



Governors State **U N I V E R S I T Y**

College of Health and Human Services

Strategic Plan 2020-2025

Spring 2024 Focused Review Report

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Overview

The *CHHS Strategic Plan 2020-2025* aligns with Governors State University's *Strategy 2025* and provides a framework for department level strategic planning as well as coordinated college-wide continuous assessment. Since the last report in January 2023, the following strategic planning activities have been completed.

- The Department Chairs and Dean participated in an all-day retreat in July 2023 to review marketing and enrollment initiatives; diversity, equity, and inclusion practices; and new program development opportunities.
- The Strategic Plan Progress Report was shared with the College faculty and staff following the January 2024 All-College Meeting.
- The Dean and the Director of Assessment and Program Evaluation will develop a new Strategic Planning Committee and initiate a comprehensive review process to inform the College Strategic Plan for 2025-2030.

CHHS Academic Program Council (APC)

- Catherine Balthazar, Dean
- Jessica Bonner, Chair, CDIS
- David Diers, Chair, PHYT
- Ning Lu, Chair, HLAD
- Nancy MacMullen, Chair, NURS
- Giesela Grumbach, Chair, SOCW
- Caren Schranz, Chair, OCCT, and Interim Chair, ASBH

College of Health and Human Services Strategic Plan 2020-2025

Updated 1/10/2024

GSU Strategy 2025 Goals	CHHS Priorities
ACADEMIC EXCELLENCE	1.1 Ensure the College programs are up to date and relevant, aligned with regulations and accreditation standards, and supported by cutting-edge technology. 1.2 Enhance academic programs through the incorporation of diverse intellectual perspectives and cross-cultural competence, inter-professional and inter-collegial collaboration. 1.3 Provide a campus environment that supports teaching, learning scholarly and creative activities through appropriate academic/clinical facilities.
STUDENT SUCCESS	2.1 Develop exemplary programs designed to both support student success and attain first year to second year retention rates that surpass the national average for peer institutions. 2.2 Develop a comprehensive academic advising process that includes high-touch general education advising transitions to quality program-based advising. 2.3 Provide for a broad range of tutoring and academic support services for upper-division course work, which nurtures the highest levels of academic success.
HIGH QUALITY FACULTY AND STAFF	3.1 Retain a diverse and highly qualified faculty and staff. 3.2 Maintain a highly qualified and diverse faculty and staff consistent with accreditation requirements, professional standards, and program need. 3.3 Recruit high-quality Unit B and adjunct faculty.
ENROLLMENT OPTIMIZATION	4.1 Enroll a diverse and well-prepared transfer and undergraduate and graduate student class, especially from educationally underserved areas. 4.2 Expand marketing awareness of CHHS programs within and beyond the southland. 4.3 Increase visibility and opportunities for diverse offerings to a global audience.
INVEST IN EXCELLENCE	5.1 Collaborate with the Office of Institutional Advancement to broaden CHHS Foundation philanthropic resources to increase funds for strategic initiatives. 5.2 Increase the number of grant applications at the Federal level. 5.3 Establish CHHS as the regional center for continuing education (CE) offering formal educational programs designed to promote knowledge, skills, and professional attitudes among health and human service professionals. 5.4 Enhance external support for CHHS through increased mutually supportive relationships with external partners that provide health and human services.

CHHS Priorities

<p>SOCIAL, ETHICAL, AND ENVIRONMENTAL RESPONSIBILITY</p>	<p>6.1 Create opportunities for civic engagement and community service with particular emphasis on historically underserved.</p> <p>6.2 Demonstrate a commitment to ethics, inclusiveness, diversity and sustainability through initiatives and academic programs.</p> <p>6.3 Plan and implement a career incubator initiative to encompass all programs in the College to increase inclusion and equity among underserved communities.</p>
<p>STRONG CYBER PRESENCE</p>	<p>7.1 Enhance implementation of University wide technologies by end users.</p> <p>7.2 Develop a systematic instructional technology support plan for the College.</p> <p>7.3 Increase the College’s digital visibility to promote all programs, faculty, and resources through our web presence, social media, news media, and digital marketing.</p>
<p>CONTINUOUS IMPROVEMENT</p>	<p>8.1 Each Department will undergo a strategic planning process resulting in key performance indicators that provide qualitative and quantitative data which demonstrate the unit’s contribution toward meeting the goals of the College and University strategic plans.</p> <p>8.2 Engage members of the College community in an examination of College- wide findings and data analysis.</p> <p>8.3 Inform the College community about progress toward meeting Strategic Plan goals.</p> <p>8.4 Integrate community relationships with employers, residents, organizations, and regional government into the continuous improvement process.</p>

