

Evelyn Thomas

From: Judith Malachowski
Sent: Monday, April 27, 2015 10:38 AM
To: Kevin Hunt; Barbara Funke; Emily Simonavice; Jim Lidstone; Debbie Greene; JoAnne Raatz; Phillis Brown; Douglas Keith; Liz Speelman; gbarnes@campusclubmilledgeville.org; gpechols@windstream.net; Diane Miller Rogers; Alice Loper; kara williams
Cc: bina_gl@mercer.edu; Sandra Gangstead; Evelyn Thomas; Julie Collis; Judith Malachowski
Subject: CoHS staff and faculty approve the goals and objectives of the strategic plan!

Good morning!

The CoHS staff and faculty approved the strategic plan goals and objectives on April 24, 2015! During Summer 2015, the Dean and her administrative and leadership teams will finalize the components of the action plan, responsible parties, timeframes, and measurements using data collected; comments from faculty, staff, and students to open-ended questions; and budget implications. The intent is to implement a working document on July 1, 2015.

I thank you for your commitment over the past year.
judy

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From: Judith Malachowski
Sent: Friday, March 06, 2015 9:46 AM
To: Kevin Hunt; Barbara Funke; Emily Simonavice; Jim Lidstone; Debbie Greene; JoAnne Raatz; Phillis Brown; Douglas Keith; Liz Speelman; gbarnes@campusclubmilledgeville.org; gpechols@windstream.net; Diane Miller Rogers (roge8523@bellsouth.net); Alice Loper; kara williams
Cc: bina_gl@mercer.edu; Judith Malachowski; Dr. Sandra K. Gangstead, COHS Dean (sandra.gangstead@gcsu.edu); Evelyn Thomas (evelyn.thomas@gcsu.edu)
Subject: minutes and updated plan from yesterday

Good morning!

Thank you for your time and input yesterday!

I've attached the draft of the minutes and the updated strategic plan based on the discussion. Please read the plan and let me know of any errors or omissions. Despite the interactive discussion, there were very few notes on the post-it sheets. I reworded some sections and added my thoughts, as well.

Please send any comments by **noon on Monday the 9th**. I will make corrections and send it to the CoHS faculty and staff in preparation for the Friday meeting.

Take care and enjoy your weekend!
judy

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**College of Health Sciences
Strategic Plan
2015-2020**

In Summer 2014, the Dean of the College of Health Sciences (CoHS) initiated the process of a revision of the 2007-2012 CoHS strategic plan. She appointed an 18-member steering committee comprised of CoHS staff and faculty, members of her advisory board, and community members. Dr. Judy Malachowski (Associate Dean in the CoHS) and Mrs. Gayle Bina (Assistant Director of International Programs at Mercer University [Macon]) served as co-chairs.

Over the course of the 2014-2015 academic year, the steering committee provided many opportunities for participative inclusion, that everyone is involved at some stage of the process. In late Spring, CoHS graduate and undergraduate students provided qualitative comments on the proposed goals and objectives.

The committee based its work on a number of documents and previous initiatives: themes from the 2007-2012 CoHS strategic plan, themes from the 2013 CoHS visioning task force, President Dorman's 2014 state of the university address, the Georgia College ENGAGE (quality enhancement plan), Healthy Campus 2020, and Healthy People 2020. Six goals and related objectives emerged from the process. The goals are:

- Goal 1: Sustain and enhance distinctive, outstanding undergraduate health sciences education in order to meet current and future needs.
- Goal 2: Sustain and enhance distinctive, outstanding graduate health sciences education in order to meet current and future needs.
- Goal 3: Increase community-based engagement.
- Goal 4: Increase the capacity for collaborative research and scholarship.
- Goal 5: Identify diverse revenue sources to ensure financial sustainability.
- Goal 6: Sustain and enhance a culture of wellness through continued leadership on campus.

The CoHS staff and faculty approved the goals and objectives on April 27, 2015. During Summer 2015, the Dean and her administrative and leadership teams will finalize the components of the action plan, responsible parties, timeframes, and measurements using data collected; comments from faculty, staff, and students to open-ended questions; and budget implications. The intent is to implement a working document on July 1, 2015.

**College of Health Sciences
Strategic Plan
2015-2020**

CoHS Mission Statement:

The College of Health Sciences' mission is to provide undergraduate and graduate programs in disciplines that emphasize health education, promotion, maintenance, and restoration. Liberal arts constructs permeate the health science majors thereby enhancing an understanding of the diverse, changing and complex health needs and values of society.

