



COLLABORATION • DIVERSITY • ETHICAL COMMUNITY • EXCELLENCE • LEARNING • OPPORTUNITY

College of Health Professions Action Plan 2015-2019

Division of Academic Affairs

Mission

The mission of the College of Health Professions is to train and educate future healthcare professional leaders through inter-professional collaboration, practice and academic excellence.

Vision

The College of Health Professions will be a recognized leader in the preparation of healthcare professionals.

Values

We believe and support:

- Active, **Diverse** and Practical Teaching and **Learning** Environment.
- High Quality Education
- Response to Changes & **Opportunities** in Society and the Health Care Environment
- **Collaboration** and Inter-professional Initiatives
- Partnerships for Academic & Professional **Excellence** in Healthcare
- Creativity, Innovation & **Professional Ethics**

Note: The Ferris Values are noted in **BOLD**.

College Slogan

“Strengthen Partnerships for Academic and Professional Excellence in Health”.

College Initiatives Supporting Divisional Initiatives

This page summarizes those college strategies that directly support achievement of the divisional initiatives. The plan in its entirety includes additional college-specific strategies.

Divisional Initiatives	College Initiatives	Measures of Success
Online and Virtual Learning	1. CHP Online Programs are competitive	<ul style="list-style-type: none"> • Establishment of new fully online programs • Enrollment rates reflect growth and/or are sustained within CHP resources • Student satisfaction levels reflect positive perceptions of online support
Academic Leadership	2. CHP global initiatives reflect relevance & collaboration.	<ul style="list-style-type: none"> • Establishment of and sustained enrollment in study abroad programs within CHP disciplines • Participation in international student and faculty exchanges • Development of Memoranda of Understanding (MOU) for academic and professional program partnerships • Global learning is embedded in all CHP curricula
	3. Interprofessional Education (IPE) is an integral component for all CHP students.	<ul style="list-style-type: none"> • CHP Core curriculum is redesigned with an IPE focus and approved by UCC • At least one IPE course is designed as a COHP offering that will also meet a general education requirement and is approved by UCC • CHP participates with other health Colleges (COP/MCO/CAS) to establish a collaborative approach to IPE across colleges
	4. CHP is an engaged partner with local health agencies to promote healthy communities.	<ul style="list-style-type: none"> • Collaborative initiatives with Spectrum Health Big Rapids and Reed City are established and implemented • Partnerships with Hospitals and Public Health Departments are established • Institute for Rural Health is created as a collaborative effort

5. CHP programs reflect value and quality in accordance with external standards.

- Favorable program survey data from stakeholders: students, alumni, advisory boards & employers
- Full accreditation attained and maintained for all eligible CHP programs
- Positive Academic Program Reviews for all CHP programs

6. CHP programs reflect relevance and value to the health care industry

- Analysis of all current CHP programs completed with recommendations regarding actions or initiatives.
- Development & launching of new Programs at the BS, Masters and certificate levels

7. CHP Faculty & Staff engage in professional development that results in professional growth to support the goals of the College.

- CHP faculty and staff participate in regular ongoing professional development activities
- CHP faculty demonstrate evidence of active engagement in research, scholarly & innovative /creative activities, grant writing and external presentations.
- CHP recognizes faculty & staff for areas of professional excellence

8. CHP strives for Operational Excellence

- Policies are in place to guide college processes in the most efficient manner.
- CHP Organizational structure reflects effective workflow and student support
- Operational practices support budgetary parameters

9. CHP faculty, staff & students reflect and embrace the diversity desired in the healthcare workforce.

- New CHP faculty and staff hires result in a more diverse workforce.
- CHP recruitment & retention efforts result in a student population reflects an increase in diverse and underserved areas.
- CHP programs reflect an emphasis on cultural competency.

Continued Focus on Retention, Graduation and Student Debt

10. CHP has an intentional approach to increase student retention & graduation rates and to reduce student debt.

- CHP students are retained at higher rates from year 1 to year 2.
- Graduation rates increase by program within the College
- CHP Programs reflect total credits within established AAS & BS parameters
- Time to degree completion is reduced across CHP programs to decrease student debt.

