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| **Objectives** | **Actions** | **Outcome** | **Responsibility** |
| Objective 1 – Develop innovative alternative methodologies for educational outreach beyond the campus.  Objective 2 – Design and gain approval for additional doctoral programs.  Objective 3 – Increase interdisciplinary involvement in both international and traditional course offerings and research.    Objective 4 - Increase regional and national recognition and support for scholarship and research activity in selected areas.  Objective 5 – Identify categories of professional service that are exemplary and develop strategies for recognizing exemplary professional service.  Objective 6 – Increase regional and national recognition and success in grant submissions and funding.  Objective 7 – Identify categories of teaching/instruction that are exemplary and develop strategies for recognizing exemplary teaching/instruction. | * 1. Conduct ongoing evaluation of online offerings and increase or decrease as justified by findings.   1.2 Evaluate potential for specific campus outreach strategies in each unit of CHHS.  1.3 Assess means of providing discipline specific services to groups in the local community.  2.1 Propose PhD in nursing and/or DNP Program.  3.1 Explore means of increasing interdisciplinary involvement in teaching and research across WCHHS units, units outside CHHS, nationally and internationally.  4.1a Evaluate the current status of external funding within the Departments/Schools of WCHHS.  4.1b Annual report of external funding obtained, ongoing research, publications and presentations.  4.2c Search committees will also focus on recruitment of qualified, tenure track faculty members with established programs of research.  4.3a College criteria for annual review and promotion of clinical faculty members will be developed by the end of Spring 2013.  4.3b Hiring of clinical faculty will be phased in on an as needed basis and as funding is available.  4.4 Develop a strategy to work with the development office to obtain funding for endowed chairs in selected departments including ICHS.  4.5 Each department will evaluate the interest and possibility of mentorship of new researchers with internal and external mentors.  4.6 Determine further strategies to support faculty members involved in research and grantsmanship.  4.7 Bring in national experts to work with the faculty members and doctoral students to expand professional linkages and mentorships.  4.8 Explore the need for the research faculty designation.  5.1 Each department will meet to clarify the nature of exemplary professional service in the discipline and determine what meaningful recognition would increase involvement in professional service.  6.1 Local, regional and national recognition for successful funding will be promoted in CHHS and University media.  7.1 Each department will clarify the nature of exemplary teaching/instruction in the discipline. | 1.1 Annual review of innovative teaching and mentoring strategies in distance learning by Department Chairs and Curriculum Chairs to determine viability of means of improving and possibility of expansion.  1.2 Each unit in the college will develop campus outreach strategies specific to the discipline.  1.3 Each discipline will determine community outreach strategies that will extend the discipline, faculty and students into the surrounding community.  2.1 Receive permission to proceed with preparation to submit to BOR.  2.2 Initiate program by AY 2015.  3.1a At least two interdisciplinary courses will be offered by 2016.  3.1b Faculty members and students will collaborate across disciplines in research projects.  3.3 Increased WCHHS faculty and student involvement in the AILSG.  3.4 Each Department/Institute/Academy in the CHHS will develop study abroad/exchange programs by 2017.  4.1a Determine the current levels of external funding across CHHS.  4.1b Increased external funding and research output by faculty members over the next 5 years.  4.2c The number of tenured and tenure track faculty members with programs of research will increase annually as positions are available.  4.3 Implementation of the clinical track faculty plan to provide release for more faculty research by tenure track faculty members.  4.4 Obtain funding for at least two endowed chairs in the next 5 years.  4.5 Mentorship relationships will be established with researchers within and outside of the college and university.  4.6 Each department/school will assess their faculty members’ perceived needs in the area of support for research and grantsmanship.  4.7 Increased exposure of faculty members and students to national experts in order to form linkages and mentorships in research.  4.8 Implement the research faculty designation if indicated by assessment.  5.1a Clarify the role and nature of professional service in T&P guidelines.  