

Wichita State University (WSU) College of Health Professions (CHP) Strategic Plan

Academic Year 2017-2018

Approved by Executive Council August 8, 2017
 Mid-Year Review and Update (February – March, 2018)
 Update Approved by Executive Council May 12, 2018

University Goal 1: *Guarantee an applied learning or research experience for every student by each academic program.*

College Goal: Enhance Quality of Academic Programs

Strategy 1.1 *Ensure that all College graduates engage in significant and meaningful interprofessional educational activities.*

Metrics and targets for 2017-2018 Academic Year:

- Continue to support CHP IPE institutionalization processes.
 - **Target: Ongoing**
- Apply for an “Interprofessional Teamwork and Education” grant (up to \$35,000) to support the expansion of an interprofessional education and collaborative practice model which supports interprofessional collaboration and quality patient-centered outcomes, and integrates communication tools based on the TeamSTEPPS model.
 - **Target: June 2018**
- Create role for .5 FTE IPE Coordinator (Ranked as 3 out of 4 tie for funding priority by CHP Department Chairs in March 2018)
 - **Target: June 2018**

Additional Resources Needed: Support for CHP wide IPE activities.

Source of Additional Resources: Continue to use a portion of funds donated annually to the CHP Dean’s Fund and apply for grant funding to support sustainment of the CHP’s IPE activities.

Evaluative Processes

- College Executive Council assesses progress semi-annually and reports to College.
- College leadership team adjusts actions as necessary to meet metrics and targets.

Strategy 1.2 *Establish appropriate base budgets for educational clinics (AEGD, Dental Hygiene (DH), Speech-Language-Hearing (SLH), and future clinics).*

Metrics and targets for 2017-2018 Academic Year:

- Increased clinic patient base.
 - **Target: Ongoing**
- Increased clinic revenue.
 - **Target: Ongoing**
- Balanced revenue/expenditure ratio.
 - **Target: Ongoing**
- Adequate clinic staff/personnel to support student-learning experiences.
 - **Target: Ongoing**

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- Establish funding base an annual contributions to cover unexpected clinic expenses.
 - **Target: June 2018**

Strategy 1.3 *Expand clinical affiliation sites beyond Kansas borders in order to meet rapidly emerging need for most programs in the CHP.*

Metrics and targets for 2017-2018 Academic Year:

- Develop and submit an issue paper to the Office of Academic Affairs outlining the need and plan for expanding clinical affiliation sites beyond Kansas.
 - **Target: June 2018**
 - Accomplished 5/10/18
- Establishing funding to support a college-wide 1.0 FTE Clinical Affiliation Site Coordinator (Ranked as 1 out of 4 for funding priority by CHP Department Chairs in March 2018)
 - **Target: June 2018**
 - Accomplished 5/10/18

Additional Resources Needed: Funding to support clinic activities, equipment, and personnel resources.

Source of Additional Resources: Optimization of business practices to increase clinic revenue to include review and revision of clinic operations, increased advertisement and promotion, increased patient base, increased expansion of payment plans and insurance options, and use of program fees as appropriate.

Evaluative Processes:

- Department/Clinic leadership assesses progress semi-annually and reports to College.
- Department/Clinic leadership adjusts actions as necessary to meet metrics and targets.

University Goal 2: *Pioneer an educational experience for all that integrates interdisciplinary curricula across the university.*

College Goal: Enhance Quality of Academic Programs

Strategy 2.1 *Enhance international educational opportunities and global interprofessional experiences for students, faculty and staff.*

Metrics and targets for 2017-2018 Academic Year:

- Continue to explore opportunities for International Student Interprofessional Experiences, to include securing additional international clinical rotations; and procuring additional resources to support international opportunities.
 - **Target: Ongoing**

Additional Resources Needed: Funding to support additional international clinical rotations.

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Source of Additional Resources: Continue to use a portion of funds donated annually to the CHP Dean’s Fund and apply for grant funding to support sustainment of International Student Interprofessional Experiences.

Evaluative Processes:

- College Executive Council assesses progress semi-annually and reports to College
- College leadership team adjusts actions as necessary to meet metrics and targets.