Grandville Corridor Project

11. CHP is an active & engaged academic health partner in the Grandville Corridor Project.

- New CHP clinical & internship sites emerge for this site
 - New IPE collaborations result in IPE student experiences
 - Health care delivery is enhanced for the Grandville Corridor Community
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Initiative 1	Measures of Success			
CHP Online Programs are competitive	<ol style="list-style-type: none"> 1. Establishment of new fully online programs 2. Online enrollment rates reflect growth and/or are sustained within CHP resources 3. Student satisfaction levels reflect positive perceptions of online support 			
1. Strategy a. Action Steps	Target Date	Responsible	Collaboration Needed	Status
1. Launch new MPH Program fully online	Spring 2016	M. Wan G. Zimmerman	Public Health Faculty EIO	PUBH Courses in development; Admission process established
2. Launch new DNP Program fully online	Summer 2016	K. Niemeyer S. Owens	Grad nursing faculty	PCAF Submitted
3. Launch new MHA Program fully online	Fall 2016	G. Bullard G. Zimmerman	HCSA Faculty EIO	PCAF Submitted
4. Evaluate Advising resources needed to meet the needs of current & future online programs	Ongoing	T. Wolverton	EIO / CHP Department Heads/Chair	In progress
5. Monitor online enrollment for CHP programs	Ongoing	T. Wolverton	EIO / CHP Department Heads/Chair	Ongoing
6. Monitor online survey data from students	Ongoing	Program Coordinators	EIO / EMAT	Ongoing

Initiative 2	Measures of Success			
CHP global initiatives reflect relevance & collaboration.	<ol style="list-style-type: none"> 1. Establishment of and sustained enrollment in study abroad programs within CHP disciplines 2. Participation in international student and faculty exchanges 3. Development of Memoranda of Understanding (MOU) for academic and professional program partnerships 4. Global learning is embedded in all CHP curricula 			
1. Strategy a. Action Steps	Target Date	Responsible	Collaboration Needed	Status
1. MOU's explored with China & Singapore	Spring 2015	Zimmerman	International Office	In Progress

Initiative 2	Measures of Success			
CHP global initiatives reflect relevance & collaboration.	<ol style="list-style-type: none"> 1. Establishment of and sustained enrollment in study abroad programs within CHP disciplines 2. Participation in international student and faculty exchanges 3. Development of Memoranda of Understanding (MOU) for academic and professional program partnerships 4. Global learning is embedded in all CHP curricula 			
1. Strategy a. Action Steps	Target Date	Responsible	Collaboration Needed	Status
2. Develop at least one global course for the CHP core curriculum	2016-17 AY	CHP IPE Committee	CHP Curriculum Committee / CHP Leadership Council	PUBH 210 is launching Spring 2015; Core course TBA
3. Establish 1 new Study Abroad program for next 3 years	Each Spring	Program Faculty	International Office	In progress

Initiative 3	Measures of Success			
Inter-professional Education (IPE) is an integral component for all CHP students.	<ol style="list-style-type: none"> 1. CHP Core curriculum is redesigned with an IPE focus and approved by UCC 2. At least one IPE course is designed as a COHP offering that will also meet a general education requirement and is approved by UCC 3. CHP participates with other health Colleges (COP/MCO/CAS) to establish a collaborative approach to IPE across colleges 			
1. Strategy a. Action Steps	Target Date	Responsible	Collaboration Needed	Status
1. Establish an inter-college IPE Task Force to explore IPE issues in common for all health programs ranging from curriculum to faculty development to student experiential learning.	2015-16 AY	Associate Deans from CHP, MCO, COP	Faculty representatives from: Public Health, Nursing, Pharmacy, Optometry & Social Work	In Progress – Task force convened in December 2014
2. Survey all IPE activities in CHP with other CPH programs or with other colleges	2015-16 AY	CHP IPE Committee	CHP Leadership Council	In Progress
3. Redesign the CHP Core Curriculum to reflect an IPE core curriculum.	2016-17 AY	CHP IPE Committee CHP Curriculum Committee	CHP Leadership Council	Not started

