

## CHHS Strategic Planning, 2016-20

WMU Pillars	Learner Centered		Discovery Driven	Globally Engaged		
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		
CHHS Goals	1. Ensure academic excellence and program distinction necessary for students to be highly successful in their lives and careers	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	
CHHS Threads	Healthy Environment	Interprofessional Education	Research & Scholarship	Community Engagement	Ethical Practices	
Explanation of CHHS Threads	Create learning and work environments that are intellectually stimulating, inclusive, respectful of	Ensure multi-modal professional and inter-professional education and practice that is person-centered, experiential and improves quality of	Actively engage students and faculty in innovative and interdisciplinary research and scholarship that is collaborative, compassionate and	Encourage leadership, professional socialization, and service that engages the local and global	Ensure a culture of ethical practice in education, research, and service	

	human diversity, foster student success, and promote wellness and sustainability	life across the lifespan	inform evidence-based practice	community both in and beyond the classroom	
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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

WMU Pillar: Learner-Centered				
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				
Objective 1.1 Gain recognition of programs offered in the College of Health and Human Services				
<i>Threads: Healthy Environment, Research and Scholarship, Interprofessional Education</i>				
Strategy 1.1.1 Centralized location (can be electronic) that lists all programs in the college and notes Points of Pride (e.g., Fulbright scholars, WMU Presidential Scholars, Medallion awardees, and national rankings where applicable). It will be updated annually.	Strategy 1.1.2 Highlight each department/school in terms of alumni recognition, annually	Strategy 1.1.3 On an annual basis, each program reports on graduation rates, placement rates and exceptional placements, disseminated to internal and external stakeholders	Strategy 1.1.4 Unit bulletin boards and web pages will be updated on a regular basis	
Objective 1.2. Increase interprofessional education (IPE) activities at the program and college level				
<i>Threads: Interprofessional Education</i>				
Strategy 1.2.1 Develop co-curricular IPE activities suitable for W Signature designation at both undergraduate and	Strategy 1.2.2 Facilitate development of one credit hour sections of IPE 3800/6800 with	Strategy 1.2.3 Develop specific courses for the wider college audience that can be accessed by a variety of programs and thus interdisciplinary in nature; e.g., an undergraduate research course and a	Strategy 1.2.4 Increase visibility and access to information about college IPE events and activities through website redesign and program	Links with objectives 3.1 and 4.3

graduate levels	faculty/ programs	graduate cultural competency course	publicity/marketing to students	
Objective 1.3. Each program incorporates market analysis into curricular planning and program development in order to stay both current and future focused				
<i>Threads: Community Engagement; Ethical Practices</i>				
Strategy 1.3.1 For each program, certificate, or major, incorporate an additional request for data on career paths, including likely compensation rates and demand trends at least regionally to be included in market analysis			Strategy 1.3.2 Include market analysis for all new and expanded program proposals.	
Objective 1.4. Increase knowledge of innovative approaches to teaching and learning				
<i>Threads: Healthy Environment</i>				
Strategy 1.4.1 Conduct one faculty-led CHHS Scholarship of Teaching and Learning (SoTL) project, based on faculty interests and including at least one student researcher, to be submitted for research compliance review by end of fall 2019	Strategy 1.4.2 Each program is to identify one teaching strategy or learning activity to be highlighted in CHHS T&L materials starting in September 2018	Strategy 1.4.3 Two faculty members from CHHS will be invited to serve as experts on teaching and learning strategies (e.g. simulations, cultural competency) for a two-year term, acting as a resource to CHHS instructors beginning in Fall of 2018.	Strategy 1.4.4 CHHS will be represented annually at a campus-wide teaching and learning event starting in the 2017-18 school year	Strategy 1.4.5 Hire a faculty/staff person to handle simulations, Anatomage table, and other technology for teaching and learning
Objective 1.5 Coordinate student professional experiences in the community				
<i>Threads: Interprofessional Education</i>				
Strategy 1.5.1 Coordinate field placements, clinical placements or internships between departments to assure partnerships with field sites are collaborative and efficient (ongoing)			Strategy 1.5.2 Actively pursue field opportunities for interprofessional exposure for our students (ongoing)	
WMU Pillar: Learner-Centered				
Academic Affairs Goal 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				
CHHS Goal 2: Establish learner-centered activities that will aid in recruiting, retaining and graduating a diverse, outstanding student body				
Objective 2.1. Provide innovative and comprehensive student success supports to be responsive to goals of students, fostering				