CoHS Vision Statement:

As an academic entity within a public liberal arts university, the College of Health Sciences seeks national recognition for its exemplary preparation of health sciences professionals. Our graduates will be empowered leaders committed to improving the health and well-being of individuals, communities, and global society through lifelong learning and service.

Goal 1: Sustain and enhance distinctive, outstanding undergraduate health sciences education in order to meet current and future needs.

Specific objectives	Action Plan	Responsible Party(ies)	Timeframe	Measurements indicating that objectives have been met.
1. Hire quality faculty and staff members capable of representing the CoHS with integrity and professionalism.	1. Seek out and hire the most qualified and diverse faculty and staff.	Dean, chairs and directors	Ongoing	Individual Faculty Reviews (IFR) and teaching evaluations from the Director. Staff annual evaluations. Alumni and employer evaluations. Faculty: student ratios
2. Attract, recruit, and retain high-quality students.	1. Coordinate with Admissions to educate their staff on CoHS academic programs 2. Increase resources for professional development opportunities for students, including working with Student Government Association. 3. Increase the number of funded scholarships to support students.	Chairs and directors, Faculty, Program coordinators, Staff	Ongoing	Number of qualified applicants. Enrollment numbers. Retention rate. Graduation rate. Time to completion. College and/or program specific student demographics.

112414; updates from the Dean's Administrative team (120214); updates from Dean's expanded leadership team (021015); updates from steering committee (021315); updates from Dean's Administrative team (022415); updates from steering committee (030515).

Goal 2: Sustain and enhance distinctive, outstanding graduate health sciences education in order to meet current and future needs.				
Specific Objectives	Action Plan	Responsible Party(ies)	Timeframe	Measurements indicating that objectives have been met.
1. Hire quality faculty and staff members capable of representing the COHS with integrity and professionalism.	1. Seek out and hire the most qualified and diverse faculty and staff.	Chairs and directors. Dean.	Ongoing	Individual Faculty Reviews (IFR) and teaching evaluations from the Director. Staff annual evaluations. Alumni and employer evaluations. Faculty: student ratios. Number of qualified applicants. Enrollment numbers. Retention rate. Graduation rate. Time to completion. College and/or program specific student demographics.
2. Attract, recruit, and retain high-quality students.	1. Develop a CoHS recruitment plan. 2. Coordinate with Graduate Admissions to educate their staff on COHS academic programs. 3. Increase resources for professional development opportunities for students. 4. Increase the number of funded scholarships to support students.	1. Chairs and directors. 2. Program coordinators. 3. Dean. 4. Development officer, Dean.	Ongoing	Maintenance of accreditations and approvals. Student pass rates on certification and other standardized and qualifying exams. Alumni and employer evaluations. Reports from communities of interest. Exemplary performance on mandated reviews such as required by Board of Regents.
3. Conduct ongoing curriculum revision to keep pace with evolving needs and requirements.	1. Conduct research to identify current and future needs of students. 2. Enhance learning experiences to promote academic success. 3. Prepare students to work in diverse professional settings and with diverse client groups. 4. Conduct a needs assessment of graduate programming considering: 1. Community-based interests and needs 2. Online programming	1. Faculty. 2. Faculty. 3. Faculty. 4. Chairs and directors, program coordinators.	Ongoing	

112414; updates from the Dean's Administrative team (120214); updates from Dean's expanded leadership team (021015); updates from steering committee (021315); updates from Dean's Administrative team (022415); updates from steering committee (030515)

	<p>options 3. Interdisciplinary options to maximize resources</p>		Ongoing	
<p>4. Facilitate professional development of faculty and staff</p>	<p>1. Working through OIED, provide diversity training for faculty and staff (e.g. 3Rs, Safe Space, Cultural Competency) 2. Working with CELTS, ensure opportunities for faculty and staff to develop high impact practices.</p>	<p>1. Dean, chairs and directors. 2. Chairs and directors.</p>		<p>Certifications/licenses/degrees obtained. IFR and staff eval documentation of development.</p>

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112414; updates from the Dean's Administrative team (120214); updates from Dean's expanded leadership team (021015); updates from steering committee (021315); updates from Dean's Administrative team (022415); updates from steering committee (030515).

Goal 5: Identify diverse revenue sources to ensure financial sustainability.

