organizations.	1. To maintain continuous program assessment for successful accreditation	PAS program has acquired accreditation and will achieve good standing or ready for review for reaccreditation	To clearly define program standards for student academic, clinical, and PA professional competence abilities performance.	To identify (being consistent) and draw up uniform, program policies and procedures consistent with CHP for student performance in professional program requirements.	To adopt the AAPA/NCCPA clinical competence level expected for successful completion of the PAS program.	To ensure that every PAS graduate has reached the level of competence required for graduation from the professional education program.	2006-2008	2006-2008 Student Handbooks	2007-2008	2007-2009 Graduate Surveys	PAS program faculty, Program Director	Ongoing through program directors and periodic reports to accrediting agencies.	Graduate Surveys	2 part-time GA's plus additional COT support

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Criterion 2																
The organization's allocations of resources and its processes for evaluation and planning demonstrate its capacity to fulfill its mission, improve the quality of education, and respond to future challenges and opportunities	2a- The organization's planning documents demonstrate that attention is being paid to emerging factors such as technology, demographic shifts, and globalization. The organization's planning process includes effective environmental scanning	Increase student diversity within the PAS enrollment.	Evaluate websites to insure that they reflect diversity	No on-going program initiatives	Identify website liaison for each Program	Evaluate individual sites for diversity representation	Make recommendations for site development with respect to diversity representation	Employ college webmaster to upgrade & maintain site	2007-2008				Program Faculty & Director	Survey incoming students each fall on website usage and inclusivity		Until a webmaster can be identified 2 part-time GA's will be utilized to update the site with student & program pictures
			Evaluate brochures to insure that they reflect diversity	No on-going program initiatives	Identify faculty to evaluate diversity representation	Evaluate brochures for diversity representation	Make recommendations for brochure development with respect to diversity representation	Implement brochure changes	2008-2009				Program faculty & Director	Annual faculty examination of brochure for diversity representation		

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			Identify appropriate colleges for benchmarking and evaluate our own diversity efforts	No on-going program initiatives	Identify appropriate schools/colleges for benchmarking	Programmatic assessment of our diversity representation against benchmarked schools/colleges	Implement appropriate changes		2007-2009				CHP Outreach Coordinator	Annual faculty examination of benchmarked Colleges		
		#2: Develop plan for retaining faculty members who demonstrate evidence of excellence in both teaching and scholarship.	Work with the College of Health Professions to develop a mentoring program for incoming faculty.	No College-wide on-going initiatives	Survey all CHP faculty members, regardless of tenure status, to determine programmatic needs.	Enhancement of individual Program websites to highlight faculty accomplishments.	Investigate resources that would support research infrastructure.		2007-2009				CHP Directors	Work with FTLC for a framework of mentoring.		
		#3: Develop strategies for marketing of PAS Program to enhance the image of PAS to the greater community (prospective students/faculty).	Identify external and internal focus groups to evaluate "who we are" in the community	No College-wide on-going initiatives	Explore the utilization of CASPA to expand upon student diversity	College and/or Programmatic development of focus groups to develop other marketing strategies			2007-2008	2008-2009			Program Director to meet with Central Administration & GVSU Admission officers	Qualitative analysis of focus groups' input at CHP and/or Programmatic level		
		#4: Bolster PAS infrastructure via acquisition of additional full-time and adjunct personnel that support administration, scholarship, and COT needs of the College.	Recruit support of individual faculty	Documentation of need of designated personnel.	Strategically hiring of adjunct faculty to assist with clinical placements	Hiring of additional COT to support program initiatives	Appointment of biomedical engineer to assist with medical technology training		2007-2009				PAS faculty, academic coordinator, Program Director	Acquisition of personnel accomplished		