Strategy 2.2 *Enhance interdisciplinary/interprofessional educational opportunities for students, faculty and staff through collaborations across the university and in the community.*

Metrics and targets for 2017-2018 Academic Year:

- Assume a lead role in coordinating WSU Academic Affairs support of Via Christi’s 2018 Medical Mission at Home Free Day of Health Care.
 - **Target: April 2018**
 - Accomplished April 2018
- Maximize participation of CHP faculty, staff, and students in planning, preparation, and providing care and services at Via Christi’s 2018 Medical Mission at Home Free Day of Health Care.
 - **Target: April 2018**
 - Accomplished April 2018
- Assume a lead role in coordinating an interdisciplinary/interprofessional “Clarion” educational activity.
 - **Target: January 2018**
 - Accomplished. Concluded April 2018.
- Establish Annual CHP/Allied Health Week Celebrations as an interdisciplinary/interprofessional collaborative event across the CHP, WSU, and community.
 - **Target: November 2017**
 - Accomplished
- Submit letters of inquiry to appropriate funding agencies with a proposal for advancing interprofessional education and collaborative practice and relevant preparation of the health workforce by establishing and piloting a role in the college to coordinate community engagement, interprofessional education, and collaborative practice.
 - **Target: August 2018**
- Implement quarterly program specific/area of focus open houses for community collaborators/industry partners to provide education/information/updates regarding CHP programs and identify opportunities for strengthening and/or expanding interdisciplinary/interprofessional educational opportunities for students, faculty and staff.
 - **Target: December 2017**
 - Accomplished

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- Reestablish relationships with CHP alumni and former faculty/staff by conducting an alumni and former faculty/staff survey, in collaboration with the CHP Advisory Council, to gather information about collaboration and engagement preferences.
 - **Target: June 2018**
 - In Progress

Additional Resources Needed: Funding to support enhancement of interdisciplinary/interprofessional activities.
Source of Additional Resources: Apply for grant funding to support the first two metrics under this strategy.
 Continue to use restricted use funding to support and expand the role of the content developer as appropriate.

Evaluative Processes:

- College Executive Council assesses progress semi-annually and reports to College.
- College leadership team adjusts actions as necessary to meet metrics and targets.

Strategy 2.3 *Ensure maximum involvement of university and community collaborators in enhancing interdisciplinary/interprofessional educational opportunities for students, faculty and staff through department and area specific advisory councils/committees.*

Metrics and targets for 2017-2018 Academic Year:

- Finalize plans for chartering new department/area specific advisory councils/committees.
 - **Target: July 2018**
 - **School of Nursing (SON):**
 - Explore using an online option for advisory council meetings, to include specific charges and opportunities for biannual meetings of the SON Advisory Council.

Additional Resources Needed: Funds to support activities of Advisory Councils/Committees.

Source of Additional Resources: Department/Area specific restricted use (RU) and foundation funds.

Evaluative Processes:

- Department/Clinic leadership assesses progress semi-annually and reports to College.
- Department/Clinic leadership adjusts actions as necessary to meet metrics and targets.

University Goal 3: *Capitalize systemically on relevant existing and emerging societal and economic trends that increase quality educational opportunities.*

College Goal: Expand Academic Programs and Increase Enrollments

Strategy 3.1 *Develop and implement online degree programs at the rate of at least one-two per year for the next 3-5 years and build college-based support structure to support this initiative.*

- Increase enrollment in existing CHP Online Programs
 - **Target – August 2018**

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Online Program	Targeted % Increase for 2017-2018	Program Specific Target Notes
Aging Studies	27%	Add additional 10 majors in 2018; Cap program to 50 majors; 10 majors remain in original non-online degree; 30 students per core class
Dental Hygiene-Completion	10%	Continue with 10% as goal for growth in head count.
MSN-DNP	10%	Continue with 10% as goal for growth in head count.
RN-BSN	10%	Continue with 10% as goal for growth in head count.

- Continue plan for implementation/expansion of Public Health Sciences Programs with a focus on Masters in Health Administration (MHA)
 - **Target: August 2018 (On Target)**
 - Complete and submit KBOR application/New degree request
 - Initiate new degree Enrollment – Fall 2018
- Develop a proposal for a minor in American Sign Language (ASL)/Interpreting to begin Fall 2018.
 - **Target: August 2018**

Additional Resources Needed: Funding for online program development and implementation is required.