5.1b Develop strategies to recognize exemplary service.  6.1. Increase the recognition of CHHS faculty members across the region, nationally and internationally.  7.1a Clarify the role and nature of teaching/instruction in Tenure and Promotion Guidelines.  7.1b Develop strategies to recognize exemplary teaching/instruction.  7.1c Make faculty aware of resources available on campus to assist with teaching/instruction. | Associate Dean, Directors and Department Chairs  Deans, Chairs, Faculty  Deans, Chairs, Faculty  WSON Director, graduate administrators and graduate faculty  Department Chairs and Directors, faculty and curriculum committees  Department Chairs and Directors, faculty and curriculum committees  Department Chairs and Directors, faculty and curriculum committees  Department Chairs and Directors, faculty and curriculum committees  WCHHS administration, Department Chairs/Directors  Department Chairs/Directors, Faculty  Department Chairs/Directors  WCHHS Administration, Chairs/Directors  Department Chairs/Directors  Department Chairs/Directors  Development Office, CHHS Dean, Chairs/Directors, Faculty  Chairs/Directors, Faculty Members  Chairs/Directors  Department Chairs/Directors  CHHS Administration, Chairs/Directors  Chairs/Directors, Unit Faculty Members  Chairs/Directors, Unit Faculty Members  Chairs/Directors, Unit Faculty Members |

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| **Objectives** | **Actions** | **Outcome** | **Responsibility** |
| Objective 1 – Increase the quality of graduate and undergraduate programs.  Objective 2 – Expand graduate and undergraduate degree programs by adding programs reflective of community needs and national trends.  Objective 3 – Develop strategies to recruit high quality students and promote program completion including cohort programs, early advisement and intervention programs for at-risk students.  Objective 4. Assess the incorporation into programs the topics of value of attendance, time management, ethics, interpersonal skills and performance. | 1.1a Systematically evaluate and revise the curricula of each Department/Institute on university-wide cycles.  1.1b Maintain and support the broad education of students through HPS 1000 and HPE Activity Courses.  1.2 Annual review of pass rates on standardized examinations for licensure or certification.  1.3 Pursue accreditation/reaccreditation of all CHHS graduate and undergraduate programs.  2.1 Obtain approval for BS in Culinary Sustainability and Hospitality.  2.2 Explore the development of new minor and/or major programs in CHHS.  2.3 Expand Sport Management Instruction at the graduate level.  2.4 Explore the development of a Bachelor’s of Science in Public Health Education.  2.5 Obtain approval for the development of a Master of Science in Health Promotion.  3.1 Conduct ongoing systematic evaluation of the admission, progression and retention rates of all CHHS degree granting programs.  3.2 Evaluate to determine undergraduate and graduate programs that need active recruitment of students and focus resources on attracting high quality students.  3.3 Conduct an assessment of all marketing and outreach strategies to determine currency and effectiveness.  4.1 Each program will evaluate the curriculum to determine if these topics are included in the curriculum and classroom materials. | 1.1 Meet established “Assurance of Learning program standards.  1.2Meet or exceed national pass rates on standardized exams for licensure or certification.  1.3a All CHHS programs that are eligible for accreditation will be accredited by 2015.  1.3b All current accreditations and approvals will be maintained in good standing.  2.1 Admit the first class by Fall 2013, add electives to reflect national trends.  2.2. Decision on which majors/minors will be developed and the implementation schedule.  2.3 Students will have additional opportunities to take courses in Sport Management.  2.4 Decide to add program or delay to a specific date.  2.5 Decide to add program or delay to a specific date.  3.1 Strategies of admitting, retaining and graduating students at or above institutional target levels will be implemented in accord with the Complete GA Initiative.  3.2 Programs that need to attract students will self-identify and submit plans for student recruitment.  3.3 CHHS marketing and outreach strategies will be updated and new strategies will be implemented as needed.  4.1 Curricula will be updated if needed to include all topics in a coordinated, meaningful process. | WCHHS Chairs/Directors  Department Chairs and Faculty  Chairs/Directors, Faculty  Chairs/Directors, Faculty  ICSH Director  Chairs/Directors and Faculty  ESSM Chair  HPE Chair and Faculty  HPE Chair and Faculty  Affected Chairs/Directors  Affected Chairs/Directors  Affected Chairs/Directors  Chairs/Directors and Faculty |