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			Enhance pool of adjunct faculty used by CHP programs	Create lists of potential adjunct faculty per individual programs	Develop list of potential adjunct instructors	Enhance financial incentives for adjunct personnel	Develop optimal CHP and University orientation package for new adjunct personnel	Individual programs establish requirements/needs for number of persons in their adjunct personnel pool	Next two academic years				CHP Programs	Meet targets for utilization of adjunct personnel		Maintain adjunct budget
	2d- All levels of planning align with the organization's mission, thereby enhancing its capacity to fulfill that mission.	Insure that all PAS planning efforts are congruent with the College's and University's strategic plan.	Consensus approval of a PAS strategic plan by PAS faculty and CHP Dean	Final draft of PAS strategic plan is under review by the faculty and Dean's office.	A vote will be held on the final draft of the strategic plan at December, 2007 PAS faculty meeting.				December, 2007				PAS faculty and program director	Dean and Provost offices	None	None

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Criterion 3																
The organization provides evidence of student learning and teaching effectiveness that demonstrates that it is fulfilling its educational mission.	3a. The organization's goals for student learning outcomes are clearly stated for each educational program and make effective assessment possible	Publicize Program goals & objectives across all media.	Place all Program learning goals & objectives on individual Program web sites, handbooks, and brochures.	No program on-going initiatives.	To ensure that learning goals are in place and are congruent within all media.				2007-08 Academic year	Program Directors and Faculty	Annual review of these materials for any changes/ updates. Program reviews and accreditation processes.					
	3b. The organization values and supports effective teaching.	To maintain educational quality and demonstrated effectiveness.	To review and adopt a reliable student evaluation tool.	To review a copy of CLAS instrument and any others that FTLC may be developing	To evaluate the peer evaluation process for various teaching methods (lecture, lab, problem-based learning, etc...)	To develop a teaching evaluation that is flexible enough to be used for various teaching methods (lecture, lab, problem-based learning, etc.)	To review each portfolio process by college faculty		Fall 07 to Winter 08				CHP Faculty Council	A valid, reliable, responsive teaching/learning assessment		

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	3c. The organization creates effective learning environments	#1: To support and respect the diversity of students and the learning process	To educate faculty on student learning needs and styles	Seek assistance from FTLC for faculty development	Provide education and training at faculty retreats	Support PAS faculty attendance at the semi-annual PAEA conferences			Fall 07	Associate Dean of Academic Affairs and FTLC	Fall & Spring Semester Annually		Dean and Program Director	Course evaluations		
	3d. The organization's learning resources support student learning and effective teaching	#1: Provide appropriate access to internal and external resources in order to optimize teaching and scholarship.	Develop a list of internal and external resources and availability for faculty and student access	PAS Faculty and Director to work with Library services at GVSU	Enlist assistance of Program directors to solicit this information.	Identify facilities and resources that support teaching and scholarly endeavors.	Determine faculty satisfaction and needs with resources	Synthesize input from the Library	2007-2008	2007-2009	2008-2009		Program Director & Faculty	Ongoing	Program Surveys	Library & One Time Budget Requests
Criterion 4																
The organization promotes a life of learning for its faculty, administration, staff, and students by fostering and supporting inquiry, creativity, practice, and social responsibility in ways consistent with its mission.	4a. The organization demonstrates, through the actions of its board, administrators, students, faculty, and staff, that it values a life of learning.	Develop a CHP Faculty Development Committee in coordination with GVSU FTLC & GVSU R/D	Compile information to assist faculty in successful movement through faculty contract renewal, tenure, and promotion processes.	Need to educate new and current faculty on the portfolio evaluation system.	Benchmark against other similar institutions to identify faculty evaluation systems.				Ongoing.	2006-2008			Faculty Council and/or CHP Faculty Development Committee	Feedback from faculty at the end of every semester and implementation of suggested changes in the next semester.		None
	4b. The organization demonstrates that acquisition of a breadth of knowledge and skills and the exercise of intellectual inquiry are integral to its educational programs.	Create faculty development opportunities to promote research and scholarship.	Clearly define research and scholarship within CHP.	Currently done by faculty individually.	Define and develop a consensus statement defining research and scholarship.				Implement in next academic year (following dev. of working committee)				Faculty Development Committee	Faculty consensus.	Reinforced and supported through classroom and student evaluation.	Pew FTLC grants, GVSU R&D grants, external grants.