Source of Additional Resources: Office of Online Learning

Evaluative Processes:

- College Executive Council assesses progress semi-annually and reports to College.
- College leadership team adjusts actions as necessary to meet metrics and targets.

Strategy 3.2 *Increase enrollment of non-traditional students.*

Metrics and targets for 2017-2018 Academic Year:

- Explore the development of interprofessional/interdisciplinary badge courses.
 - **Target: August 2018 (On Target)**
 - Badge Course Submission for Education Accessibility with the CSD Department and Department of Instructional Design and Access submitted May 2018
- In collaboration with the Kansas Board of Regents, develop and implement a plan to market a bridge program for military personnel seeking a BSN degree.
 - **Target: August 2018 (On Target)**
- Develop and implement a plan to market Masters in Aging Studies program to students enrolled in LPN programs and LPNs practicing in the state of Kansas.
 - **Target: August 2018**

Additional Resources Needed: Funds to market School of Nursing and Aging Studies programs.

Source of Additional Resources: TBD.

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College Goal: Enhance Quality of Academic Programs

Strategy 3.3 *Maintain existing program accreditations and expand in additional areas where appropriate. (Six of the seven academic programs within the College are fully accredited.)*

Metrics and targets for 2017-2018 Academic Year:

- Develop a proposal for implementation of 0.5 FTE CHP accreditation data manager using the CHP “Employing Risk Assessment Methodologies in Determining Whether to Proceed in Undertaking New Projects”.
 - **Target: August 2018**
 - On Target: Funding has been identified and draft position description has been developed.
- Continue with implementation of the plan for seeking national accreditation for the undergraduate program in Public Health.
 - **Target: August 2018**

Additional Resources Needed: To be determined.

Source of Additional Resources: Department/Area specific restricted use (RU) funds.

Evaluative Processes:

- College Executive Council assesses progress semi-annually and reports to College.
- College leadership team adjusts actions as necessary to meet metrics and targets.

Strategy 3.4 *Guarantee that CHP students’ learning experiences are maximized by ensuring that “Equal Access: Universal Design of Instruction Principles” are applied to all aspects of instruction (e.g., delivery methods, physical spaces, information resources, technology, personal interactions, assessments).*

Metrics and targets for 2017-2018 Academic Year:

- All (100%) CHP Faculty/Educators with 0.5 FTE appointment or higher will complete **Ability Ally Training in the 2017-2018 Academic Year**. “Ability Allies are a network of faculty, staff, and students who take a visible role in promoting disability awareness, supporting persons with disabilities, and maintaining resources for working and interacting with people with disabilities. This training is designed to shape your perspective on ability versus disability and providing an open forum for questions and concerns for those interacting with individuals with disabilities.”
 - **Target: August 2018**
 - Accomplished.

College Goal: Optimize Resources to Sustain Quality Educational Programs

Strategy 3.5 *Secure funding to rebuild baseline faculty levels necessary to maintain accreditation. Doing so will require determining within every program the appropriate mix of tenure faculty and clinical educators.*

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Metrics and targets for 2017-2018 Academic Year:

- Implement University Promotion Guidelines for Teaching Faculty in conjunction with recommendations and approvals from the WSU Faculty Senate and President's Executive Team.
 - **Target – To be determined after the Faculty Senate outlines its timeline for implementation. (August 2018)**
 - Accomplished.
- Continue to monitor faculty and educator funding levels in conjunction with new state and WSU opportunities for pay increases.
 - **Target – Ongoing**

Additional Resources Needed: Funding to support Non-Tenure Track Promotion Raises.

Source of Additional Resources: Exiting CHP Operating Budget..

Evaluative Processes:

- College Executive Council assesses progress semi-annually and reports to College.
- College leadership team adjusts actions as necessary to meet metrics and targets.

Strategy 3.6: *Explore increasing the size of Scholarships administered out of the Dean's Office where guidelines allow stacking to optimize scholarship support to students in the professional programs in the CHP.*

Metrics and targets for 2017-2018 Academic Year:

- Develop a proposal for presentation to the Provost and Senior Vice President addressing the rationale for establishing at least one large stackable scholarship that could be awarded from the CHP Dean's Office using an existing endowed scholarship.
 - **Target – December 2017**
 - Accomplished

Additional Resources Needed: Sufficient funds to make the scholarship award.