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| **Objectives** | **Actions** | **Outcome** | **Responsibility** |
| Objective 1 – Identify and demonstrate the level of engagement of CHHS faculty and students in the local, national, regional and international communities.  Objective 2 – Maintain and improve the CHHS involvement in the Academy of Inclusive Education.  Objective 3 – Advance global citizenship through cross cultural engagement in the local community, Georgia, the nation and the world.  Objective 4 –Maintain current graduate and undergraduate program accreditations/recognitions  Objective 5 – Reassess and re-establish community advisory boards. | 1.1a Determine a process for collection of faculty and student involvement in all departments/institutes/academies in local, regional, national and international communities.  1.1b Each unit will regularly submit a report to the Dean of student/faculty involvement in local, regional, national and international communities.  2.1a AILSG Director and Community Clinic Director will meet with each unit leader and faculty members to inform of AILSG and the KSU Community Clinic activities.  2.1b Each unit leader will assess opportunities for involvement with AILSG and the KSU Community Clinic.  3.1a Assess the level of cross cultural engagement by CHHS faculty and students at local, state, national and international levels  3.1b Assess methods to increase cross cultural engagement as appropriate according to available resources will be assessed.  3.1c Develop a process and cycle (key courses, etc.) for assessing cross cultural engagement activities by the faculty and students of each CHHS unit.  4.1a CHHS programs accreditations, approvals and recognitions will be maintained.  4.1b CHHS programs that have accrediting/recognition bodies will seek accreditation/recognition by these bodies. (See Goal 2, Objective 1).  5.1 CHHS College and Departmental administrators and faculty members will reassess the purpose of advisory boards and re-establish them as indicated for the College and each Department/Academy/Institute. | 1.1a Determine and report the involvement of faculty and students in all departments/institutes/academies in local, regional, national and international communities.  1.1b Student/faculty engagement outside the curriculum and in extracurricular activities outside the institution will be documented.  2.1 By 2015 each CHHS Department will have some level of involvement in AILSG and the KSU Community Clinic at MUST.  3.1a Maintain a strong level of cross cultural engagement and global citizenship in CHHS.  3.1b Departments will report on strategies that could increase cross cultural engagement and global citizenship.  3.1c Each Department will have data available to document annual faculty and student involvement in cross cultural engagement.  4.1 Maintain accreditation of current accredited programs and achieve recognition/accreditation of programs that have accrediting bodies. (See Goal 2, Objective 1)  5.1 Advisory Boards that meet the unique needs of CHHS and each unit will be in place by the end of AY 2014. | Departmental Administrators, faculty, students  AILSG Directors, Community Clinic Director, Department Chairs/Directors, CHHS Faculty  CHHS Department Chairs/Directors and Faculty  CHHS administration, Chairs/Directors and Faculty  CHHS administration, Chairs/Directors and Faculty  Chairs/Directors and Faculty  CHHS Chairs/Directors and Faculty  CHHS administration, Chairs/Directors |

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| **Objectives** | **Actions** | **Outcome** | **Responsibility** |
| Objective 1. Enhance the health and well-being of the university community.  Objective 2. Meet the health care needs of students, staff and faculty.  Objective 3. Evaluate the climate of diversity and inclusion among the student populations of CHHS.  Objective 4. Assess the inclusion of diversity and inclusion in the curricula of the CHHS departments.  Objective 5. Incorporate recruitment and retention strategies for diverse populations in the departments. | 1.1a Increase the number of trained and certified Peer Health Educators (PHE’s) involved in the program.  1.1b Implement health promotion programs based on the needs of KSU students.  1.1c Provide nutrition counseling to KSU students.  1.1d Continue to enhance relationships with Culinary and Hospitality Services, student groups, and other departments on campus.  1.1e Assess the health needs of KSU students.  1.1f Seek external funding to supplement alcohol education.  1.1 g Increase visibility of programs and services to the campus community.  1.2a Recruit and retain Employee Fitness Center members.  1.2b Implement incentive programs and health initiatives on campus.  1.2c Update equipment and facility.  1.2 d Conduct needs assessment and annual review of Employee Fitness Center programming.  