

**CHICAGO STATE UNIVERSITY
COLLEGE OF HEALTH SCIENCES**

**FIVE YEAR STRATEGIC PLAN:
2013-2018**

Introduction

The College of Health Sciences at Chicago State University (CSU) is responsible for developing, implementing, and administering programs related to the education of health care professionals. The College of Health Sciences offers baccalaureate degrees in health information administration, nursing, pre-physical therapy, pre-occupational therapy and community health, and a minor in health sciences. The College also offers a post-baccalaureate certificate in health information administration, and Master degree programs in occupational therapy, public health and nursing.

The professional programs offered in the College of Health Sciences are fully accredited by their respective professional bodies. Following completion of all academic and clinical requirements, the nursing graduates are qualified to sit for the National Council Licensure Examination for Registered Nurses (NCLEX-RN). Occupational Therapy graduates are qualified to sit for the National Occupational Therapy Certification Examination, and Health Information Administration graduates are qualified to sit for the registered health information administrator (RHIA) national certification examination.

Historically, between 30-50% of African American baccalaureate degree nurses, health information administrators and occupational therapists from the Illinois public universities are CSU graduates. Over 90% of our graduates serve the metropolitan Chicago area and continue to make vital contributions in the delivery of health services in our community. Among the top ten professions having the best prospects for growth in the next ten years are nursing and occupational therapy. Health information administration is listed among the three fastest growing disciplines. The outlook for all health professions is positive. Graduates of the nursing program can look forward to leadership and management opportunities in a variety of health care settings; graduates of the health information administration program can look forward to many opportunities in health care related facilities.

College Core Values, Mission and Vision Statements

Core Values:

Chicago State University (CSU), College of Health Sciences faculty and staff value:

- Student Learning and Development
- Life-long learning
- Diversity
- Accountability and Responsibility
- Community Service
- Critical Thinking
- Interdisciplinary Education
- Empowerment and Social Justice
- Transformative Leadership
- Professional Integrity

Mission:

The College of Health Sciences at CSU educates a caring and competent, non-traditional student body, many of whom are underrepresented in the healthcare professions. Through innovative teaching strategies and interdisciplinary educational experiences, we empower our graduates to be critical thinkers, life-long learners, advocates for reducing health disparities, and providers of quality health care services.

Vision:

The College of Health Sciences at CSU strives to be recognized as a national leader in interdisciplinary healthcare education and excellence in teaching, research and service. We strive to inspire and prepare our students to seek and create innovative healthcare opportunities locally, nationally and globally.

Overview of the 2013 Strategic Planning Process

The planning for the College strategic plan process began in spring 2012, following the approval of the University strategic plan by the Board of Trustees. The College Executive Council spearheaded the strategic planning process and scheduled a retreat for the fall semester. On August 27, 2012, faculty and staff in the College met in a day-long session to develop the strategic plan. The meeting was facilitated by Dr. Leslie Roundtree. The University strategic plan document was used as a template during the general discussion to identify the areas with which the College of Health Sciences strategic plan could align with the University plan. Subsequently, the participating faculty and staff were divided into “discussion groups” and a “recorder” was appointed for each group. The discussion groups reconvened to present their ideas to the entire group and feedback was provided. The following were the members of the discussion groups:

Strategic Goal # 1: Maintain Institutional Structure and Faculty

Elizabeth Wittbrodt (Recorder)

Dr. Juanita Holliman

Dr. Sarah Austin

Dr. Quintin Williams

Strategic Goal # 2: Community Engagement

Dr. Thomas Lyons

Dr. Rosemary Ricks-Saulsby

Saleemah Ali

Dr. Wanda Mahoney (Recorder)

Dr. Shakirudeen Amuwo

Strategic Goal # 3: Enhance Revenues

Leslie Jackson (Recorder)

Dr. Damon Arnold

Monique Germain

Adrienne Borden

Dr. Emmanuel Osunkoya

Strategic Goal # 4: Enrollment and Retention

Dr. Barbara Price (Recorder)

