COLLEGE OF HEALTH SCIENCES
2010-2015 STRATEGIC PLAN
MISSION
To enrich the health and well-being of people in Wisconsin and the world through innovative research, outstanding education and exceptional service, and to inspire others to carry out this work.

VISION
To become the leading urban health sciences college where a diversity of students, scientists and professionals combine learning, discovery and technology to improve the health and well-being of our communities.

VALUES
The Mission and Vision of the College of Health Sciences are guided by a commitment to the following values:

*Integrity* in all that we do
*Collaboration* to achieve *Excellence*
*Diversity* of thought, perspective and culture
*Accessibility* to promote optimal engagement
In the summer of 2010, a group of College of Health Sciences’ faculty, staff and Advisory Board members met to create a new road map for the College’s future. We sought to renew the purpose of the College and to clarify our role as educators, researchers and community development partners.

The effort culminated in this document which begins with a collective vision to become THE leading health sciences college. To achieve this goal, we have refined our mission and vision, and identified five comprehensive strategic initiatives that we will pursue diligently in the foreseeable future. Driven by our new set of core values, we will offer outstanding education, perform innovative research that improves the health and well-being of people everywhere and offer exceptional levels of service to all constituencies.

We recognize that a Strategic Plan is only as good as the commitment of all stakeholders to vigorously implement the strategic initiatives. Therefore, we invite you to join us in this important work and to share in the excitement of growing Wisconsin’s largest and foremost College of Health Sciences.

CHUKUKA S. ENWEMEKA, Ph.D., FACSM
Professor and Dean
STRATEGIC INITIATIVE ONE:  
STUDENT SUCCESS  
Create an inclusive & supportive environment for learning.

OBJECTIVES

1: Enhance learning experiences to promote academic success.
   • Create opportunities for students to engage in high impact practices (e.g., Service Learning, Research, Honors Program, Living Learning Community, First year seminars).
   • Participate in campus-wide efforts to promote learning.

2: Foster student accountability for their education.
   • Provide opportunities for self-evaluation and reflection on learning by introducing e-portfolios.
   • Include students in educational program development and evaluation.

3: Recruit and retain a diverse body of suitably qualified students.
   • Publicize and aggressively market our programs campus wide and in various segments of the community.
   • Explore opportunities for international student recruitment and engagement.
   • Offer programs that promote the success of high-risk students.
   • Expand and enhance CHS initiatives for targeted populations
   • Promote a welcoming and conducive academic environment.
   • Foster success of high-achieving students.
   • Increase the number of funded scholarships and fellowships to support students.

KEY INDICATORS: STUDENT SUCCESS

1. Increase in the number of graduates employed or admitted for further studies.
2. Improved retention of CHS students.
3. Increase in the number of students achieving/completing the undergraduate degree within 6 years.
4. Increase in the number of graduates from underrepresented groups.
STRATEGIC INITIATIVE TWO: STRONG ACADEMIC PROGRAMS

Strengthen and develop graduate and undergraduate programs that address the health needs of Wisconsin and the larger society through pre-professional, professional and research curricula.

OBJECTIVES

1: Continually evaluate and improve the quality of instruction.
   • Ensure that each department routinely provides course evaluation opportunities for each class, and implements policies for peer review of teaching.
   • Develop and implement Course Materials, Evaluation and Feedback as a teaching quality assurance measure.
   • Convert all paper end-of-course evaluations to electronic Qualtrics model (reduces cost of paper and transcription, improves timeliness, allows customizable output).
   • Standardize end-of-course evaluations across the College for consistency.
   • Develop a learner-centered model for instruction.
   • Explore and pilot innovative models of course and program delivery.

2: Enhance curriculum delivery by incorporating and maintaining state-of-the-art technology to support student learning and faculty teaching.
   • Support and expand the use of classroom technologies in College courses, including laboratories and eLearning.
   • Maintain state-of-the-science technology as appropriate to each CHS discipline.
   • Develop policies regarding technology requirements for students, to include standard requirements and Universal Design principles.

3: Develop new programs and strengthen and expand current programs to meet identified or emerging needs in health and wellness.
   • Survey academic departments and programs for current growth initiatives and future plans.
   • Create a plan for program expansion and/or new programs.
   • Explore, identify and/or provide resources needed to implement the proposed programs or expansion.
   • Following the survey and plan, develop and implement programs.
   • Review campus priorities and initiatives to ensure alignment with CHS programs and curricula.
   • Monitor educational and professional trends for new directions and needs, and revise the plan of curricular initiatives as necessary.
   • Secure campus General Education Requirement (GER) designation for appropriate courses, including CHS/HMS/HCA/OST/BMS 245.
   • Monitor and contribute to current campus-level discussions on the new GER Initiative.
   • Appoint a committee to explore the possibility of creating a certificate program in health and wellness.
   • Explore the possibility of revising Sports and Recreation courses (1 credit) to include health, wellness and nutrition topics.
STRATEGIC INITIATIVE TWO: continued