Specific objectives	Action Plan	Responsible Party(ies)	Timeframe	Measurements indicating that objectives have been met.
<p>1. Develop external grants (including training and workload adjustments) to support programs.</p>	<ol style="list-style-type: none"> 1. Continue to apply for and sustain current grant funding. 2. Seek new funding sources annually 3. Investigate hiring (or obtaining consultant services from) a grant writing support person. 	<p>Faculty</p>		<p>IFR Cumulative annual award dollars.</p>
<p>2. Optimize actual and potential revenue streams that help support the goals and mission.</p>	<ol style="list-style-type: none"> 1. Each unit will develop a plan for optimizing revenue streams in line with college priorities. 2. Seek support from alumni. 3. Ensure adequate funding (budgetary/allowances) for materials to support student learning. 4. Working with the Division of Information Technology, ensure support for technology enhancements supportive of curriculum needs. 	<p>Dean, chairs and directors</p>		<p>Results of "satisfaction with resources" surveys sent to: faculty, students, staff, and administrators.</p>

112414; updates from the Dean's Administrative team (120214); updates from Dean's expanded leadership team (021015); updates from steering committee (021315); updates from Dean's Administrative team (022415); updates from steering committee (030515).

Goal 6: Sustain and enhance a culture of wellness through continued leadership on campus.				
Specific objectives	Action Plan	Responsible Party(ies)	Timeframe	Measurements indicating that objectives have been met.
<p>1. Increase the proportion of students, faculty, and staff who participate in health enhancing activities.</p>	<ol style="list-style-type: none"> 1. Conduct an employee needs assessment and interest survey 2. Create a college wellness committee 3. Develop a campus-wide employee wellness program in multiple settings 4. Develop incentive programs to increase student and employee engagement 5. Increase resources necessary to meet demands (e.g., staffing and hours of the Wellness and Recreation Center) 			<p>Survey conducted Data analyzed and shared with administration Employee wellness program developed and implemented Year 1 base line testing. Increase by 2% each consecutive year. Records reported from the wellness center sign-in/verification system. Decrease in number of campus-wide absences.</p>
<p>2. Lead initiatives to promote healthy personal choices and an environment that facilitates health and well-being for students, faculty, and staff.</p>	<ol style="list-style-type: none"> 1. Create a college wellness committee 2. Develop a unit-specific plan to address the needs assessment. 3. Establish a Creative Arts Therapy wellness presence. 4. Explore collaborations with student support services. 5. Explore collaborations with Human Resources for financial support. 			<p>Survey conducted Data analyzed and shared with administration Employee wellness program developed and implemented Year 1 base line testing. Increase by 2% each consecutive year. Records reported from the wellness center sign-in/verification system. Number and impact of college-led health initiatives annually. Decrease in number of campus-wide absences.</p>

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**College of Health Sciences
2015-2020 Strategic Plan
Planning Information**

Initial Premises

- A 17-member steering committee representing all facets of the CoHS as well as the Dean's Advisory Board and the local community
- Initial steering committee meeting – Wednesday, August 20, 2014
- Charge to the committee: to move forward a strategic plan for college-wide review and approval no later than early Spring 2015
- All CoHS staff and faculty will participate in some aspect of the development of the plan
- The committee will review themes from the 2007-2012 strategic plan as well as the outcomes from the work of the 2013 task force
- The strategic plan will build on the recently approved vision statement for the college

Vision Statement

As an academic entity within a public liberal arts university, the College of Health Sciences seeks national recognition for its exemplary preparation of health sciences professionals. Our graduates will be empowered leaders committed to improving the health and well-being of individuals, communities, and global society through lifelong learning and service.

Other Planning Information/

Documents/information to consider in drafting a strategic plan

- I. Themes from 2007-2012 strategic plan
 - a. External funding
 - b. Globalization/internationalization
 - c. Diversity
 - d. "Culture of Wellness"
 - e. Interdisciplinary projects/programs
 - f. Student research/scholarship
- II. Themes from 2013 task force
 - a. Quality (sustaining/enhancing)
 - b. Communication (improving/enhancing/expanding)
 - c. Community engagement/connectedness
 - d. Diversity
 - e. Fiscal responsibility
 - f. Innovation
 - g. Expanding beyond our reach
- III. Healthy People 2020
- IV. Health science programs offered at other COPLAC schools
- V. The GC Capital Campaign
- VI. Healthy Campus 2020 initiative
- VII. GC ENGAGE – quality enhancement plan
- VIII. President Dorman's state of the university address from February 7, 2014



