

Strategic Directions

2013 -2015

California State University, Fresno
College of Health and Human Services



Discovery. Diversity. Distinction.

College of Health and Human Services • Strategic Directions 2013-15

Introduction and Methodology

The College of Health and Human Services *Strategic Directions 2013-2015* was developed through a planned process of consultation with faculty and staff initiated during the 2012-2013 academic year. It was determined that investing in strategic directions, versus the development of an in-depth strategic plan, was practical given that the Fresno State's *Strategic Plan for Excellence IV 2011-2015* would finish with the close of the 2014-15 academic year and a new plan would be underway. In addition, with the campus welcoming the new leadership of President Joseph Castro, interim Provost and Vice President for Academic Affairs Andrew Hoff, interim Dean Jody Hironaka-Juteau and interim Associate Dean Mitzi Lowe in 2013-14, it was prudent to develop strategic directions that would serve to provide continued guidance as the College prepares to welcome its permanent dean in the coming year.

A World Café design process was facilitated by Dr. Jackie Ryle during spring 2013 with participants providing input via three discussion questions: 1) What do you anticipate as the key challenges for the college? 2) What is the unique added value of education at Fresno State, particularly in the College of Health and Human Services? 3) What do you need to be your best in the role you fill at the university? Due to limited initial participation, additional input was gleaned by extending the process into 2013-14 to assure the core messages from the World Café reflected the needs and interests of the college. The extended process included opportunity to obtain input through an electronic survey and face-to-face meetings with each department and the centers and institutes during fall 2013.

Since the process differed from the more “traditional” strategic plan, five strategic directions were expanded to include key strategies and steps. These also include key indicators from the *Strategic Plan for Excellence IV* that articulate with the directions. With leadership from the College Executive Committee, a draft was finalized and circulated at the Spring 2014 Assembly and ratified in February, 2014.

Mission

The primary mission of the College of Health and Human Services is to provide a professionally oriented education at the undergraduate level and to provide graduate programs in specialized disciplines that serve the needs of students and the emerging needs of residents and health and human service providers in the Central California region. The college's laboratories, centers and institutes, working with faculty in each academic program, address issues of bridging health policy, nursing, social services, children, and obesity as well as other challenges facing all segments of the population across the region. The fundamental process linking all programs within the college is professional collaboration based on a common vision and a commitment to service.

Strategic Directions

The following *Strategic Directions* are proposed to guide the planning efforts of the College of Health and Human Services. These are linked to the university's *Strategic Plan for Excellence IV* and are intended to form the basis for movement forward over a two-year period (2013-2015).

Recognizing that Fresno State is in a unique period of transition, these *Strategic Directions* provide a path forward, while allowing for the needed flexibility to respond to new challenges and to capitalize on new opportunities. Thus, while key areas of focus and strategies are identified, these may shift as priorities are refined.

College of Health and Human Services Strategic Directions 2013-15	California State University, Fresno Strategic Plan for Excellence IV 2011-15
1. Maintain commitment to student success	Commitment to Student Transformation and Success (Theme 2) Internationalization (Theme 5) Engagement with the Region (Theme 7)
2. Strengthen and develop excellent academic programs	Enhance the Student Learning Environment (Theme 1)
3. Enhance support and recognition for teaching and research	Transformational Scholarship (Theme 3) Internationalization (Theme 5) Engagement with the Region (Theme 7)
4. Recruit, develop and retain diverse, well-qualified faculty and staff	Developing Our Campus Community (Theme 4)
5. Encourage and support communication and collaboration	Transformational Scholarship (Theme 3) Resource Development (Theme 6)

1. Maintain commitment to **student success**

Key strategies and steps

- A. Examine and enhance learning environments to support student success
 - Review C/S classifications and reset as appropriate
 - Review classroom allocation and initiate adjustment based on assessed needs
- B. Review and enhance advising to students at the department level and through the CHHS Student Services Center
 - Identify advising best practices at the department and college level.
 - Maximize use of campus supports (e.g. OIE, Tableau) to assess and identify needs.
- C. Promote and strengthen professional networking/mentoring and High Impact Practices such as undergraduate research, service learning, community-based learning, and diversity/global learning.
 - Convene internship coordinators meeting and other appropriate governance groups to explore common challenges and identify best practices.
 - Encourage and support participation in campus-wide initiatives designed to strengthen these practices.
- D. Continue to develop and support quality graduate programs and a thriving graduate culture
 - Develop and support cross-discipline events designed to enrich the experience of graduate students
 - Seek advisement via graduate coordinators and other appropriate governance groups on learning needs of graduate students

Key indicators

- Achievement gap between traditional and underrepresented students reduced by 50% (Graduation Rate Initiative) (Theme 2 indicator 1)
- Six-year first-time, full-time freshman graduation rates increased by 6% (45% baseline from Graduation Rate Initiative) (Theme 2 indicator 2)
- Six-year underrepresented minority graduation rate will rank in the top 25% of public Carnegie Engaged Universities (Theme 2 indicator 3)
- Number of students participating in Study Abroad (Theme 5 indicator 2)
- Increased number of students graduating with at least one service learning experience (Theme 7 indicator 3)

