

BFILE COPY

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. iudy

JM Malachowski, PhD, RN, CNE
Associate Dean, College of Health Sciences
www.gcsu.edu/health
Georgia College & State University
CBX 064
Milledgeville, GA 31061
judith.malachowski@gcsu.edu
478.445.2633 (office)
478.445.1913 (facsimile)



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

JM Malachowski, PhD, RN, CNE
Associate Dean, College of Health Sciences
www.gcsu.edu/health
Georgia College & State University
CBX 064
Milledgeville, GA 31061
judith.malachowski@gcsu.edu
478.445.2633 (office)
478.445.1913 (facsimile)



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.

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:

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

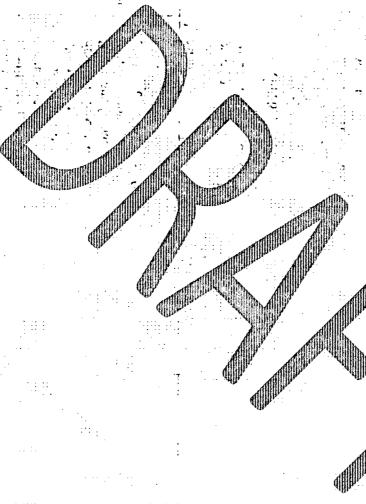
nhance disti				support students.	
Action Plan Action Plan Action Plan Responsible Party(tes) Timeframe and Seek out and hire the of diverse facility and staff diverse facility and staff diverse facility and staff. Admissions to coducate facility and staff on CoHS, academic programs. There are resources for professional development opportunities for students including working with Student Government Association. Association Action Plan Responsible Party(tes) Timeframe Dean chair sand-directors Ongoing Faculty Program coordinators. Staff Student Government Association Association Association Timeframe			:	silmnort shidents	
Action Plan Action Plan Action Plan Action Plan I Seek out and hire the most qualified and diverse facility and staff diverse facility and staff academic programs. I Geoordinate with Admissions to educate professional development opportunities for students, including working with Student Government Association. Association Action Plan Responsible Party(ics) Dean, chairs and directors on going Chairs and directors. Dean, chairs and directors on going Faculty. Dean, chairs and directors on going Faculty. Dean, chairs and directors on going Faculty. Admissions to educate Faculty. Program coordinators. Staff, Staff, Association. Association. 3. Increase the number of				funded scholarships to	
Action Plan Action Plan Action Plan 1. Seek out and hire the most qualified and diverse facility and staff. Secondinate with Admissions of CoHS. academic programs 2. Increase resources long months in cluding working with Student Government Association. Action Plan Responsible Party(tes) Responsible Party(tes) Responsible Party(tes) Chairs and directors Chairs and directors Chairs and directors. Ongoing Chairs and directors. Staff Student Government Association.	•			2 increase the number of	
Action Plan Action Plan Action Plan Action Plan Action Plan Responsible Partyles) Timeframe Dean, chairs and directors ongoing diverse faculty and staff. Admissions to educate Admissions to educate Program coordinators. Line case resources for students, including working with Student Government. Association				3 Increase the number of	- 3 -1
Action Plan Action Plan Action Plan Action Plan I Seek out and hire the most qualified and diverse faculty and staff. S diverse faculty and staff. Admissions to educate Faculty. Admissions to educate Faculty. Admissions to educate Faculty. Admissions to educate Faculty. Admissional development opportunities for students, including working with Student Government.				Association.	•
Action Plan Actio			-	Singetti Government	
Action Plan Action Plan Action Plan Action Plan Action Plan I Seek out and hire the most qualified and diverse facility and staff. Seek out and hire the most qualified and diverse facility and staff. A Goordinate with A Goordinate with professional development opportunities for students, including warking with the content of th					
nhance distinctive, outstanding undergraduate health sciences daucation in order to meet and Action Plan Action Plan Action Plan Action Plan I Seek out and hire the most qualified and diverse facility and staff. Admissions to educate Faculty. Admissions to educate Faculty. Admissions to educate Faculty. Timeframe Chairs and directors. Ongoing Faculty. Chairs and directors. Faculty. Timeframe Chairs and directors. Ongoing Faculty. Timeframe Staff. Chairs and directors. Ongoing Faculty. Timeframe				including working with	
nhance distinctive, outstanding undergraduate health sciences education in order to meet and 1. Seek out and hire the most qualified and diverse faculty and staff. Seek out and hire the most qualified and diverse faculty and staff. Al Goordinate with Chairs and directors. Admissions to educate Faculty. Chairs and directors. Chairs and directors. Ongoing Litheir staff on CoHS academic programs. Staff 2. Increase resources for professional development	student demographics.			opportunities for students,	: □:
nhance distinctive, outstanding undergraduate health sciences: Education in order to meet and 1. Seek out and hire the most qualified and diverse faculty and staff. Seek out and hire the most qualified and diverse faculty and staff. Chairs and directors. Admissions to educate Faculty. Admissions to educate Faculty. Linerease resources for Staff. Linerease resources for Staff.	Conege and/or program specime	٠		proressional acyclopinchi	
nhance distinctive, outstanding undergraduate health sciences education in order to meet and 1. Seek out and hire the most qualified and diverse faculty and staff. S diverse faculty and staff. Admissions to educate Faculty. Admissions to educate Faculty. Admissions to educate Faculty. Linerease resources for Saff. Linerease resources for Saff. Linerease resources for Saff.				nrotage and development	
nhance distinctive, outstanding undergraduate health sciences education in order to meet and 1. Seek out and hire the most qualified and diverse faculty and suff. Seek out and hire the diverse faculty and suff. Coordinate with Admissions to educate Admissions to educate Faculty. Agademic programs Staff. Staff. Staff.	Time to completion	•		2. Increase resources for	:.
nhance distinctive, outstanding undergraduate health sciencesseducation in order to meet and 1. Seek out and hire the most qualified and diverse facility and staff. Seek out and hire the diverse facility and staff. Chairs and directors. Admissions to educate Faculty. Program coordinators. Ongoing	Graduation rate.	•	Stati	Lacademic programs	
nhance distinctive, outstanding undergraduate health sciencesseducation in order to meet and 1. Seek out and hire the most qualified and diverse faculty and staff. Seek out and hire the diverse faculty and staff. Chairs and directors on timeframe Chairs and directors. Ongoing Al-Goordinate with Chairs and directors. Chairs and directors. Ongoing	Retention rate.		erogram coordinators.	The start on Const	students.
nhance distinctive, outstanding undergraduate health sciencesseducation in order to meet and 1. Seek out and hire the most qualified and diverse faculty and staff. Seek out and hire the diverse faculty and staff. Chairs and directors. Ongoing Admissions to educate Reculty	Emomicus iminocis.		i domo		this contract of the same of t
nhance distinctive, outstanding undergraduate health sciencesseducation in order to meet Action Plan Action Plan Responsible Party(ies) Timeframe Dean, chairs and directors diverse faculty and staff. A Goordinate with Chairs and directors. Ongoing	Enrollment numbers	: (Faculty	Admissions of educate	retain high-quality
t enhance distinctive, outstanding undergraduate health sciencesseducation in order to meet. Action Plan Responsible Party(les) Timeframe Ity and Seek out and hire the ble of most qualified and diverse faculty and staff. HS diverse faculty and staff.	Number of qualified applicants.	Ongoing	Chairs and directors.	A Coordinate with	2. Attract, recruit, and
Action Plan Responsible Party(les) Timeframe	Faculty:student ratios.				
Action Plan Responsible Party(ies) Timeframe	evaluations.	:			
Action Plan Responsible Party(les) Timeframe	Alumni and employer				protessionalism.
Property	Stall attitual evaluations.	,41			with integrity and
Action Plan Responsible Party(les) Timeframe	Stoff commend and heating	ll.			with integrity and
Action Plan Responsible Party(ies) Timeframe	Director.	(diverse faculty and staff.	representing the CoHS
t enhance distinctive, outstanding undergraduate health sciences education in order to meet control of the cont	and teaching evaluations from the			most qualified and	staff members capable of
enhance distinctive, outstanding undergraduate health sciencesseducation in order to meet of the control of t	Individual Faculty Reviews (IFR)		, chair	1. Seek out and hire the	1. Hire quality faculty and
enhance distinctive, outstanding undergraduate health sciencesseducation in order to meet a company of the co	objectives have been met.				
d enhance distinctive, outstanding undergraduate health sciences education in	Measurements indicating that	Timeframe	Responsible Party(ies)	Action Plan	Specific objectives
al 1: Sustain and enhance distinctive, outstanding undergraduate health sciences education in order to meet current and future needs.					
	current and future needs.	ition in order to meet	raduate health sciences educi	e distinctive, outstanding underg	Goal 1: Sustain and enhance

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).