2023 Priorities	Accomplishments	2024 Priorities
<p>ACADEMIC EXCELLENCE Provide quality, current and relevant, academic programs.</p>		
<p>Goal 1.1 Ensure the college programs are up to date and relevant, aligned with regulations and accreditation standards, and supported by cutting edge technology.</p> <p>A. Regularly assess currency, relevance, and demand for academic programs. B. Support program accreditation initiatives. C. Monitor and support program compliance with accreditation, professional, and discipline standards.</p> <p>Goal 1.3 Provide a campus environment that supports teaching, learning scholarly and creative activities through appropriate academic/clinical facilities.</p> <p>A. Collaborate across campus units to expand service delivery in which students can participate B. Collaborate across campus units to support research and scholarship C. Advocate for appropriate academic/clinical facilities to support student and faculty activities</p>	<p>1.1.A Completed environmental scan and feasibility assessment for a new Interdisciplinary PhD program.</p> <p>1.1.B Hosted successful accreditation site visits for Nursing, Communication Disorders, and Physical Therapy; supported development of self-study and annual reports; preparations for site visits for Social Work and Health Administration programs.</p> <p>1.1.C Maintained database of program accreditations, status, and schedule for reports, self-studies, and site visits.</p> <p>1.3 Prospective planning by department chairs to facilitate course scheduling.</p> <p>1.3.A Hired Coordinator for Strategic Program Initiatives; developed recruiting materials for non-clinical internship supervisors; developed relationship with Bremen Township.</p> <p>1.3.B Supported successful application for Faculty in Residence for the Center for Community Media; supported faculty submission of NIH R15 grant proposal.</p> <p>1.3.C Anatomy lab remodeling.</p>	<p>Continue 2023 Priorities</p> <p>1.1.A</p> <ul style="list-style-type: none"> Bilingual Health Care Certificate Driver Rehabilitation Certificate Psychiatric Nurse Specialist Certificate <p>1.1.B</p> <ul style="list-style-type: none"> Social Work (CSWE) Health Administration (CAHME) <p>1.1.C</p> <ul style="list-style-type: none"> Review/revise data collection Develop accreditation procedural guide <p>1.2 Implement action plan for interprofessional education (IPE) and related faculty development.</p>
<p>STUDENT SUCCESS Provide equitable pathways to graduation which lead to academic, personal, and career success.</p>		
<p>2.1 Develop exemplary programs designed to both support student success and attain first year to second year retention rates that surpass the national average for peer institutions.</p>	<p>2.1.A Improved collaboration and communication with our undergraduate advisors.</p> <p>2.1.C Hired Director of Assessment and Program Evaluation as added support.</p>	<p>2.1 Recognition night</p>

2023 Priorities	Accomplishments	2024 Priorities
<p>A. Provide support and infrastructure for recruitment & retention efforts of each program.</p> <p>B. Collect recruitment, retention, time to completion data, etc.</p> <p>C. Provide personnel and a reliable system to support program assessment.</p> <p>2.4 Promote high quality learning opportunities through curricular, co-curricular and extra-curricular activities, such as experiential learning internships, international learning experiences, civic engagement and service learning.</p> <p>A. Seek out resources and promote participation in curricular, co-curricular and extra-curricular activities, such as experiential learning internships, international learning experiences, civic engagement and service learning.</p>	<p>2.2 Improved collaboration and communication with undergraduate advisors.</p> <p>2.2 Expanded outreach from advisors and admissions to publicize scholarship opportunities.</p> <p>2.3 Increased professional advisor support for graduate programs.</p> <p>2.4.A Three MHA students participated in the National Association of Health Services Executives (NAHSE) Student Case Competition in October.</p>	
<p>HIGH QUALITY FACULTY AND STAFF Create a learning environment where highly qualified and diversified faculty and staff are hired and retained.</p>		
<p>Goal 3.1 Retain Diverse and Highly Qualified Faculty and Staff.</p> <p>A. Increase training opportunities in teaching excellence.</p> <p>B. Provide support for scholarship.</p> <p>C. Enhance the opportunities for inter-professional collaboration.</p>	<p>3.1.A Faculty training and development opportunities.</p> <p>3.1.B Mentoring and relationship building.</p>	<p>3.1 Appoint part-time assistant dean.</p> <p>3.1 New college-wide faculty search process.</p> <p>3.1 Department criteria revisions.</p>

ENROLLMENT OPTIMIZATION

Implement a strategic enrollment plan consistent with university mission.

4.2 Expand marketing awareness of CHHS programs within and beyond the southland.

- A. Expand marketing using digital platforms.
- B. Advertise in Spanish language papers, radio, TV.
- C. Increase the number of Spanish-speaking faculty/staff.
- D. Recruit bi-lingual advisors/recruiters.