College of Health Sciences

2015 – 2020 Strategic Plan Steering Committee

Name	Title	Rank/Role	Unit Affiliation
Malachowski, Judy	Associate Dean	Chair	College of Health Sciences Dean's Office
Bina, Gayle	Asst. Director – International Programs	Co-Chair /COHS Advisory Board Member	Mercer University/ School of Medicine
Barnes, Greg	Director	Community Representative	Campus Club - Milledgeville
Brown, Phillis	Office Coordinator I	COHS Staff Council	Department of Music Therapy
Echols, George	M.D. (retired)	COHS Advisory Board Member	Milledgeville Physician / CSH
Funke, Barbara	Program Coordinator-Community Health	Professor/ Community Health	School of Health & Human Performance
Greene, Debbie	Assistant Director – Undergraduate	Associate Professor/ Nursing	School of Nursing
Hunt, Kevin	Program Coordinator-Physical Education	Assistant Professor/ Physical Education	School of Health & Human Performance
Keith, Doug	Music Therapy Undergraduate Program Coordinator	Professor/ Music Therapy	Department of Music Therapy
Lidstone, Jim	Director, Center for Health & Social Issues	COHS Community Outreach/ Professor	School of Health & Human Performance
Loper, Alice	Director	Student Health Clinic Director & Assistant Professor of Nursing	GCSU Health & Wellness Services
Raatz, JoAnne	Nursing Lab Coordinator	Lecturer/ Nursing	School of Nursing
Rogers, Dianne	Nurse Admin/ CSH (retired)	COHS Advisory Board Member	Mental Health/ Hospice/ Rural Health
Simonavice, Emily	Survive & Thrive Program Director	Assistant Professor/ Exercise Science	School of Health & Human Performance
Speelman, Liz	Associate Director, Outdoor Center	Lecturer, Outdoor Education.	School of Health & Human Performance; GCSU Health & Wellness Services
Williams, Kara	COHS Development Officer	Advancement & Alumni Services	Office of Advancement
Collis, Julie	Office Coordinator II	Technical Assistance	COHS Dean's Office
Gangstead, Sandy	Dean	Ex Officio Member	COHS Dean's Office

**CoHS strategic plan
Summary of activities**

Date	Activity
01/25/2013 – 04/19/2013	Work of the CoHS Visioning Committee
06/20/2014	CoHS leadership retreat. Announcement of strategic plan steering committee co-chairs
07/24/2014	Initial meeting between Dean Gangstead, Gayle Bina, and Judy Malachowski
07/29/2014	Planning meeting between co-chairs – Gayle Bina and Judy Malachowski
08/20/2014	Steering committee – first official meeting
09/19/2014	Steering committee – initial draft of goals
09/26/2014	Review of initial set of goals at CoHS staff/faculty meeting
Early October 2014	Open forums for CoHS staff and faculty for plan review hosted by members of the steering committee
10/10/2014	Steering committee – continuing with goals and some of the objectives
11/24/2014	First draft of action plans from steering committee members
12/02/2014	Updates from Dean’s administrative team
End of Jan 2015 – beginning of Feb 2015	Review at unit staff and faculty meetings; led by unit administrators
02/10/2015	Updates from Dean’s expanded leadership team
02/13/2015	Steering committee review
02/24/2015	Updates from Dean’s administrative team
03/05/2015	Steering committee review
03/13/2015	CoHS review and comments
03/13/2015- 04/06/2015	Student comments
04/10/2015	CoHS vote on plan
Summer 2015	Finalize responsible parties and timeline; draft budget

Questions for small group discussion:

1. What are we doing well that you would like to see continued? For example, if you are involved in service learning or community outreach through your courses, what are the best aspects of those experiences? How can we build on them?

2. What changes should we make to keep our programs strong? For example, is research with a student important in health sciences education? Why?

3. What roles should faculty and/or staff play in the successes of the CoHS?

4. Other comments related to the goal statements or anything else on the draft of the strategic plan?

**College of Health Sciences
Strategic Plan
2015-2020**

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As an academic entity within a public liberal arts university, the College of Health Sciences seeks national recognition for its exemplary preparation of health sciences professionals. Our graduates will be empowered leaders committed to improving the health and well-being of individuals, communities, and global society through lifelong learning and service.