		;	•		
	3. Conduct ongoing curriculum revision to keep pace with evolving needs and requirements.		2. Attract, recruit, and retain high-quality students.	staff members capable of representing the COHS with integrity and professionalism.	Specific objectives
and with-diverse client groups and with-diverse client groups. 4. Conduct a needs assessment of graduate programming considering 1. Community-based interests and needs 2. Online programming	1. Conduct research o identify current and future needs of students students. Students Enhance learning experiences to promote academic success. 3. Prepare students to work in	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.	Develop a CoHS recruitment plan. Coordinate with Graduate	qualified and diverse faculty and staff.	Specific objectives Action Plan
	J. Faculty 3. Faculty 4. Charts and directors, program coordinators.	2. Chairs and directors. Specific-majors related Development officer, Dean	Chairs and directors. Program coordinators. Dean	Chairs and directors. Dean.	Responsible Party(ies) Time
	Ongoing		Ongoluge		n order to meet curre
Alumni and employer evaluations. Reports from communities of interest. Exemplary performance on mandated reviews such as required by Board of Regents.	Maintenance of accreditations and approvals. Student pass rates on certification and other standardized and qualifying exams.	Graduation rate. Time to completion. College and/or program specific student demographics.	Number of qualified applicants. Enrollment numbers. Retention rate.	Individual Faculty Reviews (IFR) and teaching evaluations from the Director Staff annual evaluations. Alumni and employer evaluations.	r to meet current and future needs. eframe Measurements indicating that objectives have been met.

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).

						٠	:		
	;,	•		and staff	development of faculty	4. Facilitate professional			
high impact practices.	ensure opportunities for	2. Working with CELTS,	Safe Space, Cultural	faculty and staff (e.g. 3Rs,	provide diversity training for	1Working through OIED,.	to maximize resources	3. Interdisciplinary options.	options
			directors.	2. Chairs and	directors.	1. Dean, chairs and			
				***		Ongoing	-		*.
			documentation of developing	IFR and staff eval	obtained.	Certifications/licenses/degrees			



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).