STRENGTH ACADEMIC PROGRAMS

4: Expand the reach and influence of the College through eLearning initiatives.
   • Assess eLearning plan for effectiveness.
   • Identify strategic growth opportunities for eLearning.
   • Support faculty/staff needs for conversion/development of eLearning courses and degrees.
   • Develop support modules and consistent requirements for inclusion in all eLearning courses.
   • Develop a protocol for oversight and evaluation of all eLearning courses.
   • Maximize campus and UW System resources for technology development and implementation, including e-portfolio, webinar, lecture capture and LMS.
   • Expand social media implementations as a means of increasing student engagement and retention in online learning.
   • Increase the number of successful eLearning courses and associated enrollment.

5: Offer experiential learning opportunities that include oral and written professional communication, health and wellness, ethics, problem-based learning, service learning and evidence-based practice.
   • Review existing CHS Core Knowledge Matrix for current status.
   • Revise existing CHS Core Knowledge Matrix to include the elements mentioned in this objective.

6: Inculcate Universal Design strategies in curricula and course offerings.
   • Identify a departmental representative for Universal Design and arrange for information-sharing opportunities.
   • Create a protocol and strategy for Universal Design in Teaching.

KEY INDICATORS: STRONG ACADEMIC PROGRAMS

1. Stronger applicant pool to the College, and an increase in the percent of accepted students who matriculate (increased yield rate).
2. New programs implemented that meet community needs.
3. Improved national ranking of all programs.
OBJECTIVES

1: Promote excellence in research.
   - Implement the flexible workload model to foster faculty research and scholarly activities.
   - Recruit one or two well-established high-level faculty to promote research activities in strategically identified fields within the College.
   - Create Principal Investigator research teams to discuss and plan major fundable research initiatives.
   - Hire a grant writer/editor to support external grant initiatives.
   - Develop a CHS Research Forum to promote interactive faculty and student research and scholarship.
   - Develop a College-wide seminar series for graduate students.
   - Revise grant reporting system to better reflect funded research collaborations.
   - Further develop Spring and Fall Research Symposia to highlight student and faculty research.
   - Develop a lecture series to include eminent scientists.
   - Hire a biostatistician to support research, coordinate statistical expertise and increase biostatistical and methodological support for CHS researchers.

2: Increase the visibility of faculty, staff and student research to the community outside of the College.
   - Improve communication with the press to promote faculty research and scholarship.
   - Recruit faculty with nationally- and internationally-known research programs.
   - Update and improve web pages to better reflect current research.

3: Improve research infrastructure support (research related facilities, services, equipment and technology).
   - Create an administrative structure that supports faculty research (e.g., research-related professional development, grant proposal writing, grant proposal mentoring).
   - Hire additional staff to improve administrative support for pre- and post-award support of funded research.
   - Secure additional space with the appropriate infrastructure to effectively support research.
   - Enhance access to technology for lab- and community-based research, either by acquisition or by collaborating with other institutions or entities in the community.
4: Promote the recruitment and retention of faculty, staff and graduate students with research promise.

- Develop strategies to actively pursue promising faculty candidates (e.g., include flexible timelines to allow for active ongoing recruitment of prominent faculty).
- Develop a Pre/Post-Doctoral research training program
- Increase funding for Master’s, Ph.D. and Post-Doctoral students.

5: Achieve significant volumes of high-quality research.

- See the preceding items as they lead to the awarding of grants, publications and other research products.

KEY INDICATORS: EXCELLENCE IN RESEARCH AND SCHOLARSHIP

1. Increase in the total amount of grants and research expenditures.
2. Increase in the number of faculty, staff and students (Master’s, Ph.D. and Post-Doctoral) who are engaged in research.
3. Increase in the number and quality of publications that are authored/co-authored by faculty, staff and students.
STRATEGIC INITIATIVE FOUR: EXPANDED PARTNERHIPS
Maintain and enhance productive partnerships and community presence.

OBJECTIVES

1: Develop new partners and partnerships to expand the mission of CHS.
   • Appoint Dean’s Task Force for partnership development.
   • Create a Comprehensive Partnership Plan by identifying specific high-impact strategic partnerships.
   • Create an infrastructure for MOUs, etc.

2: Review partnerships to assess relevance and currency.
   • Create Centralized Coordination Unit (activities to include: develop and maintain catalog, draft and secure MOUs, provide financial support, create externship agreements, etc.; .5 - 1.0 FTE).
   • Define/create criteria of productive partnerships.
     For example: Purpose (service learning/placements, research, product development, patents, Intellectual Property) Types (institution, individual, corporate, academic, foundation, etc.) and Reach (University, local, state, national, international).
   • Assess value of current partnerships (to be determined).
     For example: Assess impact of partnership (number of students, mentorships, projects, jobs, etc.) and assess return on investment (financial, added-value, co-authorships, etc.).
   • Retain and strengthen relevant current partnerships.