Specific Objectives	Action Plan	Responsible Party(ies)	Timeframe	Measurements indicating that objectives have been met.
1. Hire quality faculty and staff members capable of representing the CoHS with integrity and professionalism.	1. Seek out and hire the most qualified and diverse faculty and staff.	Dean, chairs and directors.	Ongoing	Individual Faculty Reviews (IFR) and teaching evaluations from the Director. Staff annual evaluations. Alumni and employer evaluations. Faculty/student ratios.
2. Attract, recruit, and retain high-quality students.	1. Coordinate with Admissions to educate their staff on CoHS academic programs. 2. Increase resources for professional development opportunities for students, including working with Student Government Association. 3. Increase the number of funded scholarships to support students.	Chairs and directors. Faculty. Program coordinators. Staff.	Ongoing	Number of qualified applicants. Enrollment numbers. Retention rate. Graduation rate. Time to completion. College and/or program specific student demographics.

112414; updates from the Dean's Administrative team (120214); updates from Dean's expanded leadership team (021015); updates from steering committee (021315); updates from Dean's Administrative team (022415); updates from steering committee (030515).

Goal 3: Increase community-based engagement.

Specific objectives	Action Plan	Responsible Party(ies)	Timeframe	Measurements indicating that objectives have been met.
1. Support and establish partnerships with community organizations to facilitate social action by promoting wellness, decreasing health disparities, supporting educational achievement and economic development.	1. Identify current partnerships 2. Identify the gaps in the partnership/coalition 3. Add new partners with identified expertise 4. Establish the Center for Health and Social Issues (CHSI) as the central/key/pivotal unit for community-based engagement.	CHSI Chairs and directors. Faculty.		<ul style="list-style-type: none"> - Partnership and Community Capacity Survey - Partners added to meet identified needs - New MOUs
2. Increase Community-based Engaged Learning (C-BEL) experiences.	1. Support community members in their participation in collaborative projects a. Inform the community of collaborative grant opportunities and benefits b. Engage the community in collaborative grant writing 2. Develop appropriate programs 3. Collaborate with director of ENGAGE program			<ul style="list-style-type: none"> - number of Community-based Engaged Learning (C-BEL) experiences (built into the curriculum) - number of ENGAGE mentors, fellows, apprentices. - Community forums held - Coordinator named
3. Support faculty and staff participating in collaborative community engagement.	1. Create mini-grants 2. Review tenure and promotion guidelines and revise as necessary			<ul style="list-style-type: none"> - Policies - Promotion and tenure guidelines revised

112414; updates from the Dean's Administrative team (120214); updates from Dean's expanded Leadership team (021015); updates from steering committee (021315); updates from Dean's Administrative team (022415); updates from steering committee (030515).

Goal 4: Increase the capacity for collaborative research and scholarship.

Specific objectives	Action Plan	Responsible Party(ies)	Timeframe	Measurements indicating that objectives have been met.
1. Facilitate annual funding for interdisciplinary research and scholarship.	1. Target donors to fund interdisciplinary research. 2. Provide education and opportunity for faculty to be successful in grant writing.	Dean's and her Advisory Council		-Funds obtained/earmarked -Number of grants written/submitted -IFR -Number of faculty attending grant workshops
2. Support faculty participating in collaborative research and scholarship.	1. Create mini-grants 2. Review tenure and promotion guidelines and revise as necessary 3. Offer recognition/award for collaborative research			- Policies - Promotion and tenure guidelines revised
3. Increase student research opportunities.	1. Identify current faculty research streams 2. Create new research opportunities 3. Seek and apply for grant opportunities 4. Identify community projects amenable to student research development.			- number of community based student research projects - presentations at student research day - grant applications and awards

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Goal 5: Identify diverse revenue sources to ensure financial sustainability.

Specific objectives	Action Plan	Responsible Party(ies)	Timeframe	Measurements indicating that objectives have been met.
<p>1. Develop external grants (including training and workload adjustments) to support programs.</p>	<p>1. Continue to apply for and sustain current grant funding. 2. Seek new funding sources annually 3. Investigate hiring (or obtaining consultant services from) a grant writing support person.</p>	<p>Faculty</p>		<p>IFR Cumulative annual award dollars.</p>
<p>2. Optimize actual and potential revenue streams that help support the goals and mission.</p>	<p>1. Each unit will develop a plan for optimizing revenue streams in line with college priorities. 2. Seek support from alumni. 3. Ensure adequate funding (budgetary allowances) for materials to support student learning. 4. Working with the Division of Information Technology, ensure support for technology enhancements supportive of curriculum needs.</p>	<p>Dean, chairs and directors.</p>		<p>Results of "satisfaction with resources" surveys sent to: faculty, students, staff, and administrators.</p>