Specific objectives Action Plan Responsible Party(ies) Limeframe Develop external grant training and workload adjustments) to support programs. Support programs Develop external sustain current grant funding sustain current grant funding and workload adjustments) to sources annually Sources annually Develop programs Dean consultant services from) a grant writing support person. Definitize actual and plan for optimizing revenue streams in line support the goals and summission. Dean for optimizing alumin support from alumin programs Seek support from a lumin programs Description of the college priorities alumin summission. Division of the college priorities alumin program alumin programs alumin programs Division of the college priorities alumin programs alumi			.			
Action Plan Action Plan Responsible Party(les) Jimeframe					of curriculum needs.	
Action Plan Action Plan Responsible Party(ies) Limeframe al Continue to apply for and sustain current grant funding sustain current grant rkload Seek new funding Sources annually Investigate hiring (or obtaining consultant services from) a grant withing support person. and Each unit will develop a plan for optimizing plan for optimizing revenue streams in line with college priorities. Seek support from alumni. Ensure adequate funding (budgetary allowances) for materials to support from alumni. Ensure adequate funding for materials to support from alumni. Division of Ulformation for materials to support from alumni. Division of Ulformation for materials to support from alumni. Division of Ulformation for the party(ies) and plan for apply from alumni.		•	1		Technology, ensure	•
Action Plan Responsible Party(ies) Jimeframe al Continue to apply for and gustain current grant funding. Sustain current grant funding Seek new funding Seek new funding Sources annually Investigate hiring (or obtaining consultant services from) a grant writing support person. and Each unit will develop a plan for optimizing plan for optimizing revenue streams in line with college priorities. Seek support from alumni. Bis and Ensure adequate funding (budgetary allowances) for materials to support form student-dearning.	.:			4	A Working with the Division of Milarmation	
Action Plan Action Plan Responsible Party(ies) Limeframe al Continue to apply for and sustain current grant funding. Seek new funding Seek new funding Nources annually Investigate hiring (or obtaining consultant services from) a grant writing support person. and Each unit will develop a plan for optimizing revenue streams in line plan for optimizing revenue streams in line with college priorities. Seek support from allumni. Seek support from allumni. Seek support from allumni. Sensure adequate funding (budgetary allowances) for materials to support			_		Student-learning (
Action Plan Action Plan Responsible Party(ies) Immeframe al Continue to apply for and Faculty g sustain current grant funding. Seek new funding sources annually Investigate hiring (or obtaining consultant services from) a grant writing support person. and I. Each unit will develop a plan for optimizing p revenue streams in line uith college priorities. Seek support from alumni. Investigate funding Chudoran allowances)		1000年代	•	Comment of the Commen	for materials to support	
Action Plan Action Plan Responsible Party(ies) Limeframe 1. Continue to apply for and sustain current grant funding. Seek new funding sources annually 3. Investigate hiring (or obtaining consultant services from) a grant writing support person. and 1. Each unit will develop a plan for optimizing revenue streams in line plan for optimizing revenue streams in line services from seek support from all continue to apply for and promities. Bean, chairs and plan chairs and alumni.					Ensure adequate funding had oetary allowances	
Action Plan Action Plan Responsible Party(ies) Jimeframe 1. Continue to apply for and sustain current grant funding. Seek new funding 2. Seek new funding sources annually 3. Investigate hiring (or obtaining consultant services from) a grant writing support person. and 1. Each unit will develop a legan chairs and plan for optimizing perevenue streams in line revenue streams in line with college priorities. 2. Seek support from 2. Seek support from 2. Seek support from 2. Seek support from			,		alumni.	
Action Plan Action Plan Responsible Party(ies) Ilimeframe 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. and 1. Each unit will develop a plan for optimizing plan for optimizi	.::	Secretary Rivers			2. Seek support from	mission.
Action Plan Action Plan Responsible Party(ies) Immeframe 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. and 1. Each unit will develop a spean, chairs and plan for optimizing directors.		administrators			with college priorities.	support the goals and
Action Plan Responsible Party(ies) Iimeframe al 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. and 1. Each unit will develop a Dean, chairs and		resources" surveys sent to:		aureciors.	revenue streams in line	streams that help
Action Plan Responsible Party(ies) Immeframe 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.		Results of "satisfaction with	-	rika .	, נם 	2. Optimize actual and
Action Plan Action Plan Responsible Party(ies) Iimeframe Responsible Party(ies) Iimeframe Responsible Party(ies) Iimeframe Responsible Party(ies) Iimeframe Faculty Seek new funding Sources annually Investigate hiring (or obtaining consultant services from) a grant					writing support person.	
Action Plan Action Plan Responsible Party(ies) I imeframe 1. Continue to apply for and sustain current grant funding. 2. Seek new funding sources annually sources annually 3. Investigate hiring (or obtaining consultant					services from) a grant	
Action Plan Action Plan Responsible Party(ies) 1. Continue to apply for and sustain current grant funding. 2. Seek new funding sources annually sources annually 3. Investigate hiring (or	٠	:			obtaining consultant	:
Action Plan Action Plan Responsible Party(ies) I imeframe al 1. Continue to apply for and sustain current grant rkload funding. 2. Seek new funding sources annually sources annually		: `			3. Investigate hiring (or	
Action Plan Responsible Party(ies) Il Continue to apply for and sustain current grant rkload Seek new funding Responsible Party(ies) Faculty					sources annually	support programs.
Action Plan Responsible Party(ies) Timeframe al 1. Continue to apply for and gustain current grant rkload funding.					•	adjustments) to
Action Plan Responsible Party(ies) 1. Continue to apply for and sustain current grant Responsible Party(ies) Faculty	į.	Contract of statement of the contract of the c			funding.	training and workload
Action Plan Responsible Party(ies) Limeframe 1. Continue to apply for and Faculty	ro	Cumulative annual award dollar			sustain current grant	grants (including
Action Plan Responsible Party(ies) Timeframe		IFR		Faculty	 Continue to apply for and 	 Develop external
	-	Measurements indicating that objectives have been met	Timeframe	Responsible Party(ies)	Action Plan	Specific objectives
					1	Sansification of the sansifica

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).

.

Ļ

Specific objectives 1. Increase the proportion of students, faculty, and staff who participate in health enhancing activities. 2. Lead initiatives to promote healthy	Specific objectives Action Plan 1. Increase the proportion of students, faculty, and staff who participate in health enhancing activities. 3. Develop a campus-wide employee wellness program in multiple settings 4. Develop incentive programs to increase student and employee engagement of emands (e.g., staffing and hours of the Wellness promote healthy 2. Lead initiatives to lead to the fact of the alth committee of the alth committe	Responsible Party(ies)	Timeframe	Measurements indicating that objectives have been met. 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 signin/verification system. Decrease in number of campuswide absences. Survey conducted Survey conducted Data analyzed and shared with
				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 signin/verification system. Number and impact of collegeled health initiatives annually. Decrease in number of campuswide absences.

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).