Initiative 4	Measures of Success			
<p>CHP is an engaged partner with local health agencies to promote healthy communities.</p>	<ol style="list-style-type: none"> 1. Collaborative initiatives with Spectrum Health Big Rapids and Reed City are established and implemented 2. Partnerships with Hospitals and Public Health Departments are established 3. Institute for Rural Health is established 			
<p>1. Strategy a. Action Steps</p>	Target Date	Responsible	Collaboration Needed	Status
<p>1. Spectrum Health BR/RC and FSU health programs collaborative partnership formally established.</p>	2015-16 AY	Dean Adeyanju Assoc. Dean Coon	MCO / COP / CAS / COB	In Progress – 2 meetings in 2014-15
<p>2. CHP Partnership with District Health Dept # 10 in a rural health initiative to include a HRSA grant application.</p>	Spring 2015	Florence Dood	Dean Adeyanju Assoc. Dean Coon Various other partners	Signed MOU in December 2014 Grant Not Awarded – close this action step for 2015-16
<p>3. CHP Partnership with Central Michigan District Health Dept. in a rural health Planning initiative for a HRSA grant application.</p>	Spring 2015	Assoc. Dean Coon	Dean Adeyanju Various other partners	Signed MOU Jan 2015 Notified that this was funded for June 1, 2015-May 31, 2016.
<p>4. Promotion of Healthy Work environment for CHP with College wide Health Initiative</p>	Ongoing	CHP Health & Safety Committee	Dean Adeyanju	Just started Spring 2015 with the CHP Wellness Challenge!
<p>5. Offer 1st Annual Conference on Aging in collaboration with other FSU Colleges and external stakeholders</p>	Fall 2015	S. Karnes	Other Colleges	Planning phase for Fall 15 launch
<p>6. Exceptional Merit Grants submitted to fund student/faculty research with BSPH and HCSA Programs & District 10 Health Dept.</p>	Spring 16	E. Jadhav G. Bullard	District Health Dept. # 10	Grant in submission phase
<p>7. Explore other prospective partnerships</p>	Ongoing	Dean Adeyanju	CHP Dept. Heads / Chair	In progress

Initiative 5	Measures of Success			
<p>CHP programs reflect value and quality in accordance with external standards.</p>	<ol style="list-style-type: none"> 1. Favorable program survey data from stakeholders: students, alumni, advisory boards & employers 2. Full accreditation attained and maintained for all eligible CHP programs 3. Positive Academic Program Reviews for all CHP programs 			
<p>1. Strategy a. Action Steps</p>	Target Date	Responsible	Collaboration Needed	Status
<p>1. Annual program assessment data is gathered, analyzed and documented in TracDat</p>	Ongoing	Program Coordinators	Program Faculty / Department Head or Chair	Ongoing
<p>2. Seek initial accreditation for new programs:</p> <ol style="list-style-type: none"> a. BSPH / MPH b. MHA c. DNP d. BSRC Completion e. DMOL f. HCSA – LTC Concentration (NAB) 	TBD by Program	Program Coordinators Wakeel/Wan Bullard Niemeyer Waters Peacock Bullard	Program Faculty / Department Head or Chair	<p>In Progress: Program design reflects accreditation standards;</p> <p>New Programs must complete one cohort to apply for accreditation</p>
<p>3. Maintain accreditation standards for all CHP programs currently accredited</p>	Identify for each program	Program Coordinators	Program Faculty / Department Head or Chair	Ongoing
<p>4. Comply with Academic Program Review cycle and standards for all CHP programs; Accredited Programs may now submit accreditation reports</p>	Identify for each program	Program Coordinators	Program Faculty / Department Head or Chair	Ongoing

Initiative 6	Measures of Success			
<p>CHP programs reflect relevance and value to the health care industry</p>	<ol style="list-style-type: none"> 1. Analysis of all current CHP programs completed with recommendations regarding future actions or initiatives. 2. Development & launching of new Programs at the BS, Masters and Certificate levels: <ol style="list-style-type: none"> a. Public Health – BSPH & MPH b. BS in Respiratory Care c. BS in Dental Hygiene (pre-licensure) d. Master of Health Administration Leadership e. Doctorate of Nursing Practice f. Certificate in Cancer Registry g. Others to be determined (Health Informatics, Gerontology, Physical Therapy) 			
<p>1. Strategy a. Action Steps</p>	Target Date	Responsible	Collaboration Needed	Status
<ol style="list-style-type: none"> 1. Conduct a full review of all current CHP programs regarding long term viability and/or expansion opportunities. 	2015-16 AY	Department Heads/Chair Program Faculty	Admin Council CHP Curriculum Committee	Not started
<ol style="list-style-type: none"> 2. Launch newly developed CHP programs: <ol style="list-style-type: none"> a. Public Health: BSPH & MPH 	2015-16 AY	F. Wakeel M. Wan G. Zimmerman	Public Health Faculty	In progress – first PUBH courses offered SP 15
<ol style="list-style-type: none"> 3. Develop new CHP Programs: <ul style="list-style-type: none"> • BS in Respiratory Care (BSRC) • BS in Dental Hygiene (pre-licensure) • Master of Health Admin (MHA) • Doctorate of Nursing Practice (DNP) • Cancer Registry Certificate • Lean HC Certificate 	2015-16 AY 2015-16 AY 2015-16 AY 2015-16 AY Spring 2016 2014-15 AY	S. Waters K. Beistle G. Bullard K. Niemeyer P. Koning G. Bullard	RC Faculty DHYG Faculty HCSA Faculty Grad Nursing Faculty HIT/HIM Faculty HCSA Faculty	UCC Proposal approved PCAF in Progress UCC Proposal in process PCAF Approved PCAF Approved Approved for F15 start
<ol style="list-style-type: none"> 4. Explore other program options based on review of current programs (# 1) 	2016-17 AY	Department Heads / Chair	TBD	Not started