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Goal 6: Sustain and enhance a culture of wellness through continued leadership on campus.				
Specific objectives	Action Plan	Responsible Party(ies)	Timeframe	Measurements indicating that objectives have been met.
<p>1. Increase the proportion of students, faculty, and staff who participate in health enhancing activities.</p>	<p>1. Conduct an employee needs assessment and interest survey 2. Create a college wellness committee 3. Develop a campus-wide employee wellness program in multiple settings 4. Develop incentive programs to increase student and employee engagement 5. Increase resources necessary to meet demands (e.g., staffing and hours of the Wellness and Recreation Center)</p>			<p>Survey conducted Data analyzed and shared with administration Employee wellness program developed and implemented Year 1 base line testing. Increase by 2% each consecutive year. Records reported from the wellness center sign-in/verification system. Decrease in number of campus-wide absences.</p>
<p>2. Lead initiatives to promote healthy personal choices and an environment that facilitates health and well-being for students, faculty, and staff.</p>	<p>1. Create a college wellness committee 2. Develop a unit-specific plan to address the needs assessment. 3. Establish a Creative Arts Therapy wellness presence. 4. Explore collaborations with student support services. 5. Explore collaborations with Human Resources for financial support.</p>			<p>Survey conducted Data analyzed and shared with administration Employee wellness program developed and implemented Year 1 base line testing. Increase by 2% each consecutive year. Records reported from the wellness center sign-in/verification system. Number and impact of college-led health initiatives annually. Decrease in number of campus-wide absences.</p>

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Strategic plan committee
Group consensus on CoHS goals plus one
091914

1. Increase the capacity of the Center for Health and Social Issues to serve as a hub for interdisciplinary research, community education, and social action supporting the vision of the College of Health Sciences.
2. Ensure financial sustainability.
3. Enhance undergraduate programs that are first, best, and/or unique to meet current and future needs.
4. Enhance graduate programs that are first, best, and/or unique to meet current and future needs.
5. Foster a culture of wellness through College of Health Sciences' leadership on campus and in our communities.
6. Strengthen current and be open to establishing new and unique partnerships with the healthcare organizations, educational institutions, government/public health agencies, and community organizations to promote educational achievement and economic development while reducing health disparities.
7. Increase diversity of COHS students, faculty, and staff.

COLLEGE OF HEALTH SCIENCES

PROGRAMMATIC CAPACITY FEEDBACK

For

Strategic Enrollment Management & Planning Taskforce

DEPARTMENT OF KINESIOLOGY : # Fulltime Faculty: / # Part-time Faculty:

Academic Program: Bachelor of Physical Education Teacher Certification (B.S.)

AY 2008-2009: Major Enrollment (total, non-duplicative across semesters):

Pre-Major Enrollment (if applicable): N/A

Number of New Majors Admitted into Program (during the year) = 0

Number of Majors Graduated (Sum, 2008; Fall, 2008; Spr, 2009) = 8

AY 2009-2010: Major Enrollment (total, non-duplicative across semesters):

Pre-Major Enrollment (if applicable): N/A

Number of New Majors Admitted into Program (during the year) = 0

Number of Majors Graduated (Sum, 2009; Fall, 2009; Spr, 2010) = 12

Available F.T.E. support for UG Program annually: (.75 fte = fulltime, AY faculty position)

EXTERNAL LIMITATIONS TO MAJOR ENROLLMENT IN PROGRAM (If Any): (Add any governing agency (e.g. state licensure boards, etc) or accreditation entity's standards which place limitations on the number of active majors which can be enrolled in the program (state whether this applies throughout the didactic program cycle or only in clinical or field based practice)

**School of Nursing
Departmental Capacity Report**

Administrators 2
Full-time Faculty: 20
Part-time Faculty: 12

prelicensure BSN program

AY2008-2009	premajors Oct 15 count	major enrollment FA08 + SP09	grads SU08 + FA08 + SP09
	292	98	76
AY2009-2010	premajors Oct 15 count	major enrollment FA09 + SP10	grads SU09 + FA09 + SP10
	330	100	88 [expected]

RN/BSN program

AY2008-2009	total majors	new majors FA08 + SP09	grads SU08 + FA08 + SP09
	13	8	5
AY2009-2010	total majors	new majors FA09 + SP10	grads SU09 + FA09 + SP10
	17	11	6

Graduate Program (all focuses)

AY2008-2009	total majors	new majors FA08 + SP09	grads SU08 + FA08 + SP09
	69	31	20
AY2009-2010	total majors	new majors FA09 + SP10	grads SU09 + FA09 + SP10
	73	36	13 [expected]

COLLEGE OF HEALTH SCIENCES

PROGRAMMATIC CAPACITY FEEDBACK

For

Strategic Enrollment Management & Planning Taskforce

DEPARTMENT OF MUSIC THERAPY : # Fulltime Faculty: 3 / # Part-time Faculty: 3

Academic Program: Bachelor of Music Therapy (B.M.T.)