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	2013 – 2020 Strategic		
Name	Title	Rank/Role	Unit Affiliation
Malachowski, Judy	Associate Dean	Chair	College of Health
	A		Sciences Dean's Office
Bina, Gayle	Asst. Director –	Co-Chair /COHS	Mercer University/
	International Programs	Advisory Board Member	School of Medicine
Barnes, Greg	Director	Community	Campus Club -
		Representative	Milledgeville
Brown, Phillis	Office Coordinator I	COHS Staff Council	Department of Music Therapy
Echols, George	M.D. (retired)	COHS Advisory Board	Milledgeville Physician
, 3		Member	/ CSH
Funke, Barbara	Program Coordinator-	Professor/ Community	School of Health &
	Community Health	Health	Human Performance
Greene, Debbie	Assistant Director –	Associate Professor/	Sahaal of Namein a
,	Undergraduate	Nursing	School of Nursing
Hunt, Kevin	Program Coordinator-	Assistant Professor/	School of Health &
	Physical Education	Physical Education	Human Performance
Vaid. Day	Music Therapy	Professor/ Music	Department of Music
Keith, Doug	Undergraduate Program	Therapy	Therapy
	Coordinator		
Lidstone, Jim	Director, Center for Health & Social Issues	COHS Community	School of Health &
	& Social Issues	Outreach/ Professor	Human Performance
Loper, Alice	Director	Student Health Clinic	GCSU Health &
Lopel, Affice	Director	Director & Assistant	Wellness Services
Raatz, JoAnne	Nursing Lab Coordinator	Professor of Nursing	
	Nursing Lab Cooldinator	Lecturer/ Nursing	School of Nursing
Rogers, Dianne	Nurse Admin/ CSH (retired)	COHS Advisory Board Member	Mental Health/
	Survive & Thrive Program	Assistant Professor/	Hospice/ Rural Health
Simonavice, Emily	Director	Exercise Science	School of Health &
Speelman, Liz	Associate Director, Outdoor		Human Performance
opcomium, Enz	Center	Lecturer, Outdoor Education.	School of Health &
	Center	Education.	Human Performance;
			GCSU Health &
		Advancement & Alumni	Wellness Services
Williams, Kara	COHS Development Officer	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 -	Work of the CoHS Visioning Committee
04/19/2013	
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-	Student comments
04/06/2015	
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

: ::

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 healthscience 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.

		:																			_
	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	A Company of the Comp				:	students.	retain high-quality	2. Attract, recruit, and			professionalism.	with integrity and	representing the CoHS	staff members capable of	1. Hire quality faculty and		Specific objectives.	A CANADA	Goal 1: Sustain and enhance	
support students.	3. Increase the number of	Student Government	including working with	opportunities for students,	2. <u>Ulcrease resources for</u>	= academic programs	their statt on COHS.	Admissions To Educate				Tendonia		diverse faculty and staff.	most qualified and	 Seek out and hire the 		Action Plan		Goal 1: Sustain and enhance distinctive, outstanding undergraduate health sciences education in	
			-			<u>Slai</u> I.	Program coordinators.	Faculty.	Chaus and directors.		Total Control	Total Control	American Ame			Dean, chairs and directors		Responsible Party(ics)		aduate health sciences educat	With the state of
	;			٠.	: 				Ongoing						Adjustical Control of the Control of	Ongoing	•	Timeframe	ŧ	ion in order to meet	Table of the second
			から きっちなれている こうかん	student demographics	College and/or program specific	Time to completion	Graduation rate	Enrollment numbers.	Number of qualified applicants.	Faculty:student ratios.	evaluations.	Alumni and employer	Staff annual evaluations.	Director.	and teaching evaluations from the	Individual Faculty Reviews (IFR)	objectives have been met.	Measurements indicating that	7.1	order to meet current and future needs.	