Initiative 7	Measures of Success			
<p>CHP Faculty & Staff engage in professional development that results in professional growth to support the goals of the College.</p>	<ol style="list-style-type: none"> 1. CHP faculty and staff participate in regular ongoing professional development activities 2. CHP faculty demonstrate evidence of active engagement in research, scholarly, innovative /creative activities, grant writing and external presentations. 3. CHP recognizes faculty & staff for areas of professional excellence 			
<p>1. Strategy a. Action Steps</p>	<p>Target Date</p>	<p>Responsible</p>	<p>Collaboration Needed</p>	<p>Status</p>
<p>1. Department Heads / Chair are funded to attend at least one leadership conference, workshop or seminar per year.</p>	<p>2014-15 AY to begin</p>	<p>Dean Adeyanju</p>	<p>Dept. Heads / Chair to identify appropriate conferences</p>	<p>In progress; SON Chair attending a spring leadership conference.</p>
<p>2. Establish a more intentional approach to the mentorship of new faculty.</p>	<p>2014-15 AY Ongoing</p>	<p>Assoc. Dean Coon</p>	<p>Dept. Heads / Chair Tenured Faculty</p>	<p>In progress- New faculty transition program established for CHP</p>
<p>3. Revise the CHP Tenure Policy to better reflect changing expectations for terminally degreed new faculty hires.</p>	<p>2014-15 AY</p>	<p>Faculty Affairs Committee</p>	<p>Associate Dean Coon</p>	<p>Policy revision approved by faculty December 2014; Provost Approval Pending for implementation: Fall 2015.</p>
<p>4. Establish funding & a policy to provide allocation guidelines to support CHP faculty & staff to engage in professional development activities.</p>	<p>Fall 2015</p>	<p>Admin Council</p>	<p>CHP Leadership Council</p>	<p>In progress- policy in draft form</p>
<p>5. Revise the CHP Promotion/Merit Policy to align with new expectations of tenure policy.</p>	<p>2015-16 AY</p>	<p>Faculty Affairs Committee</p>	<p>Associate Dean Coon</p>	<p>Discussions to begin March 2015</p>
<p>6. Adoption of Digital Measures to support faculty data compilation and generation of tenure or promotion/merit reports.</p>	<p>2015-16 AY</p>	<p>Assoc. Dean Coon Linda Morris</p>	<p>CHP Faculty Affairs Committee CHP Faculty</p>	<p>In progress – adopted Fall 2014; Full implementation Spring 2015</p>
<p>7. Evaluate and potentially expand the Dean’s Awards for Excellence program to consider inclusion of a “Leaders in Training” award.</p>	<p>2015-16 AY</p>	<p>CHP Awards Committee</p>	<p>Dean Adeyanju Assoc. Dean Coon</p>	<p>Not started</p>

Initiative 8	Measures of Success			
<p>CHP faculty, staff & students reflect and embrace the diversity desired in the healthcare workforce.</p>	<ul style="list-style-type: none"> • New CHP faculty and staff hires result in a more diverse workforce. • CHP recruitment & retention efforts result in a student population reflects an increase in diverse and underserved areas. • CHP programs reflect an emphasis on cultural competency. 			
<p>1. Strategy a. Action Steps</p>	<p>Target Date</p>	<p>Responsible</p>	<p>Collaboration Needed</p>	<p>Status</p>
<p>1. Enhance search process to intentionally recruit more diverse candidates for faculty and staff positions.</p>	<p>Ongoing</p>	<p>Assoc. Dean Coon</p>	<p>Dean Adeyanju for funding for postings in sources that could enhance applicants EEO to assist in identifying sources and posting verbiage</p>	<p>Hires for 2014-15 resulted in the hire of 5 new faculty reflecting diversity; will continue efforts with hires for 2015 and beyond. 2015-16: Two new Tenure Track hires in DMOL. The pool for these positions reflected 50% ethnic diversity among candidates interviewed.</p>
<p>2. Evaluate the faculty emphasis and the student experiences related to diversity in CHP</p>	<p>Ongoing</p>	<p>CHP Diversity & Inclusion Committee</p>	<p>CHP Faculty</p>	<p>Ongoing</p>
<p>3. Develop an intentional plan for recruitment & retention of a more diverse student population a. Explore ways to create a dedicated staff position with recruiting as the main focus with Admissions & faculty to cultivate solid recruiting practices. b. Continue to develop & work closely with the Perkin’s dedicated person in CHP.</p>	<p>2015-16 AY Fall 2015 Ongoing</p>	<p>Wolverton</p>	<p>Admin Council / CHP Diversity Committee</p>	<p>Perkins position was filled & started in January but vacated by April. New search in process with staff person to start in summer 2015.</p>
<p>4. Intentional recruitment plan for international students</p>	<p>2014-15 AY</p>	<p>Zimmerman</p>	<p>Admin Council; CHP Program Faculty</p>	<p>In Progress</p>
<p>5. Provide faculty development opportunities to enhance cultural competency in CHP Programs</p>	<p>Ongoing</p>	<p>CHP Diversity & Inclusion Committee</p>	<p>Dean’s Office</p>	<p>Best Practices Day Speaker on April 2, 2015. Topic: Health Disparities. CHP faculty also participated to share research in this area to increase awareness among faculty.</p>