AY 2008-2009: Major Enrollment (total, non-duplicative across semesters): 35

Pre-Major Enrollment (if applicable): N/A

Number of New Majors Admitted into Program (during the year) = 14

Number of Majors Graduated (Sum, 2008; Fall, 2008; Spr, 2009) = 9

AY 2009-2010: Major Enrollment (total, non-duplicative across semesters): 36

Pre-Major Enrollment (if applicable): N/A

Number of New Majors Admitted into Program (during the year) = 15

Number of Majors Graduated (Sum, 2009; Fall, 2009; Spr, 2010) = 9

**Available F.T.E. support for UG Program annually: 1.5 (.75 fte = fulltime, AY faculty position)
(.375 for 2 faculty/ .75 for 1 faculty)**

EXTERNAL LIMITATIONS TO MAJOR ENROLLMENT IN PROGRAM (If Any): (Add any governing agency (e.g. state licensure boards, etc) or accreditation entity's standards which place limitations on the number of active majors which can be enrolled in the program (state whether this applies throughout the didactic program cycle or only in clinical or field based practice) _____ **The only accreditation mandate is that there must be 2 full-time faculty if there are 2 programs (undergraduate and graduate).**_____

Academic Program: Master of Music Therapy (M.M.T.)

AY 2008-2009: Major Enrollment (total, non-duplicative across semesters): 14

Pre-Major Enrollment (if applicable): N/A

Number of New Majors Admitted into Program (during the year) = 7

Number of Majors Graduated (Sum, 2008; Fall, 2008; Spr, 2009) = 0

AY 2009-2010: Major Enrollment (total, non-duplicative across semesters): 16

Pre-Major Enrollment (if applicable): N/A

Number of New Majors Admitted into Program (during the year) = 8

Number of Majors Graduated (Sum, 2009; Fall, 2009; Spr, 2010) = 6

**Available F.T.E. support for Graduate Program annually: .75 (.75 fte = fulltime, AY faculty position)
(.375 for 2 faculty)**

EXTERNAL LIMITATIONS TO MAJOR ENROLLMENT IN PROGRAM (If Any): (Add any governing agency (e.g. state licensure boards, etc) or accreditation entity's standards which place limitations on the number of active majors which can be enrolled in the program (state whether this applies throughout the didactic program cycle or only in clinical or field based practice) _____ **Same as above**_____

EXTERNAL LIMITATIONS TO MAJOR ENROLLMENT IN PROGRAM (If Any):

[Add any governing agency (e.g. state licensure boards) or accreditation entity's standards which place limitations on the number of active majors which can be enrolled in the program (state whether this applies throughout the didactic program cycle or only in clinical or field based practice)]:

For prelicensure programs, the Georgia Board of Nursing limits the number of faculty:student interaction to no more than a 1:10 ratio in the clinical area and a 1:20 ratio for overall program numbers.

The National Organization of Nurse Practitioner Faculties (NONPF) recommends a ratio for indirect faculty supervision, which encompasses coordinating the clinical experience, interacting with the preceptor, and evaluating the student, at 1:6.

The GCSU SON competes with other nursing programs and other allied health programs for clinical spaces. Many of the clinical agencies further limit the numbers of students in a clinical group within their facilities. For example, the Children's Hospital of the Medical Center of Central Georgia allows no more than six (6) students on the unit at one time. The SON has tried to maintain a ratio of 1:8 for Adult Health Clinical due to the higher acuity level of clients. Faculty are encouraged to have students caring for 2 patients by midterm of the semester. This means that 1 faculty member has oversight of 8-16 patients during that shift. In specialty courses, we are able to maintain ratios of 1:10 because students may rotate through several sites.