Mary Anderson

Dr. William Ebomoyi

Ivonne Anguh

Dr. Elizabeth Wanka

Strategic Goal # 5: Infrastructure

Karen Hardney (Recorder)

Muniat Ishowo

Fabienne Williams

Strategic Goal # 6: Image

Dr. Yashika Watkins (Recorder)

Dr. Thomas Britt

Tanya Sobosan

Dr. Bea Ade-Oshifogun

Following the retreat, Dr. Leslie Roundtree compiled the ideas presented by each discussion group and produced a draft document that was shared with the dean. Dr. Balogun and Dr. Roundtree met to refine the draft document, which was later presented to the College Executive Council members. The Council reconvened on three occasions to discuss and refine the document. The chairs and unit directors also presented the drafts of the strategic plan document at their department/unit meetings for feedback. Recommendations from the departments and service units were discussed at the College Executive Council meeting and incorporated into the document. The revised College strategic plan was presented by the dean to the College Assembly on April 4, 2013. Members extensively discussed the plan, offered additional amendments, voted and the plan was unanimously adopted.

Strategic Goal 1			
Maintain an institutional structure that respects, develops and reinforces academic rigor, student/ faculty and collaborative research, evidence-based curriculum and faculty/staff development			
Objectives	Measures of Success	Responsible Person/Committee	Baseline Data in 2012
1a. Attract, recruit, recognize, and retain exceptional faculty who have demonstrated success in their field of study/expertise and committed to the success of students	75% of the full-time tenured track faculty (Unit A) will have earned doctorate.	Department Chair, Search Committees, Dean	12/16 = 75%
	Fill all (100%) vacant full-time tenured track faculty position at the beginning of the academic year.	Department Chair, Search Committees, Dean	MSN =3, BSN= 7, OT= 1, HIA=1 Total = 12
	10% increase in the number of external grant proposal submitted by faculty and staff per year.	Department Chairs, Dean	Three external grants submitted
	5% increase in the number of publication in peer reviewed journals per year.	Department Chairs, Dean	7 journal publications and 4 abstracts
1b. Formalize an assessment program for pre-professional students to attain College students learning objectives	Develop measures and grading rubrics to assess pre-professional students learning outcomes.	Faculty teaching the six college-based interdisciplinary courses	New
	100% of the six interdisciplinary courses in the College of Health Sciences designed for pre-professional students will be assessed annually.	Assessment Coordinators	New
1c. Establish a culture of lifelong learning and foster professional development of students, faculty and staff; especially in the areas of transformative leadership, pedagogy, professional integrity, research and service	5% increase in the number of faculty development workshop/training/colloquia organized per year.	Faculty Development Committee, Department Chairs	Spring = 4 Fall =2 Total = 6
1d. Promote ongoing curriculum revision to keep pace with changes in the healthcare system	Faculty in each department will meet annually to fine tune the curriculum of all undergraduate and graduate academic programs based on assessment data	Department Chairs	

Strategic Goal 2

Strengthen partnerships with the healthcare industry, educational institutions, government, and community organizations to improve health and wellbeing of the community while reducing health disparities

Objectives	Measures of Success	Responsible Person/Committee	Baseline Data in 2012
2a. Develop consistent measures of reporting student service learning activities and faculty/staff community service	12% increase in the number of students enrolled in the service learning course annually.	Service Learning Course Coordinator	135
	100% of the students enrolled in the service learning course will provide 30 or more hours of community service.	Service Learning Course Coordinator	135
	5% in the number of people served	Service Learning Course Coordinator	129,201
	5% increase in service learning fieldwork affiliation sites	Service Learning Course Coordinator	19
2b. Enhance the visibility of the College nationally	5% increase in the number of new partnership with hospitals, clinics, community and “faith” based organizations annually.	Field work Coordinators	Chairs/Fieldwork coordinators H/S = 19 OT = 120 Nursing = 13 HIA = 17 Total = 169

Strategic Goal 3

Diversify revenue sources to decrease reliance on the State of Illinois and increase the efficiency and effectiveness of financial management practices within College of Health Sciences

