

Action Area 1a: Access and Equity – Recruitment and Retention (faculty, staff, students)				
By 2015 Goals	Objectives	Strategies	Measures	Accountable Unit(s) P=Primary
Recruit, retain, and graduate a diverse student body	To achieve a more balanced ethnic composition of CHP programs that is representative of larger community in West Michigan	Determine current practices in the college	Collect information from each program on current strategies for recruiting, retaining, and graduating a diverse student body	CHP Student Services office
		Recruit from the following campuses: Grand Rapids Community College, Lansing Community College, and Muskegon Community College	Determine and increase current number of school visits  Increase number of admitted transfer students from these 'school visited' colleges	CHP faculty, staff, and administration; CHP Student Services office CHP faculty, staff, and administration; CHP Student Services office
		Work with schools in the Kent Intermediate School District to provide information about health profession programs in the college	Report on number of students from KISD who matriculate to GVSU	GVSU Admissions office, CHP Student Services office
		Build collaborative relationships with campus programs that interact with non-traditional and under-represented students (eg Office of Multicultural Affairs, TRIO Educational Support Program)	Work with OMA, TRIO, and other GVSU programs to develop a strong mentoring program for underrepresented students in the health professions	CHP Student Services office

		<p>Monitor support services and determine the gap between what is currently being done and what needs to be done to empower students to be academically successful within the Health Professions programs</p> <p>In-service COTs and student workers on each health profession program in order to better answer questions on phone calls from the public</p> <p>Develop brochure to Inform students of scholarship opportunities, which will include scholarships for underrepresented groups</p>	<p>Track students from underrepresented groups and identity barriers that prevent them from applying and matriculating into health professions programs</p> <p>Increase access to university support services to result in competitive applicants from underrepresented and non traditional student groups</p> <p>Complete one in-service per year</p> <p>Track number of minority students who receive scholarships earmarked for underrepresented populations</p>	<p>GVSU Registrar's Office, GVSU Institutional Analysis, CHP Student Services office, OMA</p> <p>CHP faculty, staff, and administration; CHP Student Services office</p> <p>CHP Student Services Office</p> <p>CHP faculty, staff, and administration; CHP Student Services office CHP faculty, staff, and administration; CHP Student Services office</p>
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<b>Action Area 1a: Access and Equity – Recruitment and Retention (faculty, staff, students)</b>				
Goals	Objectives	Strategies	Measures	Accountable Unit(s) P=Primary
Recruit, retain, and promote a diverse faculty	To increase recruitment of faculty with diverse backgrounds	Utilize annual affirmative action data re: availability of minorities and women	Collect data from Office of Inclusion and Equity	CHP faculty and administration & CHP Assessment and Inclusion Officer (AIO)
		Determine current practices in the college	Collect information from each program on current strategies for recruiting, retaining, and promoting a diverse faculty	CHP faculty and administration  CHP faculty search committees
		Examine the recruiting practices of other units and colleges within GVSU to learn proven strategies	Request data from Office of Inclusion and Equity	CHP Assessment and Inclusion Officer (AIO)
		Examine the recruiting practices of peer institutions to learn proven strategies	Develop a list of best practices from peer institutions	CHP Assessment and Inclusion Officer (AIO)
		Provide inclusion awareness training to current faculty	Documentation of faculty attendance at inclusion training	GVSU Office of Inclusion and Equity
		Infuse the concepts of inclusion and equity in the recruitment process	Increase number of CHP faculty and staff receiving Inclusion Advocate Training	
		Increase the number of faculty from under-	Recruitment processes will include inclusion and	Faculty search committees

		<p>represented populations hired by 2015</p> <p>Develop a strong tenure and promotion mentoring program in the college that includes attention to unique needs of underrepresented populations</p> <p>Access community and university resources</p> <p>Support university endeavors by posting positions in under represented populations' media</p> <p>Obtain resources necessary to achieve the above</p>	<p>equity concepts</p> <p>Maintain current faculty with diverse backgrounds</p> <p>Designate faculty members as mentors to underrepresented faculty</p> <p>Monitor rate of tenure and promotion in underrepresented faculty to ensure that it is equivalent to that of the college</p> <p>Identify community and university resources</p> <p>Obtain HR approval of recruitment plans</p> <p>Add a budget line in the 2011-12 college budget for recruitment and retention</p>	<p>CHP faculty and administration</p> <p>Faculty search committees</p> <p>CHP Dean</p>
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<b>Goals</b>	<b>Objectives</b>	<b>Strategies</b>	<b>Measures</b>	<b>Accountable Unit(s) P=Primary</b>
Recruit and retain a diverse staff	To achieve ethnic composition of CHP support staff that is representative of larger community in West Michigan	Examine the recruiting practices of other units and colleges within GVSU to learn proven strategies	Collect information from other units on current strategies for recruiting and retaining a diverse staff	CHP staff and administration
		Examine the recruiting practices of peer institutions to learn proven strategies	Request data from Office of Inclusion and Equity	CHP AIO
			Develop a list of best practices from peer institutions	CHP AIO
		Increase the number of staff from under-represented populations by 2015	Maintain current staff with diverse backgrounds  Increase the diversity of the staff applicant pool	CHP staff search committees
		Support university endeavors by posting positions in under represented populations' media	Obtain HR approval of recruitment plans	
		Support staff attendance at professional development programs that will enable them to develop skills for	Document staff attendance at COT professional development programs	CHP AIO

