

**COLLEGE OF HEALTH PROFESSIONS
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.	Ia. The organization's mission documents are clear and articulate publicly the organization's commitments.	To structure and operate in congruency with the institution's vision, mission, and value statements. CHP's core value statements should reflect those of the institution while being specific to the health professions.		CHP operates with bylaws that are congruent with the institution's vision, mission, and value statements. CHP's core value statements reflect both the institution's values and those of health care providers.	Obtain approval of CHP bylaws from ECS of the Academic Senate	Incorporate approved bylaws into CHP operations following university approval	Encourage all CHP programs to display their vision, mission, and core values statements on their respective web pages for public access	Cross-check all program web pages for compliance in displaying their respective mission documents; make sure all brochures and catalog items regarding CHP programs are consistent.	12/1/2005 Complete draft of CHP Bylaws from earlier work drafts	2/1/2006 Review CHP Bylaws and note congruency with the institution's vision, mission, and value statements.	4/1/2006 Amend any incongruencies with the institution's vision, mission, and value statements.	9/1/2006 Assure that CHP's Bylaws achieve maximum congruency with the institution's vision, mission, and value statements. 10/30/06 CHP Bylaws have been revised with ECS feedback to be congruent with language and mechanisms described in the university Faculty Handbook 11/1/06 CHP Bylaws received final approval through ECS of the Academic Senate	CHP Governance Policies Committee: Program Directors and faculty for university publications regarding CHP programs	Ongoing through CHP Governance Strategic Planning Committee, CHP Faculty Council, and CHP Faculty.	None	None; support already in place.
	Ib. 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 CHP faculty, staff, and students. To graduate health professions' students who respond to society's diversity needs.	1. To improve the attractiveness of CHP and its programs to both minority students and faculty	Attracting and retaining minority faculty and students in all academic programs. Emphasizing diversity issues in health care delivery through program curricula.	Work with University Development to improve public's awareness of diversity within CHP programs, it s students and faculty	Identify examples of addressing diversity issues in health care delivery across CHP curricula	To increase minority faculty recruitment for program faculty positions		10/30/2006 New photographs of CHP facilities, classroom and laboratory activities, and faculty interactions with students were provided to University Development for their use in university publications and philanthropy efforts	2/1/2007 Canvas program directors to collect data and examples of addressing diversity in curricula.	Ongoing with coordination of faculty recruitment and advertising with Human Resource Office		CHP Program Directors	Program directors, Faculty search committees, Dean's office	Periodic assessment of student opinion regarding diversity environment of CHP, done within individual programs Assessment of program outcomes for students prior to graduation	Need additional 1.0 FTE COT to manage work by CHP Program Directors (combined with Criterion 1c below)
	Ic. Understanding and support for the mission pervade the organization.	To align CHP's operations with the mission of the institution.	To increase awareness of CHP mission and vision among faculty, students, and staff	CHP's operations support and reflect the mission of the institution. CHP's vision, mission, and values statements reflect the institution's.	To have each CHP program display its vision, mission, and core values statements on their respective web pages.	Accreditation documents reflect programmatic understanding and support for mission, vision, and core value statements	To acquire the services of a laboratory manager to support the instruction and research activities of faculty and students in the various laboratories of CHP	Competitive admissions criteria established and followed by all programs utilizing such secondary admissions programs	10/30/06 Majority of CHP programs have already accomplished this: the remainder to accomplish by 12/15/06.	Ongoing	4/30/07 Target date to acquire FTE for CHP laboratory manager position	Ongoing	CHP Faculty Council; Program Directors, Dean	Ongoing through work of program admissions committees	Periodic assessment of student opinion regarding integration of core values in clinical or professional practice. Assessment of program outcomes for students prior to graduation	Additional COT support to assist program directors in accreditation report activities (combined with 1b above) Need 1.0 FTE position for Biomedical Engineer for CHS