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

Specific objectives Action Plan Responsible Party(les) Timeframe Measurements indicating that objectives have been met. Partnerships with community capacity organizations to partnership/coalition Jedentify the gaps in the partnership/coalition Add new partners with dientified expertise wellness, decreasing the each evenent and each event and each event and each evenent and each event and each evenent and		1			engagement.	
Action Plan Action Plan Action Plan Responsible Party(ies) Immeframe Action Plan Action Plan Responsible Party(ies) Immeframe CHSI partnerships Lidentify the gaps in the partnerships Lidentify the gaps in the partnerships Lidentify the gaps in the partnership with identified expertise Service A. Establish the Center for Health and Social Issues cational (CHSI) as the central/key/pivotal unit for community-based engagement. I. Support community members in their participation in collaborative grant opportunities and programs I. Collaborative grant programs J. Collaborative grant of ENCONGE programs J. Collaborative minimizerants J. Collaborative minimi	, guidelines revised		· # ·	promotion guidelines and revise as necessary	community	
Action Plan Action Plan Action Plan Responsible Party(ies) I identify current partnerships 2. Identify the gaps in the partnership/coalition action 3. Add new partners with identified expertise asing 4. Establish the Center for Health and Social Issues cational (CHSI) as the community-based engagement. I. Support community members in their participation, an participation an participation and of collaborative grant opportunities and op	- Policies - Promotion and tenure			2. Review tenure and	staff participating in	
Action Plan Action Plan Action Plan Responsible Party(ies) Immeframe CHSI partnerships Lidentify the gaps in the partners with identified expertise asing 4. Establish the Center for the central/key/pivotal unit for community-based engagement. Support community engagement. Support community participation in their participation in collaborative grant opportunities and of collaborative grant in collaborative grant writing Engagethe community in collaborative grant writing Decyclop appropriate Decyclop appropriate Decyclop appropriate Action Plan Responsible Party(ies) Timeframe CHSI CHSI Add new partners with identification CHSI CHSI Add new partners with identification CHSI CHSI CHSI CHSI Add new partners with identification CHSI					Guarant Carolina and	٠
Action Plan Action Plan Action Plan Responsible Party(ies) I identify current th partnerships 2. Identify the gaps in the partnership/coalition action 3. Add new partners with identified expertise asing 4. Establish the Center for Health and Social Issues cational (CHSI) as the central/key/pivotal unit for community-based engagement. 1. Support community members in their participation in participation in of collaborative grant opportunities and Denefits b. Engage the community writing writing writing Timeframe CHSI Party(ies) Timeframe CHSI Party(ies) Timeframe CHSI Party(ies) Timeframe CHSI Party(ies) Timeframe			Table 1			
Action Plan Action Plan Responsible Party(ies) Immeframe CHSI Lidentify current partnerships Lidentify the gaps in the partnership/coalition action Add new partners with identified expertise asing Establish the Center for ses, cational (CHSI) as the central/key/pivotal unit for community-based engagement. Li Support community members in their participation_in_ participation_in_ of collaborative_projects a Informative grant opportunities_and benefits In collaborative grant on collaborative grant in collaborative grant on collaborative grant		: .	The state of the s	writing		
Action Plan Action Plan Responsible Party(ies) I identify current partnerships I ldentify the gaps in the partnership/coalition action Add new partners with identified expertise asing 4. Establish the Center for Health and Social Issues (CHSI) as the central/key/pivotal unit for community-based engagement. I Support community members in their participation in the participation i	COOLEMAN TO THE PROPERTY OF TH		The contract of the contract o	in collaborative grant		
Action Plan Action Plan Responsible Party(ies) Timeframe CHSI	- Coordinator named		The state of the s			
Action Plan Action Plan Responsible Party(ies) Timeframe CHSI partnerships Lidentify the gaps in the partners with identified expertise asing 4. Establish the Center for Health and Social Issues (CHSI) as the central/key/pivotal unit for engagement. Lidentified expertise 4. Establish the Center for Health and Social Issues (CHSI) as the central/key/pivotal unit for engagement. Chairs and directors.	apprentices		Andreas Andrea	تقاله		
Action Plan Action Plan Responsible Party(ies) I identify current partnerships L identify the gaps in the partnership/coalition action 3. Add new partners with identified expertise asing 4. Establish the Center for es, central/key/pivotal unit for community-based engagement. CHSI Faculty Timeframe CHSI CH	mentors, fellows,	•	Tanananan Tanananan Tanananan Tanananan Tanananan	of collaborative grant		