		<p>advancement</p> <p>Obtain resources necessary to achieve the above</p>	<p>Identify a line item to support recruitment and retention of diverse staff</p>	<p>CHP Dean</p>
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<b>Action Area 1b: Access and Equity – Policy/Administrative Initiatives</b>				
<b>Goals</b>	<b>Objectives</b>	<b>Strategies</b>	<b>Measures</b>	<b>Accountable Unit(s) P=Primary</b>
Integration of the Inclusion Plan into the CHP operational infrastructure by Winter 2012	To implement the plan as written	Provide Inclusion Plan to Faculty and Staff via email and mailbox	Present Inclusion Plan at Winter 2010 faculty meeting for discussion and approval	Inclusion Plan Committee, CHP Dean
		Assist PDs to develop specific goals and a timetable for the implementation of the Plan in the individual programs	Documentation of programs plans' for implementation of the Plan presented at the Fall 2010 faculty retreat	CHP faculty
		Continue to assess the progress of the CHP on the Inclusion Plan	Documentation of progress of the Inclusion Plan presented to faculty each semester	CHP AIO
		Invite a representative from the Office of inclusion and Equity and the Three Centers-One Vision office to speak at a college faculty retreat – with the support staff invited	Document annual inclusion presentations to CHP	CHP Dean's office
		Appoint a faculty member to serve as the assessment/inclusion officer (AIO) for the college	Put into place an assessment/inclusion person for academic year 2011-12	CHP AIO
			Review and edit current	

			assessment tools for addition of questions that measure our progress toward inclusion	CHP AIO
	To obtain funding/resources to implement the inclusion and equity plan	Request CHP annual budget to include funding for the IIP	Add a line item in CHP budget for development, implementation, and maintenance of college Inclusion Plan	CHP Dean
	To integrate inclusion and equity initiatives in the CHP Policy Manual	Review content of CHP policy manual	Update the CHP Policy Manual for 2011-2010 Academic Year to reflect IIP goals	CHP P&P committee



Action Area 2: Campus Climate				
Goals	Objectives	Strategies	Measures	Accountable Unit(s) P=Primary
Create a college environment that recognizes and values diversity	To implement strategies and procedures that support an all-inclusive/equitable environment	By Fall 2012, conduct a climate study of faculty, staff, and students using internal and external resources (refer to 1a/Faculty survey)	Use data from the study regarding the climate of the CHP to determine applicable action plans	CHP faculty, staff, and administration  CHP AIO/T Beck
	To revise the strategies and procedures as indicated by the results of the college climate study	Provide faculty and staff with current research on the importance and benefits of diversity	CHP Document(s) of strategies and procedures reflect or address the needs identified in the climate study	CHP AIO
	To support university endeavors to create an inclusive campus	Strongly encourage CHP faculty and staff to complete GVSU's Inclusion Advocate Program	Document faculty successful completion of Inclusion Advocacy Program	CHP AIO
		Examine the inclusion and equity practices of other units and colleges within GVSU to learn proven strategies	Create a CHP document that compares the equity practices of other units and colleges with that of CHP	CHP AIO
		Examine the inclusion and equity practices of peer institutions to learn proven strategies	Create a CHP document that compares the equity practices of peer institutions with that of CHP	CHP AIO
		Encourage a CHP faculty/staff member to serve on the GVSU Climate	Document CHP service on GVSU Climate Study Committee	CHP AIO

		Study Committee		
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<b>Action Area 3: Diversity in Curriculum/Co-Curriculum</b>				
<b>Goals</b>	<b>Objective</b>	<b>Strategies</b>	<b>Measures</b>	<b>Accountable Unit(s) P=Primary</b>
Graduate culturally competent students	To prepare students to be culturally aware health professionals	<p>Ensure students have opportunities to participate in clinical/volunteer work/ internships with diverse populations</p> <p>Assign a common reading focused on diversity in health care each fall semester for all students, faculty, and staff in CHP</p>	<p>Identify sites where students are working with underrepresented populations</p> <p>Schedule a CHP seminar and classroom discussion of common reading</p>	<p>CHP Faculty, staff, and administration</p> <p>CHP AIO</p> <p>CHP AIO</p>

Action Area 4a: Organizational Learning - Internal				
Goals	Objectives	Strategies	Measures	Accountable Unit(s) P=Primary
Create effective learning environments	To support and respect the diversity of students and the respective learning process	Educate faculty on student learning needs and styles	Encourage faculty attendance at FTLC events	CHP administration
	To increase more bilingual opportunities	Offer Spanish language lessons for healthcare professionals as an elective option	Identify course(s) offering Spanish for Healthcare professionals	CHP faculty

Action Area 4b: Organizational Learning – Community Outreach				
Goals	Objectives	Strategies	Measures	Accountable Unit(s) P = Primary
To enable effective connection with community	To offer more continuing education programs or advanced topic electives for community members, including practitioners	Develop policies and procedures with regard to GVSU sponsored continuing education (CE)	Track number of continuing education programs and/or community participants	CHP faculty, staff, and administration CHP AIO
	To improve interdisciplinary efforts and partnerships with community programs	Work with MERC to offer CEU granting programs	Identify GVSU/MERC sponsored CEU programs	CHP AIO
		Develop guidelines regarding program co-sponsorship/support for CE	Insert a policy in CHP faculty handbook regarding program co-sponsorship/support for CE (aligned with CHP strategic plan development of P&P committee)	CHP P&P committee
		Expand/create partnerships with KCON, Kent ISD, African American Institute on Health, Muskegon project, and 5 <sup>th</sup> Initiatives	Identify potential partners  Track cooperative activities with these organizations	CHP AIO
		Summer 2010, involve faculty and students in summer Health Camp for boys and minorities at CHS Provide access to those	Review final report on first annual Health Science Camp (S '09) to determine success	CHP AIO

		organizations that need community assistance	Track number of faculty/staff/students engaged in community volunteer service	CHP AIO
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