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<p>Id. The organization's governance and administrative structures promote effective leadership and support collaborative processes that enable the organization to fulfill its mission.</p>	<p>CHP operates with shared governance that promotes effective leadership and supports collaboration among health professions programs, both internal and external to the institution.</p>		<p>CHP operates with an administrative structure that promotes effective leadership and support to enable both internal and external collaboration among health professions and their academic programs. Faculty Council represents all CHP programs; CHP programs collaborate with external agencies in health care education and service delivery.</p>	<p>To identify need for, and responsibilities of, the position of Associate Dean(s)</p>	<p>To acquire additional administrative position of Associate Dean(s)</p>				<p>10/30/06 List of roles and responsibilities of the position of Associate Dean(s) created</p>	<p>9/1/2007 New position of Associate Dean(s) is/are created and advertised.</p>			<p>CHP Faculty Council; Dean</p>	<p>Dean</p>		<p>Need additional salary/benefits for fulltime position(s) of Associate Dean(s)</p>
<p>Ie. The organization upholds and protects its integrity.</p>	<p>To achieve good standing in accreditation of each CHP program; to deal fairly with faculty and student grievances; to be honest in presenting CHP to external agencies and the public. CHP protects its integrity and honesty to its academic programs, students, the public and external agencies, including accreditation organizations.</p>	<p>Compile and maintain a review calendar for each of the professional programs of the CHP that undergo accreditation review</p>	<p>CHP programs requiring accreditation have all achieved good standing or ready for review for reaccreditation</p>	<p>To clearly define program standards for student academic, clinical, and generic abilities performance in each of the professional programs.</p>	<p>To identify and draw up uniform, college-wide policies and procedures for student dismissal for unacceptable performance in professional program requirements.</p>	<p>To define and describe the clinical competence level expected for successful completion of each health profession program.</p>	<p>To ensure that each and every CHP professional program graduate has reached the level of competence required for graduation from any CHP professional education program</p>	<p>2007-08 academic year</p>	<p>2008-09 academic year</p>	<p>2009-10 academic year</p>		<p>CHP program faculty, Program Directors, CHP Executive Council, Dean</p>	<p>Ongoing through program directors and periodic reports to accrediting agencies.</p>			<p>Need additional 0.5 FTE COT to manage work by CHP Program Directors (with Criterion 1b above)</p>

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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/faculty diversity within the CHP.	Evaluate websites to insure that they reflect diversity	No College-wide on-going 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 Directors	Survey incoming students each fall on website usage and inclusivity		
			Evaluate brochures to insure that they reflect diversity	No College-wide on-going initiatives	Identify person(s) from each Program to evaluate diversity representation	Evaluate brochures for diversity representation	Make recommendations for brochure development with respect to diversity representation	Implement brochure changes	Next academic year					Program Directors	Annual faculty examination of brochure for diversity representation		
			Identify appropriate colleges for benchmarking and evaluate our own diversity efforts	No on-going initiatives	Identify appropriate schools/colleges for benchmarking	Programmatic assessment of our diversity representation against benchmarked schools/colleges	Implement appropriate changes		Next academic year					CHP Recruiter	Annual faculty examination of benchmarked Colleges		
			Engage undergraduate minority groups on campus to educate and recruit potential applicants about the nature of CHP Programs	Identify the appropriate venues for reaching minority groups through the office of the Dean of Multicultural Affairs	Two percent (2%) increase in the number of minority students across CHP Programs		Ethnic mix of CHP Programs is reflective of larger community in West Michigan		Jan. 2008: Identify venues for reaching minority organizations and students on campus	March 2008: Identification of representatives within each CHP Program to work with our CHP Programs to the student groups	September 2008: Identify dates to represent the CHP Programs to the student groups			CHP Program Directors and faculties	Annual evaluation of ethnic diversity across all CHP Programs	none	none
	2b- The organization's resource base supports its educational programs and its plans for maintaining and strengthening their quality in the future.	#1: Increase student/faculty diversity within the CHP.	Develop CHP plan for faculty, student, and alumni utilization for promoting diverse faculty/student recruitment	No College-wide on-going initiatives	Charge individual Programs to identify ways that these groups are/can be used to optimize recruiting of minority students	Solicit student and alumni input at Program level	Synthesize input from individual Programs and initiate development of College plan		2007-2008					CHP ad hoc committee	Programmatic and subsequent College evaluations of plan at one year and annually hence		
			Develop strategies for educating and mentoring current and future faculty on the promotion of faculty/student diversity	No College-wide on-going initiatives	Charge individual Programs to develop a plan to incorporate these items into their P&P manuals	Incorporate method/plan into P&P manuals at the Program level			2007-2008					Program Directors	Programmatic evaluations of plan at one year and for all incoming faculty hence		

