



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

College of Health Professions Action Plan 2020-2024

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

“Forward Together”

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.

Plaza Roosevelt 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 Plaza Roosevelt Community

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	Completed
2. Launch new DNP Program fully online	Summer 2016	K. Niemeyer S. Owens	Grad nursing faculty	Completed
3. Launch new MHA Program fully online	Fall 2016	G. Bullard G. Zimmerman	HCSA Faculty EIO	Completed
4. Evaluate Advising resources needed to meet the needs of current & future online programs	Ongoing	T. Raglin	EIO / CHP Chairs	In Progress
5. Monitor online enrollment for CHP programs	Ongoing	Department Chairs	EIO / Advisors / PCs	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 2019	Zimmerman	International Office	Completed

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	2019	CHP IPE Committee	CHP Curriculum Committee / CHP Leadership Council	PUBH 210 Completed
3. Establish 1 new Study Abroad program for next 3 years	Each Spring	Program Faculty	International Office	Not started

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.	2019 AY	Associate Deans from CHP, MCO, COP	Faculty representatives from: Public Health, Nursing, Pharmacy, Optometry & Social Work	Completed
2. Survey all IPE activities in CHP with other CHP programs or with other colleges	Ongoing	CHP IPE Committee	CHP Leadership Council	In Progress
3. Redesign the CHP Core Curriculum to reflect an IPE core curriculum.	Ongoing	CHP IPE Committee Curriculum Committee	CHP Leadership Council	In Progress
4. Establish IPE Activities for CHP including: <ul style="list-style-type: none"> • Poverty Simulation, University Health Fair, SIM Center, Diabetes Wellness, and other community outreach projects 	Ongoing	CHP IPE Committee Curriculum Committee	CHP Leadership Council	In Progress

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>	<p>Target Date</p>	<p>Responsible</p>	<p>Collaboration Needed</p>	<p>Status</p>
<p>1. Spectrum Health BR/RC and FSU health programs collaborative partnership formally established.</p>	<p>2020-24 AY</p>	<p>Dean / Assoc. Dean</p>	<p>MCO / COP / CASE</p>	<p>Ongoing</p>
<p>2. CHP Partnership with District Health Dept # 10 in a rural health initiative.</p>	<p>Spring 2019</p>	<p>E. Jadhav</p>	<p>Dean</p>	<p>Completed</p>
<p>3. CHP Partnership with Central Michigan District Health Dept. in a rural health Planning initiative for a HRSA grant application.</p>	<p>2020-22 AY</p>	<p>Associate Dean</p>	<p>Dean</p>	<p>Signed MOU Jan 2015 Notified that this was funded for June 1, 2015-May 31, 2016. Ongoing</p>
<p>4. Promotion of Healthy Work environment for CHP with College wide Health Initiative</p>	<p>Ongoing</p>	<p>CHP Health & Safety Committee</p>	<p>Dean</p>	<p>Ongoing</p>
<p>5. Offer 1st Annual Conference on Aging in Collaboration with other FSU Colleges and external stakeholders</p>	<p>Fall 2015</p>	<p>S. Karnes</p>	<p>Other Colleges</p>	<p>Completed</p>
<p>6. Exceptional Merit Grants submitted to fund student/faculty research with BSPH and HCSA Programs & District 10 Health Dept.</p>	<p>Spring 22</p>	<p>E. Jadhav G. Bullard</p>	<p>District Health Dept. # 10</p>	<p>Ongoing</p>
<p>7. Explore other prospective partnerships: <ul style="list-style-type: none"> • Continuing Education Offerings for our community or professional partners </p>	<p>Ongoing</p>	<p>Dean</p>	<p>CHP Dept. Chairs</p>	<p>Ongoing</p>
<p>8. Increase funding from grants, gifts, and other non-tuition resources: <ul style="list-style-type: none"> • Implementation of HRSA Rural Communities Opioid Response Program. </p>	<p>2020-24 AY</p>	<p>Dean G. Bullard</p>	<p>MCO / COP / CASE</p>	<p>Ongoing</p>

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 Nuventive Improve</p>	Ongoing	Program Coordinators	Associate Dean / Program Faculty / Department Chairs	Ongoing
<p>2. Seek initial accreditation for new programs: a. BSPH / MPH b. MHA c. DNP d. BSRC Completion e. HCSA – LTC Concentration (NAB)</p>	TBD by Program	Program Coordinators	Associate Dean / Program Faculty / Department Chairs	In Progress: Program design reflects accreditation standards;
<p>3. Maintain accreditation standards for all CHP programs currently accredited</p>	Identify for each program	Program Coordinators	Associate Dean / Program Faculty / Department Chairs	Ongoing
<p>4. Comply with Academic Program Review cycle and standards for all CHP programs</p>	Identify for each program	Program Coordinators	Associate Dean / Program Faculty / Department Chairs	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: <ul style="list-style-type: none"> • Investigate development of a Dental Therapy Program • Collaboration with CAS, CHP, COB, COP, and MCO for an Interprofessional Health Informatics Initiative 	Ongoing	Dean / Associate Dean Department Chairs / Program Faculty	Admin Council CHP Curriculum Committee	Ongoing
<ol style="list-style-type: none"> 2. Launch newly developed CHP programs: <ol style="list-style-type: none"> a. Public Health: BSPH & MPH 	2015-20 AY	Program Faculty	Public Health Faculty	Completed
<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 	2015-20 AY	Program Coordinators	RC Faculty DHYG Faculty HCSA Faculty Grad Nursing Faculty HIT/HIM Faculty HCSA Faculty	Approved UCC Approved: Ongoing Completed Completed Completed Completed
<ol style="list-style-type: none"> 4. Explore other program options based on review of current programs (# 1) 	2020-24 AY	Department Chairs	Dean / Associate Dean	In Progress