persistence in their academic and career aspirations.					
<i>Threads: Healthy environment; ethical practices</i>					
Strategy 2.1.1 Implement the Plan It 4-Ward planning tool for students to focus on their four-dimensions of success: academic, career, engagement, and financial	Strategy 2.1.2 Encourage students to meet with their academic advisor at least once each semester	Strategy 2.1.3 Implement proactive student success interventions e.g. peer coaching relationships	Strategy 2.1.4 Students who are in academic jeopardy participate in the CHHS Academic Recovery course	Strategy 2.1.5 Define and establish the professional conduct culture of CHHS and work proactively to support students to assimilate into that culture	Strategy 2.1.6 In collaboration with Career & Student Employment Services, schedule career development specialist to meet once each semester with students in one identified course per program
Objective 2.2. CHHS Standing Committees will work collaboratively with CHHS departments and develop appropriate infrastructure so that students, faculty, and staff develop an appreciation for and understanding of the benefits of diverse, inclusive, and cross-cultural perspectives.					
<i>Threads: Healthy Environment, Community Engagement</i>					
Strategy 2.2.1 Each college unit will have a faculty or staff representative on CDI , along with at least one student representative from CHHS	Strategy 2.2.2 Guidelines will be disseminated on WMU resources available for concerns related to diversity and inclusion; to be accomplished by end of spring 2018 semester	Strategy 2.2.3 CDI will examine and provide best practices in diversity efforts for the college through a Brown Bag series and the Diversity Toolkit	Strategy 2.2.4 Information materials will be produced and disseminated by the end of spring 2017 on rooms in the college available for reflection and/or lactation	Strategy 2.2.5 Through CDI, CHHS will host a biennial interprofessional conference	Strategy 2.2.6 Each unit will produce a progress report on their diversity efforts every 2 years
Objective 2.3 Lead efforts that develop a nurturing culture that encourages the holistic development of our students to become successful, contributing members of society.					
<i>Threads: Healthy environment; interprofessional education; research and scholarship; community engagement; ethical practices</i>					
Strategy 2.3.1 Offer dialogue opportunities on	Strategy 2.3.2 Each department	Strategy 2.3.3 Develop and	Strategy 2.3.4 Raise awareness of service events	Links with objectives	

topics of current significance in the health and human services area (i.e., Common Read)	provides evidence of engaging students in research projects at both the graduate and undergraduate level	offer at least one college-wide volunteer project once each academic year	offered by individual CHHS departments/schools and encourage participation	2.2, 3.1, 4.2 and 4.3
Objective 2.4. Each program or department will actively enhance its appreciation for and understanding of the benefits of diverse, inclusive, and cross-cultural perspectives.				
<i>Threads: Healthy Environment</i>				
Strategy 2.4.1. Develop brown-bags or other events to share diverse disciplinary or cross-cultural perspectives in health and human services	Strategy 2.4.2 Incorporate international and cross-cultural student, staff, and faculty presentations into the existing biennial Conference on Diversity and Inclusion	Strategy 2.4.3. Develop at least one visual or art presentation that students can contribute to designed to highlight diversity and global perspective of health and human services – annually beginning in 2017-18	Strategy 2.4.4 Annually highlight student reports on study aboard experiences	Links with objectives 2.2, 2.3 and 2.4
<b>WMU Pillar: Discovery driven</b>				
<b>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</b>				
<b>CHHS Goal 3: Increase research and creative endeavors that enhance society and continue to position WMU as a Carnegie higher research doctoral university</b>				
CHHS Objective 3.1. Where applicable, programs will develop and evaluate one interprofessional research course at the undergraduate level				
<i>Threads: Interprofessional Education, Research and Scholarship</i>				
Strategy 3.1.1 Pilot a cross-listed undergraduate research course between at least two departments for 1 year and include interprofessional metrics in ICES course evaluation (to be done no later than AY 17-18).	Strategy 3.1.2 Analyze pilot course data and report to CHHS Dean and Directors to seek buy-in for interprofessional course development (to be done by December 2017).	Strategy 3.1.3 Incorporate undergraduate research projects in poster portion of Interprofessional Expo annually, beginning 2017.	Strategy 3.1.4 By spring 2018, pilot a college-wide research day	
Objective 3.2 Fostering evidence based strategies to advance research to support practice				
<i>Threads: Community Engagement</i>				