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	4b.		Survey faculty regarding needs and continuing education topics related to the definitions of research and scholarship.	Only done under old guidelines years ago.	Develop and distribute a survey related to definitions of research and scholarship.	Survey faculty needs regarding development of research and scholarship skills.			Implement in next academic year (following dev. of working committee)	Start in this academic year and implement fully in next academic year (07-08). Will be ongoing			Faculty Development Committee	Based on findings of survey and proposed definitions		Standard College Operating Funds.
	4b.		Identify educational opportunities in collaboration with the University Graduate Dean, related to results from needs assessment in above strategy.	Not currently being done.	Offer ongoing seminars to assist faculty development in research and scholarship needs as identified in above strategy.	Identify faculty in CHP and across campus who would be interested in teaching topics identified through the survey.	Locate additional educational opportunities related to results from survey in above strategy.		Implement in next academic year and/or beyond.	Implement in next academic year and/or beyond.	Implement in next academic year and/or beyond.		Faculty Development Committee	Based on findings.		Standard College Operating Funds.
	4c. The organization assesses the usefulness of its curricula to students who will live and work in a global, diverse, and technological society.	Support faculty development opportunities related to Unit, College, University, and Community Service.	Clearly define unit, college, university and community service.	Old system is somewhat ambiguous.	Develop a consensus statement defining college, university, and community service.	Provide for new faculty service opportunities and establish service agenda.			Start in this academic year and implement fully in next academic year (07-08). Will be ongoing	Start in this academic year and implement fully in next academic year (07-08). Will be ongoing			Faculty Development Committee	Based on definitions.		Pew FTLC grants, GVSU R&D grants, external grants.
	4c.	Support faculty development opportunities related to professional practice.	Define professional practice encompassing multiple professional roles (e.g., direct care, consulting, etc.)	Only done marginally	Reach consensus regarding place of professional practice in University and College expectations of faculty.				Ongoing.				Faculty Development Committee and Faculty	Based on consensus and faculty feedback.	Reinforced and supported through classroom and student evaluation.	Standard College Operating Funds, Pew FTLC grants, and local public monies.

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	4c.	To prepare students who are prepared to work and live in a global medical society.	Establish clear program objectives within the new curriculum in the professional development of PAS students.	Evaluate students and graduates about their level of preparation on global health issues through regular program surveys.	Obtain approval through the university curriculum process for the new PAS curriculum.				2007-2008				PAS Faculty Curriculum Committee	Based on implementation.	Ongoing student evaluation	Increase 0.75 FTE faculty to one Tenure track FTE (done)
	4d. The organization provides support to ensure that faculty, students, and staff acquire, discover, and apply knowledge responsibly.	Create faculty development opportunities related to teaching effectiveness.	Identify and develop faculty mentors and institute mentoring process to promote teaching development.	Currently only accomplished if faculty member is having trouble and sent to FTLC or on own faculty members request.	Collaborate with Pew FTLC to establish a faculty mentoring program for interested faculty.	Collaborate with Pew FTLC to develop teaching mentors within CHP.	Create and maintain list of teaching mentors within CHP.		Implement in next academic year	Implement in next academic year and/or beyond.	Start in this academic year and implement fully in next academic year (07-08). Will be ongoing		Faculty Development Committee	Faculty peer evaluations and classroom student evaluations and faculty feedback concerning system.	Reinforced and supported through classroom and student evaluation.	Pew FTLC grants.
	4d.		Identify educational opportunities in collaboration with the University Graduate Dean, related to results from needs assessment in above strategy.	Not currently being done.	Offer ongoing seminars to assist faculty development in research and scholarship needs as identified in above strategy.	Identify faculty in CHP and across campus who would be interested in teaching topics identified through the survey.	Locate additional educational opportunities related to results from survey in above strategy.		Implement in next academic year and/or beyond.	Implement in next academic year and/or beyond.	Implement in next academic year and/or beyond.		Faculty Development Committee	Based on findings.		Standard College Operating Funds.
Criterion 5																
As called for by its mission, the organization identifies its constituencies and serves them in ways both value.	5a: The organization learns from the constituencies it serves and analyzes its capacity to serve their needs and expectations	To respond to identified community needs.	Continue to respond to and deal with ongoing community needs	Community Partners Project, Baxter Street Project (PA), GRAAHI, Grant Writing for area agencies, MSU CHM, Muskegon Health Project Initiative,	Evaluate effectiveness of ongoing programs.	Build opportunities for collaboration with MSU medical school in teaching, research and clinical activities.	Create ability for alumni to have access to our medical library services.		Ongoing	Implement in 2007-2008 academic year	Ongoing	Implement in academic year 2007-2008	Dean's and Program Directors, Frey Librarians and program directors, Associate Dean	Self Assessment, Outcomes Research, Participant assessment, Alumni Satisfaction Survey		