Action Plan Action Plan Responsible Party(ies) Timeframe CHSI 2. Identify current partnerships 2. Identify the gaps in the partnership/coalition action 3. Add new partners with identified expertise ess, CHSI 4. Establish the Center for ess, CHGHSI Health and Social Issues cational central/key/pivotal unit for engagement. CHSI Timeframe CHSI CHSI CHSI CHSI CHSI CHSI Add new partners with identified expertise action 3. Add new partners with identified expertise carrial control issues CHSI CHSI Add new partners with identified expertise identified expertise CHSI CHSI Add new partners with identified expertise action 3. Add new partners with identified expertise carrial for engagement. CHSI CH	- number of ENGAGE		To the second se			
Action Plan Action Plan Responsible Party(ies) Timeframe CHSI 2. Identify current partnerships 2. Identify the gaps in the partnership/coalition 3. Add new partners with identified expertise asing 4. Establish the Center for es, cational (CHSI) as the central/key/pivotal unit for engagement. CHSI Timeframe CHSI CH	into the curriculum)	**************************************	Transport of the control of the cont	collaborative projects	experiences.	
Action Plan Action Plan Responsible Party(ies) Timeframe ablish 1. Identify current th partnerships 2. Identify the gaps in the partnership/coalition action 3. Add new partners with identified expertise asing 4. Establish the Center for es, cational decentral/key/pivotal unit for community-based engagement. CHSI Ghairs and directors.	(C-hFI) evneriences (huilt	The state of the s	Transporter of American States of Transporter of Tr	participation in	Learning (C-bEL)	
Action Plan Action Plan Responsible Party(ies) Timeframe CHSI L Identify current th partnerships L Identify the gaps in the partnership/coalition action action 3. Add new partners with identified expertise asing 4. Establish the Center for es, cational CHSI) as the central/key/pivotal unit for engagement. CHSI Ghairs and directors CHSI	hased Engaged Learning	mary ments men	Faculty.	members in their		
Action Plan Action Plan Responsible Party(ies) I Identify current th partnerships 2. Identify the gaps in the partnership/coalition action 3. Add new partners with identified expertise asing 4. Establish the Center for es, CHSI Health and Social Issues cational community-based engagement. Responsible Party(ies) CHSI	- number of Community		Chairs and directors.	1. Support community		2
Action Plan Action Plan Responsible Party(ies) I Identify current th partnerships 2. Identify the gaps in the partnership/coalition action 3. Add new partners with identified expertise es, cational CHSI Health and Social Issues (CHSI) as the central/key/pivotal unit for community-based Timeframe CHSI Fineframe CHSI CHSI				engagement.	development.	
Action Plan Action Plan Responsible Party(ies) Timeframe CHSI 2. Identify current partnership/coalition action action 3. Add new partners with identified expertise asing 4. Establish the Center for es, cational (CHSI) as the central/key/pivotal unit for		The state of the s		community-based	economic	•
Action Plan Action Plan Responsible Party(ies) Timeframe CHSI ablish I. Identify current th partnerships 2. Identify the gaps in the partnership/coalition action 3. Add new partners with identified expertise asing 4. Establish the Center for Health and Social Issues cational (CHSI) as the	:	Transport Control Cont	Turners and the second	central/key/pivotal unit for_	achievement and	
Action Plan Action Plan Responsible Party(ies) Timeframe CHSI ablish I. Identify current partnerships CHSI partnership/coalition action 3. Add new partners with identified expertise asing 4. Establish the Center for es, Health and Social Issues		The state of the s	Transport of the Control of the Cont	(CHSI) as the	supporting educational	
Action Plan Action Plan Responsible Party(ies) I Identify current th partnerships 2. Identify the gaps in the partnership/coalition action 3. Add new partners with identified expertise 4. Establish the Center for		The part and and a second and a	And Andreas	Health and Social Issues	health disparities,	
Action Plan Action Plan Responsible Party(ies) Timeframe CHSI 2. Identify current partnership/coalition action 3. Add new partners with identified expertise			Annah Alamana Annah Annah Anna	-	wellness, decreasing	
Action Plan Action Plan Responsible Party(ies) Timeframe ablish I. Identify current th partnerships 2. Identify the gaps in the partnership/coalition 3. Add new partners with	- New MOIIs	The company of the co	And the second s	identified expertise	by promoting	
Action Plan Action Plan Responsible Party(ies) Timeframe ablish I. Identify current partnerships 2. Identify the gaps in the partnership/coalition	identified needs	**************************************	A STATE OF THE PARTY OF THE PAR		facilitate social action	
Action Plan Action Plan Responsible Party(ies) Timeframe th partnerships 2. Identify the gaps in the	- Partners added to meet	Andrews	**************************************	partnership/coalition	organizations to	
Action Plan Action Plan Responsible Party(ies) Timeframe CHSI partnerships CHSI	Survey	,			community	
Action Plan Responsible Party(ies) Timeframe ablish I. Identify current CHSI	Community Capacity	* E 42 m	And the second s	partnerships	partnerships with	
Action Plan Responsible Party(ies) Timeframe	- Partnership and	THE PARTY OF THE P	CHSI	1. Identify current	Support and establish	<u>.</u>
Action Plan Responsible Party(ies) Timeframe	objectives have been met.	and the second s				Γ
Goal 3: Increase community-based engagement.	Measurements indicating that	Timeframe	Responsible Party(ies)	Action Plan	pecific objectives	S
				-based engagement.	oal 3: Increase community	G