Initiative 9	Measures of Success			
CHP has an intentional approach to increase student retention & graduation rates and to reduce student debt.	1. CHP students are retained at higher rates from year 1 to year 2. 2. Graduation rates increase by program within the College 3. CHP Programs reflect total credits within established AAS & BS parameters 4. Time to degree completion is reduced across CHP programs to decrease student debt.			
1. Strategy a. Action Steps	Target Date	Responsible	Collaboration Needed	Status
1. Develop strategies to improve pre-professional student retention rates. a. Create First Year Seminar Course to target transfer student population b. Increase supplemental advising support for pre-professional area of SAA during peak time	2015-16 AY Fall 2015 Fall 2015	Wolverton	Admin Council	In Progress: CHP Admission Criteria revised in 2013-14; Improvement noted in 2014-15 – continue to monitor
2. Develop programmatic strategies to improve student retention & graduation rates.	2015-16 AY	Program Coordinators	Dept. Heads / Chair	Not started
3. Reduce undergrad CHP program credits needed for graduation: a. AAS Degree Programs: 60-72 credits max b. BS Degree Programs: 120-130 credits max	2015-16 AY	Program Coordinators	Program Faculty Dept. Heads / Chair CHP Curriculum Committee	Not started
4. Develop programmatic strategies to address the extensive waiting periods for entry to professional sequences.	2015-16 AY	Program Coordinators	Program Faculty Dept. Heads / Chair	Not Started
5. Develop programmatic strategies to address student debt, i.e., examine program costs for possible areas to reduce.	2015-16 AY	Program Coordinators	Program Faculty Dept. Heads / Chair	Not Started

Initiative 10	Measures of Success			
CHP is an active & engaged academic health partner in the Grandville Corridor Project.	1. New CHP clinical & internship sites emerge for this site 2. New IPE collaborations result in IPE student experiences 3. Health care delivery is enhanced for the Grandville Corridor Community			
1. Strategy a. Action Steps	Target Date	Responsible	Collaboration Needed	Status
1. CHP representatives will actively participate in the development of the Grandville Corridor Project.	Ongoing	Dean Adeyanju S. Owens T. Raglin	COP, MCO, Provost, GR Partners: Saint Mary's Hosp. Latino community and Habitat for Humanity	In Progress
2. Design IPE student learning experiences for the Grandville project setting.	TBD	Program Coordinators	Program Faculty	Not started

Use this page to add action steps that are helpful in increasing the effectiveness and efficiency of the department or program and that otherwise do not directly support achievement of the college initiatives.

Initiative 11	Measures of Success			
Operational Excellence	1. Policies are in place to guide college processes in the most efficient manner. 2. CHP Organizational structure reflects effective workflow and student support 3. Operational practices support budgetary parameters			
1. Strategy a. Action Steps	Target Date	Responsible	Collaboration Needed	Status
1. CHP SAA Structure is reviewed with pending retirement	2014-15 AY	Wolverton	SAA Staff / Dean	In Progress
2. Policies related to operational process are reviewed or created to address current college needs.	2014-15 AY and ongoing	Admin Council & CHP Leadership council	CHP Faculty	Policies Established for 2015-16 Implementation: <ul style="list-style-type: none"> • Committees • Course Evaluations • Faculty & Staff Professional Development Grants • Multiple CHP Degrees • Scheduling
3. Faculty workload policies are reviewed & revised	2015-16 AY	Dean Adeyanju	Admin Council CHP Faculty	Pending / Not started
4. CHP Academic Departmental Structure is reviewed with new Chair Model.	2015-16 AY	Dean Adeyanju	Admin Council CHP Faculty	Not started
5.				