2.1a Conduct a student needs assessment of KSU Health Services.  2.1b Meet with Facility Planning and Design personnel to discuss potential sites for expansion of KSU Health Services.  2.1c Develop a strategic marketing plan and outreach to the KSU Community.  3.1 Each unit will evaluate the climate of diversity and inclusion among student population of the major.  4.1 Each unit will evaluate the inclusion of content on diversity and inclusion in its curriculum.  4.2 Each unit will evaluate textbooks to determine appropriate information on diversity and inclusion.  5.1 Each unit will assess the diversity of the student, staff and faculty populations.  5.2a Continue to recruit and retain faculty members of ethnic and gender diversity in each unit of CHHS.  5.2b Members of search committees will have participated in training for attaining diversity in faculty searches.  5.2c If there is an imbalance in diversity among students, faculty and staff, a plan will be developed to recruit and retain these individuals. | 1. Improved health and well-being of KSU students through peer health education, nutrition education/counseling, and health promotion programs.   1.2 Improved health and well-being of KSU employees through health education and fitness programming.  2.1a Report findings and change services as indicated and feasible.  2.1b Identify facilities and methods for expansion of KSU Health Services.  2.1c Increase patient visits for KSU health care services.  3.1 Results of evaluation will direct planning for student recruitment and departmental changes – Spring 2014.  4.1 Curricular revision as needed. Report every three years.  4.2 Change in texts that do not address cultural diversity and inclusion.  5.1 Report of departmental analysis to Dean and EEOC officer to identify any deficits in representation among faculty, staff and students.  5.2 Increased ethnic and gender diversity among the faculty members of each unit of CHHS. | Director and Staff  Director and Staff  Clinic Director and Staff  Clinic Director and Staff  Clinic Director and Staff  Department Chairs/Directors and Faculty  Department Chairs/Directors and Faculty  Department Chairs/Directors and Faculty  Department Chairs/Directors and Faculty  Department Chairs/Directors and Faculty  Search Committee Chairs  Department Chairs/Directors and Faculty |

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| **Objectives** | **Actions** | **Outcome** | **Responsibility** |
| Objective 1 – Increase space for CHHS Departments, Institutes and/or Academies.  Objective 2 – Optimize classroom utilization within Prillaman Hall and the Convocation Center.  Objective 3 – Increase involvement of the Development Office in fund raising for CHHS Departments and initiatives.  Objective 4 – Assess and evaluate processes and organizational structure to promote optimum functioning within the departments and college. | 1. 1. Dean and Department Chairs will assess space needs for the next five years for new and growing programs.    1.2 Upon completion of this assessment, the Dean and involved Chairs will meet with the Provost and Facilities Planning and Design to determine what options for obtaining additional instructional/laboratory space are available.  1.3. The Dean and Chairs/Directors will meet annually to discuss space needs.  2.1 Departments will work cooperatively to optimize classroom utilization without compromise of pedagogy.  3.1a Obtain a Development Officer for CHHS.  3.2 Dean, Department Chairs/Directors will meet with the College Development Officer to discuss identified areas needing external funding.  4.1 Each Office in CHHS will annually evaluate processes and organizational structure to identify areas of improvement. | 1.1 A projection of future space needs will be prepared in 2013-2014.  1.2 A strategy for obtaining needed space will be developed or program growth will be limited.  1.3 Projections and plans for growth or limitation of growth will be discussed annually with Provost and Facilities Planning and Design  2.1 Upon completion of the CHHS schedule of classes, classes will be maintained within space allocated to CHHS.  3.1 Priority needs for external funding will be identified and fund raising will be implemented.  4.1a Each Office in CHHS will identify and implement needed changes in organizational structure and processes.  4.1b Department Chairs will discuss identified organizational structure and processes that require changes in the Administrative Council meetings on a routine basis. | Dean’s office, Department Chairs/Directors/Faculty  Dean, Department Chairs/Directors/Faculty  Dean, Department Chairs/Directors  Department Chairs, Administrative Staff, Dean’s Office  Development Officer, Dean, Department Chairs/Directors, Associate Deans  Dean, Department Chairs/Directors, Associate Deans  Dean’s Office, Department Chairs/Directors, Faculty |