

**CHHS Strategic Plan**  
2022-2027

	<b>College Strategic Direction</b>	<b>Goal</b>	<b>College Initiatives</b> <i>(Collective Whole- not the one unit or office)</i>	<b>Unit Initiatives Examples – not inclusive, only suggestions</b>
<b>ACADEMIC EXCELLENCE</b>	Provide our students with a 21st-century rigorous curriculum to impact the health and well-being of the communities and populations we serve.	Optimize our programs by examining curricula for their currency and effectiveness.	<b>The college will:</b> Nurture a culture of program assessment to include 1) training/development opportunities, 2) development of a college-wide CIR review policy/procedure, and 3) showcase programs of excellence and improvement.	<ul style="list-style-type: none"> <li>• Programs will maximize the opportunities from both professional and institutional accreditation processes (e.g., CIR review process at the unit level, external accreditation).</li> <li>• Provide updates at meetings and retreats, unit annual reports.</li> <li>• Reporting of training/development opportunities the unit engaged in and faculty involved.</li> </ul>
		Promote program innovation to utilize high-impact practices, reduce duplication, increase efficiency, meet the changing educational needs of students, and meet the needs of the region.	<b>The college will:</b> Optimize portfolio of high-quality academic programs by 1) providing recommendations on a program’s viability, productivity, and quality, and 2) examining and proposing new or realignment of programs offered.	<ul style="list-style-type: none"> <li>• Examine and propose new or realignment of programs (e.g., IHS online, BSW online, MEPN, etc.).</li> </ul>
		Enhance faculty development for teaching excellence and innovation.	<b>The college will:</b> Offer training/development opportunities to include: 1) innovative teaching strategies and 2) online course development and instruction.	<ul style="list-style-type: none"> <li>• Provide resources to support training and development (annual reporting on how many faculty participated in xx).</li> <li>• Commit to online teaching and training for full-time and adjunct faculty (annual</li> </ul>

				reporting to include the online courses/faculty developed and taught).
EMPLOYEE EXCELLENCE	Recruit, retain, develop, and recognize outstanding faculty and staff.	Recruit and hire highly qualified, diverse, and student-centered faculty and staff.	<b>The college will:</b> Proactively engage in focused efforts to attract and retain faculty and staff by establishing: 1) a strategic workforce plan, 2) a marketing plan, and 3) an internal and external communications plan.	<ul style="list-style-type: none"> <li>Review and revise current practices for recruiting and hiring employees.</li> <li>Partner with university programs and HR strategic successful recruitment.</li> </ul>
		Empower and nurture college culture through practices that positively impact health, well-being and quality of life.	<b>The college will:</b> Provide strategies to promote engagement, health and well-being/quality of life through 1) formal and informal opportunities to foster connectedness and 2) recognition of achievements.	<ul style="list-style-type: none"> <li>Foster efforts to enhance meaningful interactions among faculty and staff.</li> <li>Report on achievements by faculty and staff in annual report.</li> </ul>
		Support faculty and staff for professional advancement, scholarship, and research opportunities.	<b>The college will:</b> Provide and support onboarding, mentoring, scholarly inquiry, and leadership development opportunities.	<ul style="list-style-type: none"> <li>Report how many faculty/staff are engaged in mentoring.</li> <li>Report on scholarship and research endeavors and accomplishments.</li> <li>Participation in leadership development opportunities/fellowships, etc.</li> </ul>
INCLUSIVE EXCELLENCE	Cultivate and sustain a respectful and inclusive environment in the college to prepare our students for the diverse world.	Build a consensus on inclusivity across the college.	<b>The college will:</b> Encourage inclusive excellence through 1) examining barriers with existing practices, 2) offering programming and interprofessional education opportunities, and 3) fostering global	<ul style="list-style-type: none"> <li>Report on diversity and inclusion efforts.</li> <li>Report on service-learning opportunities.</li> <li>Continue and expand existing work to align</li> </ul>

			experiences and other immersive activities.	<p>courses/programs with inclusive pedagogy.</p> <ul style="list-style-type: none"> <li>• Interprofessional Education activities</li> <li>• Travel abroad and ‘Study at Home’ opportunities and participants (i.e., Jamacia, Honduras, hurricane/disaster relief work, etc.).</li> </ul>
		Enhance partnerships with EBCI and other communities in the region.	<p><b>The college will:</b> Utilize a holistic approach to cultivate community partnerships by establishing 1) essential advisory committees and 2) strategically partner with EBCI, communities of interest, and other professional colleagues to advance the mission and vision of the college.</p>	<ul style="list-style-type: none"> <li>• EBCI Advisory Committee initiatives</li> <li>• MedCAT programming and participation</li> <li>• Vecinos</li> <li>• MAPHealth</li> </ul>
<b>STUDENT EXPERIENCE</b>	Enrich the student experience through creating meaningful clinical, practice, service-learning, scholarly inquiry, and inter-Professional Educational (IPE) activities.	Promote student recruitment, enrollment, and retention to our programs.	<p><b>The college will:</b> Encourage innovative strategies to meet or exceed program and institutional goals by 1) enhancing our collaborations with campus offices and departments (i.e., Admissions, Enrollment Management, Advisement, Student Affairs, the Graduate School) and 2) explore and implement approaches for student success, well-being, and mental health.</p>	<ul style="list-style-type: none"> <li>• Program enrollment numbers</li> <li>• Strategies used to recruit, retain, and promote student success and well-being</li> <li>• Targeted marketing plan</li> <li>• Participate in university, college and program recruitment and retention activities</li> <li>• Recruitment strategies with regional high school systems</li> </ul>
		Enhance our partnerships for strong clinical and practical experiences for our students.	<p><b>The college will:</b> Cultivate partnerships with effective and high-impact learning experiences by 1) maintaining worthwhile partnerships, 2) developing and</p>	<ul style="list-style-type: none"> <li>• Identify the needs for the student experiences</li> <li>• Finding sites or increasing capacity at the sites</li> </ul>