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>	Target Date	Responsible	Collaboration Needed	Status
<p>1. Department Chairs are funded to attend at least one leadership conference, workshop or seminar per year.</p>	Ongoing	Dean	Dept. Chairs to identify appropriate conferences	In Progress
<p>2. Establish a more intentional approach to the mentorship of new faculty.</p>	Ongoing	Assoc. Dean	Dept. Chairs Tenured Faculty	Completed- New faculty transition program established for CHP
<p>3. Revise the Tenure Department Policies to better reflect changing expectations for terminally degreed new faculty hires.</p>	2015-20 AY	Department Chairs	Program Faculty	Completed
<p>4. Establish funding & a policy to provide allocation guidelines to support CHP faculty & staff to engage in professional development activities.</p>	2021-23 AY	Dean	CHP Leadership Councils	In Progress
<p>5. Revise the CHP Promotion/Merit Policy to align with new expectations of tenure policy.</p>	2015-19 AY	Faculty Committee	Program Faculty	Completed
<p>6. Adoption of Digital Measures to support faculty data compilation and generation of tenure or promotion/merit reports.</p>	2015-19 AY	Assoc. Dean	CHP Faculty Affairs Committee CHP Faculty	Completed
<p>7. Evaluate and potentially expand the Dean’s Awards for Excellence program to consider inclusion of a “Leaders in Training” award.</p>	Ongoing	CHP Awards Committee	Dean Assoc. Dean	In Progress

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>	Target Date	Responsible	Collaboration Needed	Status
<p>1. Enhance search process to intentionally recruit more diverse candidates for faculty and staff positions.</p>	Ongoing	Assoc. Dean	Dean	Ongoing
<p>2. Evaluate the faculty emphasis and the student experiences related to diversity in CHP</p>	Ongoing	CHP Diversity & Inclusion Committee	CHP Faculty	Ongoing
<p>3. Develop an intentional plan for recruitment & retention of a more diverse student population</p> <p>a. Explore ways to create a dedicated staff position with recruiting as the main focus with Admissions & faculty to cultivate solid recruiting practices.</p> <p>b. Continue to develop & work closely with the Perkin’s dedicated person in CHP.</p>	Ongoing	Program Chairs	Admin Council / CHP Diversity Committee	Ongoing
<p>4. Intentional recruitment plan for international students</p>	2015-19 AY	Zimmerman	Admin Council / CHP Program Faculty	Completed
<p>5. Provide faculty development opportunities to enhance cultural competency in CHP Programs:</p> <ul style="list-style-type: none"> • Diversity and Inclusion Seminar 	Ongoing	CHP Diversity & Inclusion Committee	Dean’s Office	Ongoing
<p>6. Expand Access through targeted recruitment efforts:</p> <ul style="list-style-type: none"> • GRAAHI • ISD/Career Centers • RSO Men in Healthcare 	Ongoing	Dean / Associate Dean	Program Faculty / Department Chairs	Ongoing

Initiative 9	Measures of Success			
CHP has an intentional approach to increase student retention & graduation rates and to reduce student debt.	<ol style="list-style-type: none"> 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
<ol style="list-style-type: none"> 1. Develop strategies to improve pre-professional student retention rates. <ol style="list-style-type: none"> a. Create First Year Seminar Course to target transfer student population b. Increase supplemental advising support for pre-professional area during peak time 	Ongoing	Department Chairs	Admin Council / Associate Dean	Ongoing
<ol style="list-style-type: none"> 2. Develop programmatic strategies to improve student retention & graduation rates: <ul style="list-style-type: none"> • Champion degree completion and ensure a clear path to success 	Ongoing	Program Coordinators	Dept. Chairs	In Progress
<ol style="list-style-type: none"> 3. Reduce undergrad CHP program credits needed for graduation: <ol style="list-style-type: none"> a. AAS Degree Programs: 60-72 credits max b. BS Degree Programs: 120-130 credits max 	2015-19 AY	Program Coordinators	Program Faculty Dept. Chairs CHP Curriculum Committee	Completed
<ol style="list-style-type: none"> 4. Develop programmatic strategies to address the extensive waiting periods for entry to professional sequences. 	Ongoing	Program Coordinators	Program Faculty Dept. Chairs	Ongoing
<ol style="list-style-type: none"> 5. Develop programmatic strategies to address student debt, i.e., examine program costs for possible areas to reduce. 	Ongoing	Program Coordinators	Program Chairs	Ongoing

Initiative 10	Measures of Success			
CHP is an active & engaged academic health partner in the Plaza Roosevelt 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 Plaza Roosevelt Project			
1. Strategy a. Action Steps	Target Date	Responsible	Collaboration Needed	Status
1. CHP representatives will actively participate in the development of the Plaza Roosevelt Project.	Ongoing	Dean	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 Plaza Roosevelt Project.	2022-23 AY	Department Chairs	Dean / Associate Dean Program Faculty	In Progress

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	2015-19 AY	Wolverton	Dean's Office	Completed
2. Policies related to operational process are reviewed or created to address current college needs.	Ongoing	Admin Council & CHP Leadership council	CHP Faculty	Policies Established for Implementation: <ul style="list-style-type: none"> • Committees • Course Evaluations • Faculty & Staff Professional Development Grants • Multiple CHP Degrees • Scheduling Ongoing
3. Faculty workload policies are reviewed & revised	2015-19 AY	Dean / Associate Dean	Admin Council CHP Faculty	Completed
4. CHP Academic Departmental Structure is reviewed with new Chair Model.	2015-19 AY	Dean / Associate Dean	Admin Council CHP Faculty	Completed