Strategy 3.2.1 Develop strategies for caregivers based on the best practices identified by students and faculty (pilot at Senior Day Services)	Strategy 3.2.2 Develop training for student learners based on the evidence.	Strategy 3.2.3 Establish a formal University student practicum site at the Senior Day Services	Links with objective 4.1
Objective 3.3 In collaboration with departments identify major research foci of faculty in CHHS and develop collaborative research communities to increase engagement in interdisciplinary research opportunities.			
<i>Threads: Interprofessional Education, Research and Scholarship</i>			
Strategy 3.3.1 Chairs/directors identify research clusters with input from their faculty by end 2016	Strategy 3.3.2 Research area on website redesigned to reflect clusters and faculty list of research foci areas developed and posted by spring 2018	Strategy 3.3.3 Identify faculty invested in collaborative research communities, with first meetings in spring 2018	Strategy 3.3.4 Elevate and promote research culture through establishing Research Spotlights or CHHS Research Shorts lunch program (AY 2017-18)
Objective 3.4 Increase student participation in research and creative activities through undergraduate opportunities, Honors theses, and Master's theses.			
<i>Threads: Research and Scholarship</i>			
Strategy 3.4.1 Programs will identify opportunities for undergraduate research, through courses or faculty coordinators by spring 2018	Strategy 3.4.2 Support faculty mentors to help students complete Honors College theses in their program discipline beginning fall 2017, increasing percentage of CHHS students completing honors thesis	Strategy 3.4.3 Annually highlight student Master's thesis research and provide opportunities for presentation	Strategy 3.4.4 Increase number of CHHS students in the Lee Honors College
WMU Pillar: Globally Engaged			
Academic Affairs Goal 4: WMU improves the greater community by applying the University's knowledge, talents and energies through collaboration, service and outreach among stakeholders			
CHHS Goal 4: Expand and deepen community and civic engagement efforts			
Objective 4.1 Increase participation of faculty and students through collaboration, service and outreach among stakeholders			
<i>Threads: Community Engagement</i>			
Strategy 4.1.1	Strategy 4.1.2	Strategy 4.1.3	

<p>Pilot: Center for Disability Services and Unified Clinics will meet with representatives from CHHS units to explore opportunities for increasing students' community engagement through service learning, practica, internships, and rotations</p>	<p>Develop an interprofessional consultation team to seek and apply for national funding for best practice models for older adults</p>	<p>Develop additional field placement opportunities with a targeted focus on interprofessional practice and research with older adults</p>	
<p>Objective 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</p>			
<p><i>Threads: Healthy environment; community engagement</i></p>			
<p>Strategy 4.2.1 Publicize information about CHHS Registered Student Organizations (RSOs) and encourage students to participate in at least one RSO related to their discipline of study or other area of interest</p>	<p>Strategy 4.2.2 Develop the CHHS Student Ambassador program.</p>	<p>Strategy 4.2.3 Centralize publicity of events and activities of interest to the entire college</p>	<p>Strategy 4.2.4 Develop college wide opportunities for students to participate in Western's Signature Program.</p>
<p>Objective 4.3. Increase numbers of CHHS students participating in study abroad experiences, especially those sponsored by CHHS</p>			
<p><i>Threads: Community Engagement</i></p>			
<p>Strategy 4.3.1 Create and maintain college-level financial support for study abroad for students from all CHHS programs, to supplement what is available through HIGE</p>	<p>Strategy 4.3.2 Integrate study abroad and second language learning into students' program of study (e.g., Degree Works, general education recommendations)</p>		<p>Strategy 4.3.3 Market study abroad through CHHS as interdisciplinary and interprofessional experiences</p>
<p>Objective 4.4. Collaborate with the International Education Council (IEC) to develop specific plans for globalization of curricula throughout CHHS</p>			
<p><i>Threads: Community Engagement</i></p>			
<p>Strategy 4.4.1 CHHS will apply for a Global Engagement Incentive or Collaborative Award</p>	<p>Strategy 4.4.2 Explore CHHS courses to meet the requirements of general education</p>	<p>Strategy 4.4.3 Seek approval for study abroad courses to be considered as general education</p>	
<p>Objective 4.5 Track community service engagement on an ongoing basis, including service learning and required internships, clinicals, and placements</p>			
<p><i>Threads: Community Engagement</i></p>			
<p>Strategy 4.5.1</p>			