Source of Additional Resources: Existing Endowed Scholarship.

Evaluative Processes:

- College Executive Council assesses progress semi-annually and reports to College.
- College leadership team adjusts actions as necessary to meet metrics and targets.

Strategy 3.7: *Sustain current enrollment and credit hour production in the CHP capped programs.*

Metrics and targets for 2017-2018 Academic Year:

- Establish a dashboard to monitor annual enrollment in CHP capped programs.
 - **Target – August 2018**
 - Program Specific Metrics with the CHP related to SEM Plan Goal 3: Increase retention rates of degree seeking underserved student populations by 2.5% yearly through Fall 2020. (from 65.5% in Fall 2015 to 78.1% in Fall 2020, an increase of 1,053 students)

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- Establish a dashboard to monitor annual student credit hours in CHP capped programs.
 - **Target** – August 2018
 - Department Specific Metrics to include ALL credit hours.

Additional Resources Needed: None.

Source of Additional Resources: None.

Evaluative Processes:

- College Executive Council assesses progress semi-annually and reports to College.
- College leadership team adjusts actions as necessary to meet metrics and targets.

Strategy 3.8: *Explore implementation of an annual CHP Open House targeted towards enhancing recruitment, sustaining enrollment, and increasing retention in the CHP.*

Metrics and targets for 2017-2018 Academic Year:

- Continue to conduct department specific information sessions and open houses targeted towards enhancing recruitment, sustaining enrollment, and increasing retention in the CHP.
 - **Target – Ongoing**

Additional Resources Needed: To be determined.

Source of Additional Resources: To be determined.

Evaluative Processes:

- College Executive Council assesses progress semi-annually and reports to College.
- College leadership team adjusts actions as necessary to meet metrics and targets.

Strategy 3.9: *Partner with the WSU Admissions Office on “Event Registration” to increase marketing reach” and visibility for CHP undergraduate program Information Sessions.*

Metrics and targets for 2017-2018 Academic Year:

- Implement the partnership with admissions and at least ONE CHP professional undergraduate program.
 - **Target – December 2017**
 - Accomplished

Additional Resources Needed: To be determined.

Source of Additional Resources: To be determined.

Evaluative Processes:

- College Executive Council assesses progress semi-annually and reports to College.
- College leadership team adjusts actions as necessary to meet metrics and targets.

Strategy 3.10: *In the Office of Technology Services (OTS) explore strategies to optimize the CHP desktop and laptop computer replacement cycle.*

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Metrics and targets for 2017-2018 Academic Year:

- Consult with WSU Information and Technology Services (ITS) to determine recommended optimum refresh cycles based on hardware and software growth rates and longevity predictions.
 - **Target**
 - Accomplished
- Adjust CHP reimaging and replacement frequency for desktops and laptops, to provide optimization of resources without compromising function and reliability.
 - **Target – August 2018**

Additional Resources Needed: None

Evaluative Processes:

- College Executive Council assesses progress semi-annually and reports to College.
- College leadership team adjusts actions as necessary to meet metrics and targets.

University Goal 4: *Accelerate the discovery, creation and transfer of new knowledge.*

College Goal: Enhance Quality of Academic Programs

Strategy 4.1 *Increase externally funded research and technology-based innovation where appropriate within the College.*

Metrics and targets for 2017-2018 Academic Year:

- Hire additional research active senior faculty to mentor junior faculty and promote inter-disciplinary research.
 - **Target: August 2018**
 - **On Target**
- Continue efforts to acquire dedicated endowed funding to support CHP Professional Development.
 - **Target: Ongoing**
- Continue campaign to acquire funding to support Endowed Professorship and Associate Dean for CHP Innovation, Research, Entrepreneurship, and Community Engagement.
 - **Target: Ongoing**

Additional Resources Needed: Funds to support faculty salaries.

Source of Additional Resources: CHP Development Officer will work with Dean's office staff to achieve fundraising goals to support CHP student activities and initiatives.