			executing new clinical and practical sites, and 3) establishing innovative partnerships to expand capacity.	<ul style="list-style-type: none"> <li>• Exploring partnerships</li> </ul>
		Integrate student clubs and curriculum into our partnerships for service-learning activities.	<b>The college will:</b> Promote engagement in co-curricular, extra-curricular, and service-learning through 1) active participation in community initiatives with existing partners, 2) pursuit of new student learning activities with partners, and 3) facilitating internships, and 4) integrating student club involvement with community initiatives.	<ul style="list-style-type: none"> <li>• Promote community initiatives with student clubs; report student involvement and activities</li> <li>• Assist to identify new partnerships</li> <li>• Report on work with existing partners (e.g., Jackson County Health Department, Duke Life Point Health Systems, and etc.)</li> <li>• MAPHealth</li> </ul>
		Promote scholarship and IPE into our curricula and student experiences.	<b>The college will:</b> Support current and implement new IPE and scholarly inquiry activities and opportunities.	<ul style="list-style-type: none"> <li>• MAPHealth</li> <li>• Standardized patients with lab experiences</li> <li>• Design for Health</li> </ul>
<b>RESPONSIBLE STEWARDSHIP</b>	Strengthen great stewardship practices on facilities and financial resources allocated to the college.	Maximize our space utilization for efficiency and effectiveness.	<b>The college will:</b> Ensure that college space is safe and utilized appropriately, maintained, and improved when necessary.	<ul style="list-style-type: none"> <li>• Identify space or enhancement needs</li> <li>• Identify classroom or lab space needs</li> <li>• Complete safety trainings</li> <li>• Determine office allocations</li> </ul>
		Leverage our financial resources to facilitate fulfilling our mission.	<b>The college will:</b> Ensure that college financial resources are maximized through 1) proactive budget processes (recurring and non-recurring requests), and 2) long-term budget planning with contingencies.	<ul style="list-style-type: none"> <li>• Prioritized list of identified needs for the unit and/or programs</li> </ul>

<b>VISION ADVANCEMENT</b>	Promote a shared college vision and increase financial support.	Establish a philanthropic and advocacy network to advance our mission.	<b>The college will:</b> Grow college philanthropic support by 1) engaging alumni and friends of CHHS, 2) sharing the strategic vision, work, and achievements of the college, and 3) establishing the college advancement advisory committee.	<ul style="list-style-type: none"> <li>• Assist in identifying alumni and friends to connect with the college.</li> <li>• Facilitate communication and deliberate outreach to alumni and friends.</li> <li>• List of priorities and needs for philanthropic asks.</li> </ul>
		Strengthen philanthropic priorities and endeavors.	<b>The college will:</b> Promote the advancement of the mission and vision of the college by 1) empowering units and programs to identify needs of units, programs, and student support and 2) partnering with the Division of Advancement to cultivate philanthropic relationships.	<ul style="list-style-type: none"> <li>• Prioritized list of identified needs for the unit and/or programs</li> <li>• Identified needs for endowed professorships and programs, program support, facilities</li> </ul>
<b>REGIONAL DEVELOPMENT &amp; ENGAGEMENT</b>	Advance our impact on the health and well-being of the citizens of Western North Carolina through innovative strategic partnerships.	Strengthen our current partnerships and build relationships with strategic partners to advance our mission.	<b>The college will:</b> Support and build strategic partnerships by 1) examining partnerships for their full potential, 2) engaging partners in community engagement and service-learning activities, and 3) enhancing the communication and outreach of the partnerships.	<ul style="list-style-type: none"> <li>• Assist in identifying community partners</li> <li>• Participation in boards and committees of partners</li> </ul>
		Enhance faculty practice opportunities by creating new ways of engagement.	<b>The college will:</b> Promote faculty practice initiatives and innovative strategies to incorporate student learning experiences.	<ul style="list-style-type: none"> <li>• Promote innovative ideas from faculty for new ways to engage with the community</li> <li>• Support faculty involvement</li> <li>• Pursuit of project funding</li> <li>• Reporting of faculty practice that involves student learning experiences</li> </ul>