Create a dashboard that reflects what the college is doing in terms of IPE, International, community, civic and professional internships				
This last table reflects objectives and strategies that do not align with specific goals/objectives of the WMU or Academic Affairs Strategic Plans. However, these objectives and strategies are of key importance to the College of Health and Human Services.				
CHHS Goal 5: Affirm commitment to persistence, resilience, wellness and sustainability				
Objective 5.1 Increase learning opportunities, professional development, and meaningful collaboration for staff and faculty across the college				
<i>Threads: Healthy Environment</i>				
Strategy 5.1.1 Provide regular opportunities for social interaction across CHHS	Strategy 5.1.2 Provide opportunities for professional development for administrative staff on topics of interest to administrative staff	Strategy 5.1.3 Provide regular meetings of faculty organized around research opportunities and collaboration	Strategy 5.1.4 Provide year-around meetings for faculty on preparing for tenure and promotion	Strategy 5.1.5 Provide opportunities for faculty learning communities on topics of interest to college faculty
Objective 5.2 Transition to electronic systems of information sharing				
<i>Threads: Healthy Environment, Ethical Practices</i>				
Strategy 5.2.1 In fall 2016, have all members of CHHS departments submit course changes through electronic system	Strategy 5.2.2 Starting fall 2016, have all routing and approval of course changes completed through electronic system	Strategy 5.2.3 Serve as a pilot site for development of new electronic systems at WMU		
Objective 5.3 Decrease use of consumable products in the college				
<i>Threads: Healthy Environment</i>				
Strategy 5.3.1 Each program will document the amount of paper (in reams) they purchase during the fall 2017 semester and	Strategy 5.3.2 Units will complete an inventory of what processes they have that are completely online and what processes they have that	Strategy 5.3.3 Each program will designate a battery recycling area and display battery recycling	Strategy 5.3.4 Collaborate with Dining Services on Bella Vita Café use of clam shell containers and	Strategy 5.3.5 New educational materials regarding what can be recycled will be developed and posted around CHHS by end of



develop a plan to reduce paper usage during the spring 2018 semester	require paper processing. This will be done by end of spring 2018 semester	information as developed by the Wellness and Sustainability committee.	paper plates	spring 2018 semester
<b>Objective 5.4 Increase physical movement and health promotion practices of college constituencies</b>				
<i>Threads: Healthy Environment</i>				
Strategy 5.4.1 Each unit will create programs or activities to encourage movement by unit staff during the work day	Strategy 5.4.2 Each unit will develop or increase strategies to support employee engagement in healthy activities	Strategy 5.4.3 The Take A Break committee will offer at least two weekly offerings throughout the fall and spring semester, available to staff and faculty and all Take A Break activities will log the number of participants and forward that log to the Wellness and Sustainability committee	Strategy 5.4.4 The college will provide student-oriented Take A Break activities	Strategy 5.4.5 New educational materials regarding the benefits of physical activity will be developed and posted around CHHS by end of spring 2018 semester (e.g., Tips on calories per flight of stairs, energy use of elevator, fitbit groups)
<b>Objective 5.5 Increase clarity of and engagement with the governance structure of the College of Health and Human Services</b>				
<i>Threads: Healthy Environment</i>				
Strategy 5.5.1 By December 2017, inform college of college standing committees in terms of structure, charge and membership	Strategy 5.5.2 Simulation committee to collaborate with IPE committee to develop interprofessional opportunities and identify faculty champions			