College of Health and Human Services
2016-2020 Strategic Plan Summary

VISIT WMICH.EDU/HHS TO VIEW THE COMPLETE CHHS STRATEGIC PLAN
Welcome.

I am pleased to share with you the College of Health and Human Services (CHHS) Strategic Plan Summary for 2016-2020. The CHHS Strategic Planning Coordinating Council created this framework by building on the previous college strategic plan and the work already being done, along with the University and Academic Affairs goals. Now, after many months of hard work, planning, and dedication, we have a document that will provide a roadmap into the exciting future that lies ahead. I would like to thank the planning committee and all who participated in this effort, and look forward to seeing CHHS continue to grow.

CHHS houses exemplary academic programs that are recognized throughout the nation. In this document, we honor that distinguished legacy, and reaffirm our commitment to transformative education, research, practice, and service. Our graduates distinguish themselves as competent professionals in the field because we remain on the cutting edge of our professions. With careful planning, we know we will create a better future for countless individuals, families, and communities.

Earlie M. Washington, Ph.D.
Dean,
College of Health and Human Services

We gratefully recognize the time and expertise of the following CHHS Strategic Planning Coordinating Council:

Sue Caulfield (Chair)
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Mary Lagerwey
Jill Svinicki
Carla Chase

Betty Dennis
Sara Clark
Jennifer Harrison

& All others who helped in the effort

College of Health and Human Services
Western Michigan University
CHHS Mission
To educate professionals to provide exemplary health care, rehabilitation and social services, to promote innovation and discovery and to build mutually enriching local and global partnerships.

CHHS Vision
To lead transformative education, practice and research in health and human services.

CHHS Values
• Learning and work environments that are healthy, intellectually stimulating, creative, inclusive and respectful of human diversity
• Professional and inter-professional education and practice that is person-centered and improves quality of life across the lifespan
• Active engagement of students and faculty in innovative and interdisciplinary research and scholarship that inform evidence-based practice
• Collaboration, critical thinking and compassion as integral to professional competence
• Leadership, professional socialization and service beyond the classroom
• Ethical practices and integrity in education, research and service
• Multimodal, technologically effective, integrative, experiential instruction
• Lifelong learning
• Global and community engagement
• Continuous improvement through assessment and evaluation
• Personal health and wellness, professional self-care and prevention of burnout

Who We Are ...
... Informed by

The GOLD Standard 2020 University Goals
1. Ensure a distinctive and supportive learning experience that fosters success
2. Promote innovative learning, discovery and service
3. Progress as a Carnegie-classified higher research doctoral university that advances new knowledge and value-added discovery
4. Promote a diverse, equitable and inclusive University culture to ensure social sustainability and accessibility
5. Advance economic and environmental sustainability practices and policies

Invest in GOLD Academic Affairs Goals
1. Ensure academic excellence and program distinction necessary for students to be highly successful in their lives and careers
2. Establish a robust graduate and undergraduate enrollment management plan that recruits, retains and graduates a diverse, outstanding student body consistent with a learner-centered, discovery-driven and globally engaged university
3. Produce outstanding research, creative works and intellectual property that enhances society and continues to position WMU as a Carnegie-classified Doctoral University: Higher Research Activity
4. WMU improves the greater community by applying the University’s knowledge, talents and energies through collaboration, service and outreach among stakeholders
Strategic planning in CHHS took its lead from the CHHS 2013-16 strategic plan, with a renewed focus on strategies that were action-based and outcome-based. Seeking clear and measurable outcomes based on the 2013-16 plan, and linked to university and Academic Affairs strategic plans, CHHS developed a flexible and ongoing entity that required a new structure. That structure is detailed on pages 4-5 and highlights the Strategic Planning Coordinating Council, a standing committee that formalizes planning and monitoring for CHHS. Furthermore, it is emphasized that the activities of strategic planning must take place within the respective departments/schools/units of the college and the standing committees will monitor alignment with the college strategic plan and evaluate progress.

**GOLD in ACTION**

**CHHS Goals**

1. Ensure academic excellence and program distinction necessary for students to be highly successful.

2. Establish learner-centered activities that will aid in recruiting, retaining and graduating a diverse, outstanding student body.

3. Increase research and creative endeavors that enhance society and continue to position WMU as a Carnegie higher research doctoral university.