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).

กู	oal 4: Increase the capaci	ty fo	Goal 4: Increase the capacity for collaborative research and scholarship	l scholarship.		
S	Specific objectives	>	Action Plan	Responsible Party(ies)	Timeframe	Measurements indicating that objectives have been met.
:-	Facilitate annual	1.	Target donors to fund	Dean's and her	The state of the s	-Funds obtained/earmarked
	funding for		interdisciplinary	Advisory Council.		-Number of grants
	interdisciplinary		research.	The state of the s	g ()	written/submitted
	research and	2.	Provide education and		்ட் நம்	-IFR
	scholarship.		opportunity for faculty to		الم ^ا المار المار المار المار المار	-Number of faculty attending
			be successful in grant			grant workshops
2	Support faculty	-	Create mini-grants			- Policies
	participating in	2.	Review tenure and			 Promotion and tenure
	collaborative research		promotion guidelines and		ť	guidelines revised
	and scholarship.		revise as necessary			
		က	Offer recognition/award			
'n	Increase student	-	Identify current faculty			- number of community based
	research opportunities.		research streams		₽4	student research projects
		2.	Create new research		The second secon	- presentations at student
			opportunities			research day
		'n	Seek and apply for grant	19 19 19 19 19 19 19 19 19 19 19 19 19 1		 grant applications and
		· .	- Opportunities .			awards
	(da.	4	4. Identify community			
	ر داده و المراجع المرا		projects amenable to	arina.		
	فر	**	student research	Greek		·
			: development.	e e		