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		#2: Develop plan for attracting and retaining outstanding faculty members who demonstrate evidence of excellence in both teaching and scholarship.	Work with University's marketing and human resources departments to present future faculty positions in the optimum manner.	No College-wide on-going initiatives	Survey applicants who declined recent opportunities at CHP to understand the reasons behind those decisions.	Enhancement of College's web site and individual Program sites.	Investigate resources that would support research infrastructure.		2007-2008							
		#3: Develop strategies for all CHP Programs to enhance the image of CHP Programs 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	Enlist assistance of Rhonda Lubberts to begin development of focus groups	College and/or Programmatic development of focus groups questions	Present questions to Dean/faculty for input	Initiate focus group inquiries	Next academic year				CHP ad hoc committee	Qualitative analysis of focus groups' input at CHP and/or Programmatic level		
			Identify ways to bolster CHP image to outside constituents	No College-wide on-going initiatives	Enlist assistance of Rhonda Lubberts	Faculty retreat with Institutional Marketing to generate ideas at College or Program levels	Identify funding sources for marketing plans		Next academic year				CHP ad hoc committee	1) In collaboration with Institutional Marketing, evaluate College and programmatic progress on marketing plan. 2)Subsequent quantitative analysis of impact.		
			Establish regular open houses at Cook DeVos	Occasional events planned by Ms. Darlene Zwart	Work with KCON to develop joint open house ventures	Develop task force with CHP and KCON membership that develops open house plan/schedule	Task force reports to faculties with promotional ideas and target dates for open house(s)		Next academic year				CHP Recruiter	1) Annual events 2) Survey participants and providers to measure value and obtain suggestions about these events		
		#4: Bolster CHP infrastructure via acquisition of additional full-time and adjunctive personnel that support administration, scholarship, and COT needs of the College.	Recruit support of individual faculty	Documentation of need of designated personnel.	Appointment of Associate Deans for (1) Academic and (2) Clinical Affairs	Hiring of additional COT to support Ass. Dean and CHP at-large	Appointment of biomedical engineer		Next three academic years				CHP faculty	Acquisition of personnel accomplished		
			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	Individual programs meeting targets for utilization of adjunct personnel		

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		#5: Promote optimum and innovative relationships with community for clinical education of CHP students.	Programmatic examination of their clinical education models with suggestions provided for appropriate upgrades or changes.	No current College-wide initiatives	Explore clinical relationships of compatible institutions.	Investigate the potential for residency models of clinical education in appropriate Programs within CHP.	College-wide initiatives with MSU College of Human Medicine	Develop proposal that addresses issues related to clinical sites' reimbursement for student placements.								
	2c- The organization maintains effective systems for collecting, analyzing, and using organizational information.	Development of a thorough assessment strategy for student recruitment.	Update survey instrument administered to students every Fall	CHP Recruitment, Marketing & Image Building Committee effort (academic year 2005-2006)	Seek input from this committee on the current instrument	Implement changes to the instrument	Administer updated instrument		Next academic year				CHP Recruiter	1) Bi-annual review of instrument 2) Annual synthesis of data		
	2d- All levels of planning align with the organization's mission, thereby enhancing its capacity to fulfill that mission.	Insure that all CHP planning efforts are congruent with the College's and University's strategic plan.	Consensus approval of a CHP strategic plan by CHP faculty and Dean	Final draft of CHP 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 February, 2007 College faculty meeting.				February, 2007				CHP faculty and the Dean	Dean and Provost offices	None	None
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	Congruence each Program goals across all media.	Place all Program learning goals on individual Program web sites and brochures.	No College-wide on-going initiatives.	To ensure that learning goals are in place and are congruent with University catalogue.				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 the CLAS instrument	To send a copy of the CLAS instrument to the faculty for adoption at a faculty meeting.		To develop a teaching evaluation that is flexible enough to be used for various teaching methods (lecture, lab, problem-based learning, etc.)			Fall 07 to Winter 08				Faculty Council	A valid reliable, responsive teaching/learning assessment		
	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	To gather evidence that faculty have incorporated information given at trainings.			Fall 07	Associate Dean of Academic Affairs and FTLC	1) Annual survey of faculty and students in conjunction with University Academic Services 2) Qualitative analysis of survey		Dean and Program Directors	Course evaluations		
		#2: Increase faculty awareness of IT sessions applicable to enhancing the classroom environment	Establish regular IT presentations that will enhance classroom technology aptitude.	No College-wide on-going initiatives; IT provides regular seminars but not specific to needs of College faculty.		Announcements of sessions available			Winter 08	Dean and Program Directors.	Attendance of faculty at sessions	To survey students biannually regarding use of technology in teaching				