4.4 Increase visibility and opportunities for diverse offerings to a global audience.

- A. Conduct needs assessment with students and faculty regarding preferred modalities.
- B. Partner with international universities to offer classes to a global audience.
- C. Expand types of distance education attractive to international students.
- D. Review existing online programs/courses using Quality Matters standards.

4.1 Implementation of enrollment management plan.

4.2.A Customized Slate drip campaigns.

INVEST IN EXCELLENCE

Enhance and diversify revenue streams, serve as a destination for social, cultural, and continuing education, and be an economic catalyst for the region.

5.1 Collaborate with the office of institutional advancement to broaden CHHS foundation philanthropic resources to increase funds for strategic initiatives.

- A. Gather information about status of alumni giving, foundation initiatives, and opportunities to collaborate.
- B. Develop a plan of action based upon gathered information.

5.1 Increased coordinated efforts with Institutional Advancement and Alumni.

5.1 Hosted alumni meet and greet.

5.1.B Developed fundraising prospectus for the Driver Rehab Program.

5.2 CADC expansion grant- over \$500k for student support.

5.1 Annual planning and budget advisory council process (PBAC).

5.4 Fostering Educational and Vocational Success Conference 3/13/24.

<p>C. Establish endowed scholarship for students.</p> <p>5.3 Establish CHHS as the regional center for continuing education (CE) offering formal educational programs designed to promote knowledge, skills, and professional attitudes among health and human service professionals.</p> <p>A. Continue CHHS biennial health professions conference.</p> <p>B. Obtain approval from professional organizations to offer CEs.</p> <p>C. Collaborate with the School of Extended Learning to identify, recruit, and market health-related CE opportunities.</p> <p>D. Establish a college-level institute of health and human services professions.</p> <p>5.4 Enhance external support for CHHS through increased mutually supportive relationships with external partners that provide health and human services.</p> <p>A. Continue support and resources for developing external partnerships.</p> <p>B. Maintain an advisory board that includes key community partners and alumni.</p>	<p>5.4.A Built donor-supported Trent Bartolomucci Addictions Studies Counseling Lab.</p> <p>5.4.A Southland Stroke Prevention and Awareness Program funded through a congressionally awarded \$1 million Illinois Department of Public Health grant.</p> <p>5.4.A All of Us Research Program, funded through a 5-year, \$750,000 NIH sub-award from the University of Chicago.</p> <p>5.4.A Intellectual Life Grant for SP24 - “Deaf and Hard of Hearing: Interdisciplinary Education on Patient-Centric Care”.</p>	
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SOCIAL, ETHICAL, AND ENVIRONMENTAL RESPONSIBILITY

Institutional actions and decisions demonstrate a commitment to social, ethical, and environmental responsibility.

<p>6.1 Create opportunities for civic engagement and community service with particular emphasis on historically underserved populations.</p> <p>A. Promote awareness of the health and social implications of sustainability, environmental health,</p>	<p>6.1 Nursing students and faculty participated in the Bremen Township Health Fair in September.</p> <p>6.1.A October’s EPIC Health Fair promoted cancer awareness and featured guest panelist Alfred Lacks-Carter, Jr.</p>	<p>6.1 Fostering Educational and Vocational Success Conference, March 11, 2024</p>
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<p>ecological stewardship, and environmental justice. B. Support advocacy for public policies that improve health equity and impact the health and wellness of underserved communities.</p>	<p>6.2 Diversity, equity, and inclusion workshops, presentations and badges; inclusive messaging on website and in search process.</p> <p>6.1.B Nursing students hosting community food drive in November.</p>	
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STRONG CYBER PRESENCE

Support the people, tools, and environment that are needed to succeed in today’s digital world.

<p>7.3 Increase GSU’s Digital Visibility to promote GSU programs, faculty, and resources through our web presence, social media, news media, and digital marketing.</p> <p>A. Redesign the College website to increase visibility and function. B. Promote College visibility through social media platforms. C. Increase the use of magazines and newsletters to promote the visibility of the College</p>	<p>7.3 CHHS rebranding initiative reaffirmed <i>Make Someone’s Life Better</i> motto, developed inclusive description of college culture.</p> <p>7.3 Department chair messaging directly to students.</p> <p>7.3 Improved website content and images.</p> <p>7.3.B Added social media campaigns.</p>	<p>7.3 Digital edition of CHHS Magazine is under development for August 2024 publication.</p>
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CONTINUOUS IMPROVEMENT

Institutional processes for continuous improvement are guided by evidence-based decision-making to achieve the mission of the university.