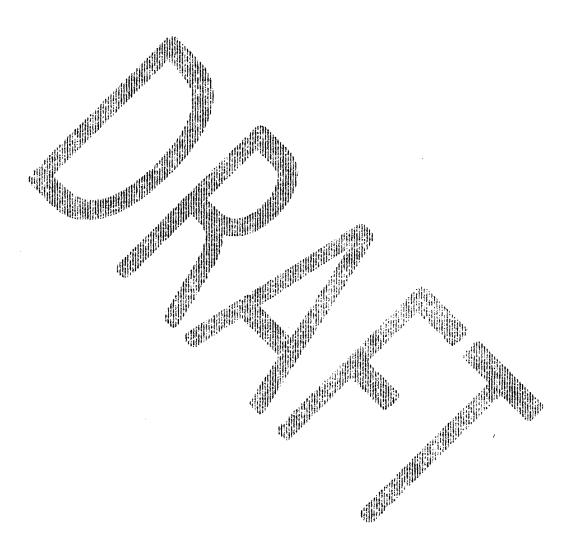
112414; updates from the Dean's Administrative team (120214); updates from Dean's expanded leadership team (021015); updates from steering committee (021315); updates from Dean's Administrative team (022415); updates from steering committee (030515).

Goal 5: Identify diverse reve	Goal 5: Identify diverse revenue sources to ensure financial sustainability	sustainability.		
Specific objectives	Action Plan	Responsible Party(ies)	Timeframe	Measurements indicating that objectives have been met.
 Develop external 	1. Continue to apply for	Faculty		IFR
grants (including	and sustain current grant			Cumulative annual award dollars.
training and workload	funding.		\$* "	
adjustments) to	2. Seek new funding	, , , , , , , , , , , , , , , , , , ,		
support programs.	sources annually			
	3. Investigate hiring (or			
	obtaining consultant			
	services from) a grant		41	
	writing support person.			
2. Optimize actual and	1. Each unit will develop a	Dean, chairs and	ž.	Results of "satisfaction with
potential revenue	plan for optimizing	directors.	4	resources" surveys sent to:
streams that help	revenue streams in line		j.	faculty, students, staff, and
support the goals and	with college priorities.	ta le ,	+	administrators.
mission.	2. Seek support from			· ·
	alumni.	***		
	3. Ensure adequate funding	-		
	(budgetary allowances)			
	ior materials to support	Wight, The Fig.		
	4. Working with the			
	Division of Information			
	Technology, ensure			
	support for technology	' '		
	enhancements supportive	a l		
	of curriculum needs.			

^{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).

promote healthy personal choices and an environment that facilitates health and well-being for students, faculty, and staff. 1. Create a college wellness promote healthy 2. Develop a unit-specific an environment that sassessment. 3. Establish a Creative Arts response collaborations with student support services. 5. Explore collaborations with Human Resources for financial support.	The state of the s	Specific objectives Action Plan Responsible Party(ies) Timefra
Survey Data an adminis Employ develop Year 1 l Increase consecu reportee center s system. Numbee led heal Decrease	Survey Data an adminix Employ develop Year 1 Increas consecu reporte center s system. Decrea wide at	me
Survey conducted Data analyzed and shared with administration Employee wellness program developed and implemented Year I base line testing. Increase by 2% each consecutive year. Records reported from the wellness center sign-in/verification system. Number and impact of collegeled health initiatives annually. Decrease in number of campuswide absences.	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 campuswide absences.	Measurements indicating that objectives have been met.

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).



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

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

<u>DEPARTMENT OF KINESIOLGY</u> : #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): 9
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): 13
, <u> </u>
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 governi
which can be enrolled in the program (state whether this applies throughout the didactic program cycle or only in clinical or field
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)

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)

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

COLLEGE OF HEALTH SCIENCES

PROGRAMMATIC CAPACITY FEEDBACK

For

Strategic Enrollment Management & Planning Taskforce

<u>DEPARTMENT OF MUSIC THERAPY</u> : #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
Outlie to the total of the tota

[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, at1:6.

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 NRSG 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