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	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	Program Directors and Clinical Coordinators	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	Next academic year.	Program Directors.	Student feedback via surveys related to faculty and learning resources.					
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 standing Faculty Development Committee	Compile information to assist faculty in successful movement through faculty contract renewal, tenure, and promotion processes.	Currently using cumbersome evaluation system through faculty activity reports and teaching evaluations. Need streamlined, equitable system.	Charge Faculty Council or current faculty development committee with creating and/or implementing new system that is agreeable to all faculty.	Benchmark against other schools to identify new faculty evaluation system.			4/1/2007: Present new system to CHP faculty for vote and use in academic year 2007-2008.	4/1/2007 Present findings to CHP faculty regarding other faculty evaluation systems.		Faculty Council and/or Faculty Development Committee	Feedback from faculty at the end of academic year and implementation of suggested changes in the next academic year.		Standard College Operating Funds.	
	4a.	Create faculty development opportunities related to teaching effectiveness.	Locate and disseminate information on opportunities for teaching development.	Currently done through Faculty Teaching and Learning Center.	In conjunction with Pew FTLC, create and maintain a resource center of materials faculty can use to enhance teaching.	Create and regularly distribute a synopsis of local and regional opportunities for teaching development.	Locate and distribute list of courses outside the university that address teaching development.		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.	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.	Reinforced and supported through classroom and student evaluation.	Pew FTLC grants and external grants.	
	4a.		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 (following dev. of working committee)	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	Faculty peer evaluations and classroom student evaluations and faculty feedback concerning system.	Reinforced and supported through classroom and student evaluation.	Pew FTLC grants.	

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	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.	Develop a standing Faculty Development Committee	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 (following dev. of working committee)	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	Faculty peer evaluations and classroom student evaluations and faculty feedback concerning system.	Reinforced and supported through classroom and student evaluation.	Pew FTLC grants.
	4b.	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 (following dev. of working committee)	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	Faculty peer evaluations and classroom student evaluations and faculty feedback concerning system.	Reinforced and supported through classroom and student evaluation.	Pew FTLC grants.
	4b.		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 (following dev. of working committee)	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	Faculty peer evaluations and classroom student evaluations and faculty feedback concerning system.	Reinforced and supported through classroom and student evaluation.	Pew FTLC grants.
	4b.	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.
	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.

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	4b.		Identify and develop faculty mentors and institute mentoring process to promote research and scholarship development.	Not currently being done.	Maintain a list of faculty who would be interested in being mentors and identify specialty areas such as Getting Published, Writing Research Grants, etc.	Develop a faculty mentoring workshop to train research and scholarship mentors.			Implement in next academic year and/or beyond.	Implement in next academic year and/or beyond.			Faculty Development Committee	Based on implementation.	Reinforced and supported through classroom and student evaluation.	Standard College Operating Funds and Pew FTLC grants.
	4c.	The organization assesses the usefulness of its curricula to students who will live and work in a global, diverse, and technological society.	Develop a standing Faculty Development Committee	Compile information to assist faculty in successful movement through faculty contract renewal, tenure, and promotion processes.	Currently using cumbersome evaluation system through faculty activity reports and teaching evaluations. Need streamlined, equitable system.	Charge Faculty Council or current personnel committee with creating and/or implementing new system that is agreeable to all faculty.	Benchmark against other schools to identify new faculty evaluation system.		Present new system to CHP faculty for vote and use in academic year 2006-2007	Start in this academic year and implement fully in next academic year (07-08).			Faculty Council and/or Personnel Committee	Feedback from faculty at the end of academic year and implementation of suggested changes in the next academic year.	Reinforced and supported through classroom and student evaluation.	Standard College Operating Funds.
	4c.	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.		Identify and develop faculty mentors and institute mentoring process to promote service development.	Not currently being done.	Set up training seminars for faculty who want to be mentors promoting service.	Develop a faculty mentoring workshop to train service mentors.			Implement in next academic year and/or beyond.	Implement in next academic year and/or beyond.			Faculty Development Committee	Based on consensus and faculty feedback.		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.
	4d.	The organization provides support to ensure that faculty, students, and staff acquire, discover, and apply knowledge responsibly.	Develop a standing Faculty Development Committee	Compile information to assist faculty in successful movement through faculty contract renewal, tenure, and promotion processes.	Currently using cumbersome evaluation system through faculty activity reports and teaching evaluations. Need streamlined, equitable system.	Charge Faculty Council or current personnel committee with creating and/or implementing new system that is agreeable to all faculty.	Benchmark against other schools to identify new faculty evaluation system.		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 Council and/or Personnel Committee	Feedback from faculty at the end of academic year and implementation of suggested changes in the next academic year.	Reinforced and supported through classroom and student evaluation.	Standard College Operating Funds.