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	5a	To demonstrate attention to the diversity of the constituencies it serves	Increase more bilingual opportunities	Spanish for Healthcare professionals in PAS Rural and underserved programs with PAS	Spanish for healthcare professionals as an elective option				Explore feasibility in academic year 2008-2009				Program Curriculum Committees	Feedback from faculty, faculty consensus and implementation		
	5a	To respond to external constituencies and provide continuing education program.	Offer more continuing education programs or advanced topics electives for practitioners	Consultation Professional Organization provide opportunities for practitioners to earn CEU's Grand Rounds	Develop policies and procedures with regard to GVSU sponsored cont. ed.	Work with MERC to be able to offer CME granting programs	Develop guidelines regarding program co sponsorship/support for continuing education		2007-2009	2007-2009			KCON and CHP task force and continuing education office, PAS Medical Director & Program Director	Committee proposal and faculty discussion satisfaction survey		
	5b: The organization has the capacity and the commitment to engage with its identified constituencies and communities	To enable effective connection with community	Improve interdisciplinary efforts regarding community outreach projects	Joint relations with multiple health programs and facilities throughout Michigan	Establish directory of expertise	Establish blackboard site and/or email list	Investigate opportunities with MERC for education and research	Investigate opportunities for interdisciplinary projects	2007-2008	2007-2008			COT Staff V. P. of Health	Satisfaction Survey & Committee Meeting Opportunities & Attendance		
		To connect students with external communities	Continue to do ongoing projects with community	Community Partners, Clinical Rotations, Relay for Life, PA Week Projects, Community Service Projects Long Term Care & Hospital/Community Experiences	Maintain the extensive offering of clinical rotations, and practicum	Evaluate effectiveness of current accomplishments	Require community service projects as part of the professional seminar series		Ongoing	Ongoing & Monitor when start up of new curriculum (Fall 2009).	Ongoing		Program Directors + Academic clinical coordinators	Faculty discussion Outcomes Research Satisfaction Survey PERC		

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	5c: The organization demonstrates its responsiveness to those constituencies that depend on it for service	Community leaders testify to usefulness of the organization's programs of engagement	Continue Advisory Committee Meetings & Attend other strategic meetings for ongoing community relations	Partnerships on floors 4 and 5 MERC MSU Interdisciplinary opportunities Community PA Awareness Campaign	Monitor, share and continue to evaluate progress	Position PAS faculty on various committees throughout the community			Ongoing	Ongoing			PAS Faculty & Program Directors	PERC & Advisory Feedback		
	5d: Internal and external constituencies value the services the organization provides.	To provide opportunities for external constituents to participate in the organization's activities .	Make Cook-DeVos Center available to Healthcare professionals	Professional Organizations meet on campus Community Organizations meet on campus	Continue to monitor effectiveness of Grand Rounds	Explore marketing strategies to bring outside organizations and community professionals into GVSU CHS		Continue to encourage use of facilities by health care professionals	Ongoing	2007-2008		Ongoing	PAS Director & Medical Director & Faculty Associate Dean for Academic Affairs	Proposal		