2. Strengthen and develop **excellent academic programs**

Key strategies and steps

- A. Continue to support enhanced technology in instruction, classrooms, labs and offices
 - Seek consultation from the Instructional Technology subcommittee, college Technology Liaison and other appropriate governance groups on hardware and software needs.
 - Monitor opportunities for enhancement via Teaching Learning and Technology (TLT), the College Division Support committee and college Technology Liaison.
- B. Continue to develop and enhance teaching/research infrastructure of the college, including environments for active learning and collaboration
 - Seek advisement via the Research subcommittee, graduate coordinators, ad hoc honors committee and other appropriate governance groups on infrastructure needs.
 - Provide annual allocation to Research, Technology and International subcommittees to enhance teaching/research.
- C. Continue to learn from accreditation, program review, outcomes assessment and other reviews to enhance academic programs
 - Convene inter-department subcommittee to share best practices and advise on common metrics for assessment of learning.
 - Continue to provide support of assessment processes and explore ways to improve efficiencies.
 - Seek advisement via the Executive Committee and other appropriate governance groups on programmatic needs.

Key indicators

- Increased number of students (and percent) involved in scholarship and creative projects (overall and by college) (Theme 1 indicator 1)
- Quality of student scholarship and creative projects (judged by awards, publications, etc). (Theme 1 indicator 2)
- Percentage of seniors who have engaged in enriching educational experiences is higher than that of our Carnegie peer group (Theme 1 indicator 5)

3. Enhance support and recognition for **teaching and research**

Key strategies and steps

- A. Strengthen support for faculty that results in enhanced teaching and research.
 - Encourage participation in campus-wide trainings and assess for other professional training needs.
 - Provide annual allocation to Research, Technology and International subcommittees to enhance teaching/research.
 - Seek advisement via the Executive Committee and other appropriate governance groups.
- B. Review alternatives for workload relief to enhance support of teaching and research.
 - Examine campus and system-wide best practices.
 - Continue to seek advisement from Dean's Cabinet and other appropriate governance groups.
- C. Enhance efforts to develop endowments, gifts and other support for teaching and research
 - Promote faculty scholarship via college and campus-wide events.
 - Develop and implement a college-wide communications plan to raise the profile of achievements in teaching and research.

Key indicators

- Increased number of scientific and scholarly publications in targeted growth areas – water, air, health. (Theme 3 indicator 1)
- Increased number of scholarly publications and presentations in targeted growth areas – water, air, health – co-authored or presented with students. (Theme 3 indicator 2)
- Increased number of Fulbright scholar faculty and students who conduct research or study abroad. (Theme 5 indicator 1)
- Number of faculty and students engaged with our Centers and Institutes that participate in applied research addressing core regional issues and challenges. (Theme 7 indicator 1)

4. Recruit, develop and retain **diverse, well-qualified faculty and staff**

Key strategies and steps

- A. Invest in faculty and staff recruitment and hiring processes that ensure a diverse pool of qualified applicants for all positions within the college.
 - Continue to convene search chair meetings to share progress and best practices.
 - Explore non-traditional options to attract, recruit and retain underrepresented populations
- B. Review and enhance the process to support faculty and staff professional development
 - Evaluate campus-wide models/processes for allocating professional development funds.
- C. Provide/sponsor training opportunities and events that enhance diverse leadership and support succession planning at all levels
 - Develop a process for assessing interest and potential for in leadership advancement
 - Encourage participation in campus- and system-led trainings and assess for other professional training needs.

Key indicators

- Headcount and percent of tenured/tenure-track faculty by racial/ethnic category and gender. (Theme 4 indicator 1)
- Headcount and percent of full-time staff and managers by racial/ethnic category and gender. (Theme 4 indicator 2)
- Headcount and percent of tenured/tenure-track faculty, staff and managers by racial/ethnicity and gender who leave annually. (Theme 4 indicator 3)

5. Encourage and support **communication and collaboration**

Key strategies and steps

- A. Develop and support communications and marketing plans (inclusive of web and social media) for each academic program, centers/institutes and the college to increase visibility
 - Assess and prioritize current communication needs
 - Seek input via the Executive Committee on strategies to support communications
 - Develop and implement a college-wide communication plan
- B. Continue to develop and support campus and regional, state, national and international partnerships and collaborations that enhance instruction, research, recruitment and retention
 - Develop and launch a college honors program
 - Convene and support a health-focused regional meeting to advance research and collaborative endeavors.
 - Continue to develop and enhance international relations and programs
- C. Support an atmosphere that enhances a sense of community.
 - Continue to convene college-wide assemblies, events, and meetings that serve to increase communication and build camaraderie.
 - Explore informal ways or periodic gatherings to foster communication and positive working relationships.

Key indicators

- Increased number of students participating in faculty scholarship as co-authors or co-presenters. (Theme 3 indicator 3)
- Increased number of faculty research and creative accomplishment collaborations across disciplines. (Theme 3 indicator 5)
- Increase in total revenue from diversified sources (i.e., sponsored programs, indirect cost recovery, donor support, continuing education) with annual and three year trend. (Theme 6 indicator 2)

Implementation and Monitoring

It is expected that the key strategies and steps included under each of the five directions will be reviewed and preliminary assignments of responsibility for each will be developed. Additional detail on steps and process will be added where need.

Elements of the plan will be reviewed by the College Executive Committee each semester. The chair of the College Executive Committee will assist in reporting on accomplishments and challenges during the fall assembly of each academic year through 2015.