Objectives	Measures of Success	Responsible Person/Committee	Baseline Data in 2012
3a. Develop relationships with public and private funding sources to heighten support for the College	5% increase in the number of partnerships developed per year.	Dr. Damon Arnold, Assistant Dean	4
	5% increase in the funding level raised through such relationships.	Dr. Arnold, Assistant Dean	\$0

3b. Engage and leverage the potential of the College stakeholders	50% of the faculty and staff in the College of Health Sciences will make contribution to the CSU foundation annually.	Department Chairs, Dean	6
	5% increase in the amount of contribution made by the faculty and staff in the College of Health Sciences to the CSU Foundation annually.	Department Chairs, Dean	\$2,610
3c. Generate additional revenue from external sources for the College	5% increase in funded external grant per year.	Chairs/Directors	\$250,000

Strategic Goal 4

Improve the recruitment, retention, and graduation metrics of diverse student population through a nurturing and challenging environment that facilitates the development of competent, creative, resourceful, global and empowered citizens

Objectives	Measures of Success	Responsible Person/Committee	Baseline Data in 2012
4a. Increase the enrollment of culturally diverse and non-traditional students in the College	3% increase in the number of male students enrolled in the College annually.	Department Chairs, Advisors, Dr. Hines, IER	Graduate M = 13; F = 61 Total = 74 Undergraduate M=106; F= 766 Total 872 Grand Total M=119; F = 827; = 946

	3% increase in the number of ethnic/racial diverse population enrolled in the College per year.		<p style="text-align: center;">Graduate</p> <p>Hispanic/Latino 4 Asian/P Islander 7 Black 36 Caucasian 22 Other 3 Unspecified 2 Total 74</p> <p style="text-align: center;">Undergraduate</p> <p>International 1 Hispanic/Latino 58 Asian/P Islander 13 Black 722 Caucasian 20 Am. Indian/Alaska 2 Other 48 Unspecified 8 Total 872 Grand Total 946</p>
4b. Enhance academic support services for pre-and-professional students to foster timely graduation.	3% increase in the number of students receiving tutoring services provided by College personnel annually.	Tutoring Service Coordinator	<p style="text-align: center;">Spring = 79 Fall = 25 Total = 104</p>
	12% increase in the fall to fall retention rate for first time, full-time students and transfer students per year.	Department Chair/ Advisors, Dean, Dr. Hines, IER	<p>73 students enrolled fall 2011 and 37 returned fall 2012 = 50.7%</p>

	12% increase in the six year graduation rate for first time, full-time students per year.	Department Chairs, Advisors, Dean, Dr. Hines, IER	Fall 2006 cohort had 57 CHS students; 7 received their degree in 6 years = 12.3%
Strategic Goal 5			
Promote a positive College image by fostering an environment of shared governance, accountability, communication, and engagement of all stakeholders			
Objective	Measures of Success	Department Chair/ Advisors	Baseline Date in 2012
5a. Promote an environment for shared governance that engages and relies upon the expertise and unique perspectives of College stakeholders to advance the academic policies and mission of the College.	100% of all major decisions affecting academic (admissions, progression/retention and curriculum) policies will be discussed and approved by the appropriate Committees within the department and College annually.	College Executive Council	Chairs (Due April 2, 2013)
	90% of faculty and staff will attend College Assembly.	Department Chairs, Dean	Spring 2012 = 31 Fall 2012 = 37 Mean = 34
	90% of faculty and staff will attend College annual retreat	Department Chairs, Dean	Fall 2012 = 33
5b. Strengthen the culture of compliance and responsibility through the use of empirical data to improve the efficiency and effectiveness of academic and administrative operations while maintaining transparent internal and external communication	No audit finding at the College each year.	Fiscal officers, Dean	0
5c. Develop a comprehensive marketing campaign strategy that showcases the strengths of the College to attract potential students	12% increase in the number of applicants applying to the College annually	Division of Enrollment Management, Dean, Dr. Hines, IER	Graduate = 63 Undergraduate=350 Total = 413