

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	<p>To achieve a more balanced ethnic composition of CHP programs that is representative of larger community in West Michigan</p> <p>Recruit from the following campuses: Grand Rapids Community College, Lansing Community College, and Muskegon Community College</p> <p>Work with schools in the Kent Intermediate School District to provide information about health profession programs in the college</p> <p>Build collaborative relationships with campus programs that interact with non-traditional and under-represented students (eg Office of Multicultural Affairs, TRIO Educational Support Program)</p>	<p>Determine current practices in the college</p> <p>Determine and increase current number of school visits</p> <p>Increase number of admitted transfer students from these 'school visited' colleges</p> <p>Report on number of students from KISD who matriculate to GVSU</p> <p>Work with OMA, TRIO, and other GVSU programs to develop a strong mentoring program for underrepresented students in the health professions</p>	<p>Collect information from each program on current strategies for recruiting, retaining, and graduating a diverse student body</p> <p>CHP faculty, staff, and administration; CHP Student Services office</p> <p>CHP faculty, staff, and administration; CHP Student Services office</p> <p>GVSU Admissions office, CHP Student Services office</p> <p>CHP Student Services office</p>	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 identify 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</p> <p>CHP faculty, staff, and administration; CHP Student Services office</p>
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Goals	Objectives	Strategies	Measures	Accountable Unit(s) P=Primary
Recruit, retain, and promote a diverse faculty	To increase recruitment of faculty with diverse backgrounds	<p>Utilize annual affirmative action data re: availability of minorities and women</p> <p>Determine current practices in the college</p> <p>Examine the recruiting practices of other units and colleges within GVSU to learn proven strategies</p> <p>Examine the recruiting practices of peer institutions to learn proven strategies</p> <p>Provide inclusion awareness training to current faculty</p> <p>Infuse the concepts of inclusion and equity in the recruitment process</p> <p>Increase the number of faculty from under-</p>	<p>Collect data from Office of Inclusion and Equity</p> <p>Collect information from each program on current strategies for recruiting, retaining, and promoting a diverse faculty</p> <p>Request data from Office of Inclusion and Equity</p> <p>Develop a list of best practices from peer institutions</p> <p>Documentation of faculty attendance at inclusion training</p> <p>Increase number of CHP faculty and staff receiving Inclusion Advocate Training</p> <p>Recruitment processes will include inclusion and</p>	<p>CHP faculty and administration & CHP Assessment and Inclusion Officer (AIO)</p> <p>CHP faculty and administration</p> <p>CHP faculty search committees</p> <p>CHP Assessment and Inclusion Officer (AIO)</p> <p>CHP Assessment and Inclusion Officer (AIO)</p> <p>GVSU Office of Inclusion and Equity</p> <p>Faculty search committees</p>

		<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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Action Area 1a: Access and Equity – Recruitment and Retention (faculty, staff, students)				
Goals	Objectives	Strategies	Measures	Accountable Unit(s) P=Primary
Recruit and retain a diverse staff	To achieve ethnic composition of CHP support staff that is representative of larger community in West Michigan	<p>Examine the recruiting practices of other units and colleges within GVSU to learn proven strategies</p> <p>Examine the recruiting practices of peer institutions to learn proven strategies</p> <p>Increase the number of staff from under-represented populations by 2015</p> <p>Support university endeavors by posting positions in under represented populations' media</p> <p>Support staff attendance at professional development programs that will enable them to develop skills for</p>	<p>Collect information from other units on current strategies for recruiting and retaining a diverse staff</p> <p>Request data from Office of Inclusion and Equity</p> <p>Develop a list of best practices from peer institutions</p> <p>Maintain current staff with diverse backgrounds</p> <p>Increase the diversity of the staff applicant pool</p> <p>Obtain HR approval of recruitment plans</p> <p>Document staff attendance at COT professional development programs</p>	<p>CHP staff and administration</p> <p>CHP AIO</p> <p>CHP AIO</p> <p>CHP staff search committees</p> <p>CHP AIO</p>

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

	<p>To obtain funding/resources to implement the inclusion and equity plan</p> <p>To integrate inclusion and equity initiatives in the CHP Policy Manual</p>	<p>Request CHP annual budget to include funding for the IIP</p> <p>Review content of CHP policy manual</p>	<p>assessment tools for addition of questions that measure our progress toward inclusion</p> <p>Add a line item in CHP budget for development, implementation, and maintenance of college Inclusion Plan</p> <p>Update the CHP Policy Manual for 2011-2010 Academic Year to reflect IIP goals</p>	<p>CHP AIO</p> <p>CHP Dean</p> <p>CHP P&P committee</p>
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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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Action Area 3: Diversity in Curriculum/Co-Curriculum				
Goals	Objective	Strategies	Measures	Accountable Unit(s) P=Primary
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	<p>To support and respect the diversity of students and the respective learning process</p> <p>To increase more bilingual opportunities</p>	<p>Educate faculty on student learning needs and styles</p> <p>Offer Spanish language lessons for healthcare professionals as an elective option</p>	<p>Encourage faculty attendance at FTLC events</p> <p>Identify course(s) offering Spanish for Healthcare professionals</p>	<p>CHP administration</p> <p>CHP faculty</p>

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

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