<p>8.1 Each Department will undergo a strategic planning process resulting in key performance indicators that provide qualitative and quantitative data which demonstrate the unit’s contribution toward meeting the goals of the College and University strategic plans.</p> <p>A. Define College strategic planning process. B. Initiate Department-level strategic planning processes. C. Provide training and support in strategic planning to Department leadership.</p>		
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8.2 Engage members of the College community in an examination of College- wide findings and data analysis.

- A. Provide annual opportunities for examination of data.
- B. Support training and education of faculty, staff, and students on strategic planning, continuous improvement, and data analysis.

8.3. Inform the College community about progress toward meeting Strategic Plan goals.

- A. Provide annual report to the College that includes data for evaluating progress.
- B. Establish mechanism for regular communication with members of the College community regarding outcomes of goals and initiatives.

Appendix 1: CHHS Strategic Planning Process

January, 2022

The College of Health and Human Services aligns its mission and goals to those of Governors State University and provides a framework for the Departments and College to develop, assess, and modify Strategic Plans in a continuous improvement process. This four-phased cyclical process is illustrated in Figure 1. The Strategic Plan is intended to be a living document that guides strategic initiatives in the “plan” phase, leads to actionable goals and objectives in the “do” phase, provides observable, measurable evaluation and monitoring in the “check” phase, and engages stakeholders in review and analysis of the plan during the “adjust” phase.

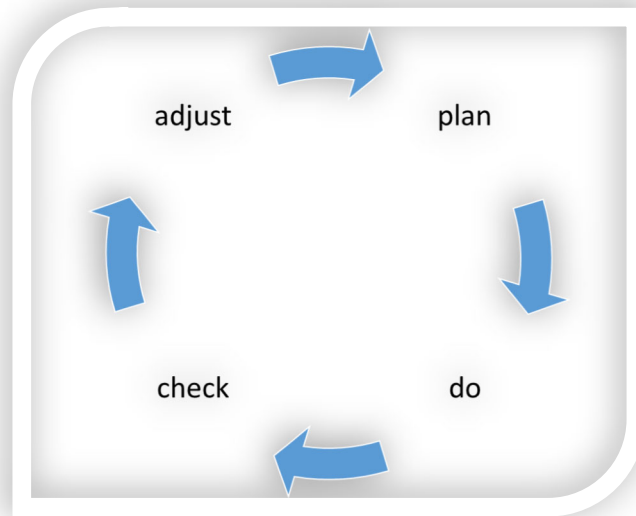


Figure 1. Continuous improvement process cycle.

Comprehensive review and modification of the College Strategic Plan will occur on a cycle that coincides with the 5-year planning done by the University. During this longer-term planning process, Department Strategic Plans will also be comprehensively reviewed. Comprehensive review and revision will lead to the development of Strategic Plans that include action plans for completion of specific goals and objectives over the course of the subsequent years. All departments will develop Key Performance Indicators that feed the College and University Key Performance Indicators to measure the institution’s progress toward meeting its goals and achieving its mission.

Focused review of the College Strategic Plan will be conducted on an annual cycle.

- Fall review by Academic Program Council to update status of target activities/outcomes
- January informational presentation to College of Health and Human Services
- Annual report to CHHS Advisory Board

Comprehensive review will take place on a five-year cycle.

- Environmental scan and analysis
- Evaluation of sufficiency of current plan
- Summer Academic Program Council Retreat
- Fall review and development by CHHS Strategic Planning Committee
- Spring presentation to CHHS for approval
- Dissemination to Departments for incorporation into Department Strategic Plans

Recommended Tools, References, and Procedures

- IBHE Strategic Plan <https://ibhestrategicplan.ibhe.org/IBHE-Strategic-Plan-2021.html>
- GSU Strategy 2025
- GSU Academic Master Plan
- ILEA GSU Equity Plan <https://www.govst.edu/EquityProject/>
- University-commissioned planning documents (e.g. Strategic Enrollment Plan, Facilities Development Plan)
- University, College, and Department Budgets
- Accreditation standards and program reviews
- National reports on employment and workforce trends in CHHS disciplines
- IPEC Interprofessional Competencies <https://www.ipeccollaborative.org/ipeccorecompetencies>
- GSU Profiles of Academic Majors (PAM)
- Alumni survey data
- Advisory board feedback

Appendix 2: CHHS Accreditations and Certifications

The College of Health and Human Services' seven academic departments each maintains individual specialized accreditations and certifications representing nine different affiliations. An updated list of active accreditations and certifications may be found here:

https://www.govst.edu/Academics/Colleges_and_Programs/College_of_Health_and_Human_Services/Accreditations_for_CHHS/