Evaluative Processes:

- College Executive Council assesses progress semi-annually and reports to College.
- College leadership team adjusts actions as necessary to meet metrics and targets.

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University Goal 5: *Empower students to create a campus culture and experience that meets their changing needs.*

College Goal: Expand Academic Programs and Increase Enrollments

Strategy 5.1 *Expand program offerings beyond Wichita, particularly in rural and academically underserved areas and beyond.*

Metrics and targets for 2017-2018 Academic Year:

- Implement Zero-Credit Co-Op Opportunities in the CHP to provide CHP students with the opportunity to gain work experience related to the Health Field.
 - **Target: January 2018**
 - **Accomplished**
- Explore partnership opportunities with Wichita Area Technical College (WATC) Health-Related Programs.
 - **Target: Ongoing**

Additional Resources Needed: To be determined.

Source of Additional Resources: To be determined.

Evaluative Processes:

- College Executive Council assesses progress semi-annually and reports to College
- College leadership team adjusts actions as necessary to meet metrics and targets

Strategy 5.2 *Establish a mechanism for students in the CHP to provide feedback of proposed CHP initiatives and to provide input relative to their academic and campus experiences.*

Metrics and targets for 2017-2018 Academic Year:

- Continue DEAN - ALL COLLEGE Professional Student Program Forums in spring and fall semester with a continued focus on;
 - Attending orientation days for new students by program
 - Visiting program cohorts in the classroom
 - Recording videos that are distributed via social media and by faculty
- **Target – Ongoing (On Target)**

Additional Resources Needed: None.

Evaluative Processes:

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- College leadership team adjusts actions as necessary to meet metrics and targets.

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University Goal 6: *Be a campus that reflects—in staff, faculty and students—the evolving diversity of society.*

College Goal: Enhance Quality of Academic Programs

Strategy 6.1 *Increase the diversity of faculty, staff and students.*

Metrics and targets for 2017-2018 Academic Year:

- Continue to explore availability of public and private funding available to support recruitment of a more diverse faculty.
 - **Target: Ongoing**

Additional Resources Needed: To be determined.

Source of Additional Resources: To be determined.

Evaluative Processes:

- College Executive Council assesses progress semi-annually and reports to College
- College leadership team adjusts actions as necessary to meet metrics and targets

University Goal 7: *Create a new model of assessment, incentive and reward processes to accomplish our vision and goals.*

College Goal: Enhance Quality of Academic Programs

Strategy 7.1 *Ensure that all programs have the ability to hire and retain appropriately trained and credentialed faculty.*

Metrics and targets for 2017-2018 Academic Year:

- Continue intensified efforts for the College faculty/educators to acquire terminal degree in their discipline.

2017-2018 Updates:

Area/Department/Level Faculty/Educator is Teaching	# of Faculty	# of Faculty with Terminal Degree	Percentage
Audiology Clinical Educators (AuD) Clinical Supervision	1	1	100%
Speech Language Pathology Clinical Educators (Masters) Clinical Supervision	6	6	100%
Audiology & Speech Language Pathology Didactic Faculty (Doctorate)	7	7	100%
Dental Hygiene (Masters)	7	7	100%
Medical Laboratory Sciences (Masters or Higher)	5	4	80%
Physician Assistant (Masters or Higher)	8	7	88%
Physical Therapy (with a DPT or PhD)	7	6	86%
Physical Therapy (with a PhD)	7	2	29%

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Area/Department/Level Faculty/Educator is Teaching	# of Faculty	# of Faculty with Terminal Degree	Percentage
Public Health Sciences (with a PhD)	10	8	80%
School of Nursing – Undergraduate Program (MN or MSN)	31	31	100%
School of Nursing – Undergraduate Program (Doctorate)	26	11*	42%
School of Nursing –Graduate Program (Doctorate)	16	14	88%

* Includes three faculty currently completing doctoral degrees.

- **Target: Ongoing**

Strategy 7.2 Establish budgeting processes and priorities in a manner that invests in faculty and staff professional development.

Metrics and targets for 2017-2018 Academic Year:

- Continue to identify specific fundraising strategies to increase funding and endowments to support faculty and staff professional development.
 - **Target: Ongoing**