OTHER CONSIDERATIONS:

Available FTE for the nursing program: All nursing faculty teach undergraduate courses. Eleven (11) of the faculty teach exclusively undergraduate courses. No faculty teaches exclusively in the graduate program. There are a few other faculty who could teach graduate courses, but not without a serious loss to undergraduate teaching. With the exception of NRS 0002 (Sophomore Seminar), all of the course professors for our undergraduate program are full-time faculty. Our FT faculty cover the majority of the clinical experiences in the undergraduate program. Graduate nursing students work with preceptors. On a rare occasion, a part-time person has been hired to teach a graduate course.

The three program coordinators will have a 3-contact hour teaching load release (beginning Fall 2010).

The two nursing administrators carry a teaching load of less than six (6) contact hours/semester.

POSSIBLE IMPACT OF AN ADDITIONAL POSITION:

1. add eight (8) more students to the Spring prelicensure cohort. The caliber of the Spring applicant pool has increased over the years. Many very qualified students are not now admitted.
2. add six (6) more students to the FNP cohort, increasing the number from 18 to 24. This action may help to move more students through the program as we anticipate approval of a DNP program.

Music Therapy goals under new Strategic Directions (2011-2014)

Strategic Direction One

Exemplary Undergraduate Learning Experience

Build excellence and distinction in the GC undergraduate educational experience consistent with the university's educational values and its undergraduate public liberal arts mission.

Institutional Priorities:

Attract an academically well-prepared and diverse student population

MUST: To increase undergraduate enrollment for BMT by 10%

MUST: To increase undergraduate enrollment for Minor in Creative Arts Therapies by 10%

Implement strategies that support student achievement through improved retention and degree completion

MUST: To submit a change of program of study for the BMT by December 2011 that will increase student clinical competencies

MUST: To increase scores of internship mid-term evaluations by 10% from a baseline of scores from internship mid-term evaluations in 2010 by 2012.

Promote opportunities to enhance classroom learning through undergraduate research, internships, fieldwork, civic engagement, service learning, study abroad and similar learning beyond the classroom activities

MUST: To provide effective clinical supervision (through increasing part-time faculty)

Strategic Direction Two

Respected provider of Graduate Programs in the Middle Georgia Region

Strengthen the university's graduate mission, which is to deliver graduate programs responsive to regional workforce needs

Institutional Priorities:

Continue to develop effective graduate program delivery methods

MUST: To increase graduate enrollment (through on-line delivery) by 10%

Develop new graduate degree programs...

MUST: To design Master of Arts in Art Therapy degree program including catalog descriptions, policies and procedures, physical space allocations, and acceptance of students

MUST: To hire Coordinator of MA in Art Therapy

Strategic Direction Three

Acclaimed Academic Programs/Distinctive Colleges & Departments

Enhance the academic reputation of Georgia College based on recognition of exemplary academic programs and the distinctive qualities and achievements of its academic colleges and units.

Institutional Priorities:

Support the use of appropriate assessment and evaluative data on student-learning to improve academic programs

MUST: To document revisions in competency sequences including course competencies, benchmark requirements of the Junior Audition and exit proficiency exam.

Improve tracking and documentation of the placement and contributions of GC graduates

MUST: To design effective data collection methods for graduates by May 2012.

Expand academic reputation through selective enhancement and promotion of programs with potential for national recognition

MUST: To meet the resource needs, especially physical space, of the unique programs in the department.

Strategic Direction Four

Strong partner for Creating a Better Community and State

Strengthen community and regional ties through programs, partnerships, research, and service that enhances economic, educational, and cultural opportunities.

Institutional Priorities:

Enhance civic engagement and volunteer service as central to the GC community

MUST: To design and implement the MT Clinic

MUST: To maintain MT services for the community

Strategic Direction Five

Talented, mission-invested faculty and staff

Recruit and retain highly qualified faculty and staff who are invested in the university's mission, its students, and its commitments to reason, respect, and responsibility.

Institutional Priorities:

Continue to provide faculty with professional development opportunities, research support, and opportunities to improve teaching and learning effectiveness

MUST: Each faculty will contribute a minimum of 1 scholarly or creative activity for 2011

MUST: MT Clinic staff will contribute a minimum of 1 scholarly or creative activity for 2011

MUST: To design a collaborative creative activity for the department for 2011

Strategic Direction Six

Effective Fiscal and operational performance

Continue to seek operational performance improvement and effective fiscal strategies, including diversification of funding support

Institutional Priorities:

Encourage and support viable and mission appropriate revenue generating initiatives and programs

MUST: To increase departmental funds through MT Clinic