4. Expand and deepen community and civic engagement efforts.

5. Affirm commitment to persistence, resilience, wellness and sustainability.

**Planning Process & Structure**

Strategic planning in CHHS took its lead from the CHHS 2013-16 strategic plan, with a renewed focus on strategies that were action-based and outcome-based. Seeking clear and measurable outcomes based on the 2013-16 plan, and linked to university and Academic Affairs strategic plans, CHHS developed a flexible and ongoing entity that required a new structure. That structure is detailed on pages 4-5 and highlights the Strategic Planning Coordinating Council, a standing committee that formalizes planning and monitoring for CHHS. Furthermore, it is emphasized that the activities of strategic planning must take place within the respective departments/schools/units of the college and the standing committees will monitor alignment with the college strategic plan and evaluate progress.
Strategic Planning at CHHS

CHHS Strategic Planning Coordinating Council (SPCC)

Committees/Councils a.) serve as a bridge between SPCC and depts/schools/units and b.) monitor and evaluate the goals of the strategic plan

Committee on Diversity and Inclusion
International Committee
Interprofessional Education Committee
Innovations in Teaching and Learning Committee
Field Program Coordinators Committee
Wellness and Sustainability Committee
Student Services Council
Curriculum Committee
Unified Clinics and Center for Disability Services

Role: Facilitates the SPCC
Appointment: Appointed by and serves at the pleasure of the dean

Member: Representatives from the nine committees/councils (to the right)

Committee/Council membership is open to faculty, staff and administrators of CHHS

Meetings: At least once per semester or as needed to update outcomes related to plan

Members serve staggered 2-year terms

Purpose: Works with the Coordinator to create and facilitate strategic planning

CHHS Chair, Strategic Planning

Chair, Strategic Planning

Role: Facilitates the SPCC

Appointment: Appointed by and serves at the pleasure of the dean
Strategic Planning at CHHS

Receive Guidance:
Committees/Councils listed below provide guidance on strategic goals and requested outcomes on a semester basis.

Report Outcomes:
Departments/Schools/Units report outcomes to the respective committee/council listed below.

Provide Feedback:
Departments/Schools/Units provide feedback on goals and outcomes to the respective committee/council listed below.

CHHS Departments, Schools and Units:
- Blindness and Low Vision Studies
- Interdisciplinary Health Sciences (Ph.D.)
- Bronson School of Nursing
- Occupational Therapy
- Physical Therapy
- Physician Assistant
- School of Interdisciplinary Health Programs
- School of Social Work
- Speech, Language, and Hearing Sciences
<table>
<thead>
<tr>
<th>CHHS Threads &amp; Details</th>
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<tbody>
<tr>
<td><strong>Healthy Environment</strong></td>
<td>Create learning &amp; work environments that are intellectually stimulating, inclusive, respectful of human diversity, foster student success, and promote wellness and sustainability</td>
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<td><strong>Interprofessional Education</strong></td>
<td>Ensure multi-modal professional and interprofessional education and practice that is person-centered, experiential and improves the quality of life across the lifespan</td>
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<td><strong>Research and Scholarship</strong></td>
<td>Actively engage students and faculty in innovative and interdisciplinary research and scholarship that is collaborative, compassionate and informs evidence-based practice</td>
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<td><strong>Community Engagement</strong></td>
<td>Encourage leadership, professional socialization, and service that engages the local and global community both in and beyond the classroom</td>
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<td><strong>Ethical Practices</strong></td>
<td>Provide continuous assessment and evaluation to ensure ethical practices and integrity in education, research, and service</td>
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**In CHHS we move more and waste less**

**In CHHS we think globally, and act locally**

**In CHHS we learn TOGETHER, research TOGETHER, and practice TOGETHER**
Academic Affairs Goal 1: Ensure academic excellence and program distinction necessary for students to be highly successful in their lives and careers

CHHS Goal 1: Ensure academic excellence and program distinction necessary for students to be highly successful

CHHS objectives for Goal #1:

- 1.1 Gain recognition of programs offered in the College of Health and Human Services
- 1.2 Increase interprofessional education (IPE) activities at the program and college level
- 1.3 Encourage that each program or department incorporate market analysis into program and curricular planning in order to stay both current and future focused
- 1.4 Increase knowledge of innovative approaches to teaching and learning
- 1.5 Coordinate student professional experiences in the community

CHHS programs are highly ranked and nationally recognized; it is imperative that we maintain and grow our reputation for excellence. By carrying out precise and measurable strategies, we will further position our programs among the most elite, top choice schools for allied health professions. Working effectively as a member of a team is crucial in health care—interprofessional activities ensure our graduates can work as a part of a team, all with the common goal of addressing complex issues with patient-centered care.