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4d.	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.	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				Faculty Development Committee	Faculty consensus.	Reinforced and supported through classroom and student evaluation.	Pew FTLC grants, GVSU R&D grants, external grants.
4d.		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	Implement in next academic year and/or beyond.			Faculty Development Committee	Based on findings of survey and proposed definitions		Standard College Operating Funds.
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.
4d.		Identify and develop faculty mentors and institute mentoring process to promote research and scholarship development.	Not currently being done.	Maintain a list of faculty who would be interested in being mentors and identify specialty areas such as Getting Published, Writing Research Grants, etc.	Develop a faculty mentoring workshop to train research and scholarship mentors.			Implement in next academic year and/or beyond.	Implement in next academic year and/or beyond.			Faculty Development Committee	Based on implementation.	Reinforced and supported through classroom and student evaluation.	Standard College Operating Funds and Pew FTLC grants.
4d.	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.			Ongoing.	Implement in next academic year and/or beyond.			Faculty Development Committee	Based on definitions.		Pew FTLC grants, GVSU R&D grants, external grants.

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	4d.		Identify and develop faculty mentors and institute mentoring process to promote service development.	Not currently being done.	Maintain a list of faculty who would be interested in being mentors and identify specialty areas such as Getting Published, Writing Research Grants, etc.	Develop a faculty mentoring workshop to train research and scholarship mentors.			Implement in next academic year and/or beyond.	Implement in next academic year and/or beyond.			Faculty Development Committee	Based on implementation.	Reinforced and supported through classroom and student evaluation.	Standard College Operating Funds and Pew FTLC grants.
	4d.	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.
Criterion 5																
As called for by its mission, the organization identifies its constituencies and serves them in ways both value.	5a.	To respond to identified community needs.	Continue to respond to and deal with ongoing community needs	Community Partners Project Baxter Street Project (PA) David's House Grant Writing for area agencies Pro bono Project (PT) 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.		At the conclusion of the academic year.	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		
	5a	To demonstrate attention to the diversity of the constituencies it serves	Increase more bilingual opportunities	Spanish for Healthcare professionals in PA Rural and underserved programs with PA	Spanish for healthcare professionals as an elective option				Implement 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 CEUgranting programs	Develop guidelines regarding program co sponsorship/support for continuing education		Within 2 years	Within 2 years			KCON and CHS task force and continuing education office	Committee proposal and faculty discussion satisfaction survey		

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	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 retreats with Nursing	Establish directory of expertise	Establish blackboard site and/or email list	Investigate opportunities with MERC for education and research	Investigate opportunities for interdisciplinary projects	Within 3 months	Within 3 months			COT staff V.P. of Health	Satisfaction Survey		
		To connect students with external communities	Continue to do ongoing projects with community	Community Partners Clinical Rotations Relay for Life Internships Wheel or Run Safe Haven Thanksgiving Food Drive Special Olympics Ferguson Apartments Community	Maintain the extensive offering of clinical rotations, practicum and internships	Evaluate effectiveness of current accomplishments			Within 3 years	Ongoing			CHP Dean + Program Directors Academic clinical coordinators	Faculty discussion Outcomes Research Satisfaction Survey		
	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		Partnerships on floors 4 and 5 Kent 1SD	Monitor, share and continue to evaluate progress				Ongoing				CHP Programs	Employee/part input satisfaction Survey		
	5d: Internal and external constituencies value the services the organization provides.	To provide opportunities for external constituents to participate in the organization's activities . To make CHP facilities available for use by the community	Make Cook-DeVos Center available to Healthcare professionals	Professional Organizations meet on campus (MTRA, MOTA, MPTA) Community Organizations meet on campus	Continue to monitor effectiveness of Grand Rounds			Continue to encourage use of facilities by health care professionals	Ongoing				CHP task Force Associate Dean for Academic Affairs	Proposal		