3: Identify mechanisms to facilitate partnership building.
   • Identify individuals with accountability in partnership building.
   • Facilitate competitive and strategic partner collaborations through faculty and staff in the UW System- or University-wide partnership programs (e.g., endowed Chair, Wisconsin Distinguished Professorship, etc.).
   • Establish CHS-industry partnerships that are mutually beneficial.

KEY INDICATORS: EXPANDED PARTNERHIPS

1. Increase in the number of synergistic partnerships (e.g., placement, common goals/mission and geographic locations).

2. Increase in private foundation/corporate funds for research centers and clinics, and also for an endowed chair.

3. Improved visibility of the College evidenced by local, regional and national press with more articles about activities, research, etc. published.
STRATEGIC INITIATIVE FIVE:
HIGH-QUALITY OPERATIONS
Provide stable, reliable and high quality business, technology and human resource operations to advance the strategic initiatives.

OBJECTIVES

A. HUMAN RESOURCES - RECRUITMENT/DEVELOPMENT OBJECTIVES

1: Promote a healthy mix of faculty/staff expertise/skill sets.
   • Emphasize the nature of flexible workload policies for faculty, academic and administrative staff to meet the needs and expectations of each position.
   • Expand options for virtual workspace for faculty and staff.
   • Provide faculty/staff development programs to meet the needs of the College.
   • Assess staffing needs to determine optimal mix of faculty/staff expertise skill sets.

2: Create a climate conducive to faculty/staff’s professional growth and knowledge.
   • Develop clearly defined entry and exit procedures for incoming and exiting faculty/staff, and monitor for continued operations improvements.
   • Develop a professional development pool of funding to be made available for faculty and staff professional development.
   • Identify College-wide learning needs for specialized training and operations support.

3: Maintain an accessible infrastructure to support personnel operations (employee records, portfolio and payroll).
   • Develop policies for off-site work practices by faculty, academic and non-academic staff in the College.
   • Measure needs and provide staff, development and training for backup personnel in crucial operations areas.

4. Acquire additional College space and resources to enable learning.
   • Seek institutional support to acquire and equip new space that supports teaching.
   • Acquire and equip new space to facilitate student interactions with peers and faculty.
   • Connect students to College resources and campus resources using various communication modes.

B. COMMUNICATION OBJECTIVES

1: Emphasize web-based communication as a key tool for college, department and program connection to the outside community.
   • Develop reporting mechanisms for easy exchange of information.

2: Manage centralized accessible e-document and administrative documents using internet/intranet/web.
   • Identify centralized management mechanism for key documents.

3: Optimize effective communication tools acknowledging distributed locations of CHS personnel and students.
   • Develop policies for off-site work practices by faculty, academic, and non-academic staff in the College.
C. FINANCE OBJECTIVES

1: Ensure that budget decisions are based on prioritized strategic initiatives.
   • Develop a strategic budget with policies and practices consistent with the strategic initiatives of the College.
   • Provide departments/programs with provisional budgets.
   • Improve training opportunities for budget management for departments.

2: Diversify funding streams.
   • Hire pre- and post-award grant managers for the Office of Graduate Studies and Research.
   • Develop a budget for the Office of Development.

3: Develop a strategic reserve.
   • Develop policies and practices that contribute to the College-wide strategic reserves.

D. GOVERNANCE AND EXTERNAL RELATIONS OBJECTIVES

1: Establish consistent branding associated with all internal and external publications.
   • Identify three consistent metrics associated with College excellence and weave these into College documents.

2: Establish funded endowed chair positions in the College.
   • Identify community partners for endowed chair positions.
   • Solicit funds for such endowments.

3: Identify high-impact community partnerships that allow teaching/learning/research collaborations.
   • Conduct a needs assessment of the College.
   • Seek community partners for such collaboration.

E. TECHNOLOGY OBJECTIVES

1: Maintain state-of-the-science technology appropriate to each CHS discipline.
   • Establish/revise policies for technology allowances and budgeting.
   • Increase technology staff/infrastructure to support multiple computing platforms for research/instruction/administration.
   • Provide appropriate technology and support for all faculty/staff office computers.

2: Support varied technology needs to assure research/teaching goals of the College are met.
   • Collaborate with University UITS, BATO-IT, and LTC services to identify support needs and resources.

F. GENERAL OBJECTIVE

1: Increase the number and diversity of the business office operations of the College to meet the needs of departments and programs.
   • Conduct a needs assessment of the College.
   • Discuss/clarify organizational philosophy for business operations (e.g., centralized vs. decentralized) to support strategic hiring plan.

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**KEY INDICATORS: HIGH-QUALITY OPERATIONS**

1. High employee satisfaction with human resources services, internal and external communications services, financial services, governance structure and technology support in CHS.

2. Annual CHS operations will occur at budget neutral.