How it relates to CHHS Threads

Interprofessional Education is a top priority at CHHS, as it allows our students to share and grow knowledge, compare and question together, and prepares them for increasingly interdependent healthcare professions.

Community Engagement allows our students to learn from real experiences, deepening their education and insight.
How it relates to CHHS Threads

Emphasizing cultural awareness relates to Community Engagement and Health Environment. We are preparing students not just to serve but to be an integral part of the communities in which they work.

Each of the objectives under goal #2 specifically addresses innovative ways to recruit and retain a high caliber, diverse student body. CHHS leadership take a holistic approach to student support, with emphasis on excellence in academics as well as personal health and wellness. We uphold and maintain a positive record of diversity and inclusion, and create a culture of awareness so our students are prepared to meet the emerging needs of communities in our region and beyond.
WMU Pillar: Discovery Driven

Academic Affairs Goal 3: Produce outstanding research, creative works, and intellectual property that enhances society and continues to position WMU as a Carnegie-classified Doctoral University:
Higher Research Activity

CHHS Goal 3: Increase research and creative endeavors that enhance society and continue to position WMU as a Carnegie higher research doctoral university

CHHS objectives Goal #3:

- 3.1 Develop and deepen interprofessional research courses at the undergraduate level
- 3.2 Foster evidence-based strategies to support adults with dementia or other issues of aging
- 3.3 Invest in the major research foci of faculty in CHHS and develop collaborative research communities to increase engagement in interdisciplinary research opportunities
- 3.4 Increase student participation in research and creative activities through undergraduate opportunities, Honors theses and Master’s theses

Scholarly activity and research productivity are essential components of excellence at CHHS. Goal 3 allows us to strategically align new and existing resources to maximize competitiveness in this arena while consistently adding to the body of knowledge in each profession. Discovery and creativity, along with interprofessional, evidence-based practices, are crucial components of our ongoing plans.

How it relates to CHHS Threads

Investing in Research and Scholarship and ensuring we recruit and retain faculty with strong research portfolios are vital priorities for WMU and CHHS. The importance of Interprofessional Education goes hand in hand with our prestigious research identity, as it keeps us on the forefront of the evolving health care landscape.
CHHS objectives for Goal #4:

- 4.1 Increase participation of faculty and students, expand services for older adults, and expand college programs and services aligned with the positive aging agenda
- 4.2 Provide opportunities for students to be fully engaged in the life of the college and university, thereby enhancing the community connection of our students, faculty and staff
- 4.3 Increase numbers of CHHS students participating in study abroad experiences, especially those sponsored by CHHS
- 4.4 Collaborate with the International Education Council (IEC) to develop specific plans for globalization of curricula
- 4.5 Track community services engagement on an ongoing basis, including service learning and required internships, clinicals and placements

Students at CHHS provide thousands of hours of health care service to the community. We continue to enhance existing and new strategic partnerships to expose our graduates to a variety of health and human service needs. In addition, we offer many opportunities for our students to enrich their cultural experience by studying abroad, as well as participating in diversity and inclusion activities.

How it relates to CHHS Threads

Community Engagement is vital to the education of our graduates, and well beyond that into their professional careers. We continue to strengthen ties to communities regionally and internationally, and provide a wide array of opportunities for our students to cultivate connections.
Further Objectives and Goals

CHHS Goal 5: Affirm commitment to persistence, resilience, wellness and sustainability

CHHS objectives:

- 5.1 Increase learning opportunities, professional development, and meaningful collaboration for staff and faculty across the college
- 5.2 Transition to electronic systems of information sharing
- 5.3 Decrease use of consumable products in the college
- 5.4 Increase physical movement and health promotion practices of college constituencies
- 5.5 Increase engagement of faculty and staff with the governance structure of the College of Health and Human Services

How it relates to CHHS Threads
Enhancing and creating a Healthy Environment is an essential part of the CHHS experience. Understanding sustainability as a part of a greater responsibility to community also emphasizes Ethical Practices and Community Engagement.

Health and health care are directly impacted by where we live and how we maintain our environment. CHHS is committed to instilling values of sustainability, personal wellness, and community awareness in our graduates. Students are encouraged to take care of the environment and physical space around them, while also looking inward to maintain a healthy body and mind – all essential ingredients to transformative health care.