

THE UNIVERSITY OF NORTH FLORIDA BROOKS COLLEGE OF HEALTH STRATEGIC PLAN FOR 2006 THROUGH 2010

The Brooks College of Health Strategic Plan begins with a review of the University of North Florida's institutional mission and the mission and goals of Academic Affairs:

The University of North Florida's primary focus is on instruction, with scholarship and community involvement playing vital roles. The University provides a comprehensive array of degree programs, with a targeted emphasis on select programs where the University is a national leader.

The mission statement of the University affirms the importance of student learning. A focus on teaching and learning requires a campus intellectual vitality with active faculty participation in research and other scholarly work. The University commitment to relevance also mandates active involvement in the community.

The mission of Academic Affairs is to facilitate the critical pursuit of knowledge in an environment of civility and tolerance by providing excellent educational opportunities for all UNF students through a focused use of resources in scholarly programs that have relevance to the broad range of constituencies served by the University and that are subject to rigorous and ongoing scrutiny and improvement.

The mission and encompassing goals of Academic Affairs provide the frameworks for the Brooks College of Health vision, mission, goals and values.

Brooks College of Health Vision, Mission, Values

Vision

To be a leader in the study of health and the preparation of health professionals.

Mission:

To facilitate the pursuit of knowledge and develop competent caring health professionals by providing excellent opportunities that are focused on and relevant and accountable to the individuals and communities we serve.

Values

In the fulfillment of our mission, the Brooks College of Health faculty, staff and students value the following:

Mutual Respect: We treat everyone in our diverse community with consideration and dignity.

Service: We provide service to our university, communities and professions.

Integrity: We conduct ourselves in an ethical and responsible manner.

Accountability: We take responsibility for our own attitudes and actions.

Innovation: We encourage and support creativity.

Cooperation: We support a culture characterized by open communication, collaboration and collegiality.

Excellence: We promote the highest standard of quality performance.

Well-Being: We promote physical, emotional, and social well-being.

Fulfillment of Potential: We are committed to development through lifelong learning.

Goal 1:	Advance the recruitment and retention of a culturally diverse student body who are academically ready, while creating opportunities for their success.
Action1.1	The College will expand public awareness and access to programs through targeted publicity and student recruitment, particularly targeting traditionally black colleges and high schools with large minority student bodies.
Outcome:	Work with Coordinators of Academic Support Services in charge of Advising and Technology and with website developer to implement new website design for the BCH and to develop a plan to recruit from local traditionally minority institutions.
Person(s) Responsible:	Associate Dean, Coordinators of Academic Support Services for Advising and Technology
Timetable/cost:	The target date for uploading of new website: fall 07; recruitment plan for 07-08 academic recruitment developed by end of summer term for implementation during 07-08 academic year; cost for local travel to local colleges and high schools: \$500.
Evaluation <u>07-08:</u>	BCH minority enrollment increased by 2% over previous year; new web design implemented
Continuous Improvement:	Maintain steady increase of 1-2% in minority enrollment annually; with input from Chairs/Director and Program Directors, update website as needed; publish additional strategic material as suggested by marketing plan
Action 1.2	Recommend academic resources to: a) enhance academic success for at-risk students b) enhance successful passing of licensing and/or certification examinations for soon to be graduates
Outcome:	Faculty will identify at-risk students and recommend academic resources to facilitate academic success; faculty will identify and recommend resources to facilitate success on professional licensing and certification examinations
Person(s) Responsible:	Faculty, Program Directors
Timetables/Cost:	Each semester/No extra cost 07-08
Evaluation:	Student retention rate in 07-08 will increase by 1-2% over the previous year.

Continuous Improvement:	Consider creating a resource “library” for student use to facilitate academic success and successful completion of professional licensing and certification examinations; retention rate to increase or at a minimum remain steady over the previous year
Action 1.3:	Focus on scholarship funding for BCH students, particularly for DPH students.
Outcome:	Develop a plan for soliciting scholarship monies targeting DPH students; Program Directors to work with Director and Assistant Director of Development to provide material for building a “case” for these programs
Person(s) Responsible:	Dean, DOD, ADOD, and Program Directors
Timetable/Cost:	Plan developed by fall 07
Evaluation:	Scholarship monies will increase by 5% in 07-08 over previous year
Continuous Improvement:	Scholarship monies increase by 2-5% annually
Action 1.4:	The College will increase the number and variety of transformational learning opportunities for students and provide faculty incentives to encourage development of TLOs
Outcome:	Faculty will develop TLO proposals and every student in the College will have the opportunity to engage in at least one TLO
Person(s) Responsible:	Dean, Chairs/Director, Program Directors, Faculty
Timetable/Cost:	2007-2008/Ongoing
Evaluation:	2-5 TLOs will be developed and approved for funding during 2007-2008. The Center for Global Health and Medical Diplomacy will assist with global partnerships.
Continuous Improvement:	Support on-going implementation of TLOs and seek funds for the new TLO initiatives.
Goal 2:	Broaden the scope and assure quality of academic programs in the health professions in order to meet the changing needs of the health care industry.
Action 2.1:	College will maintain excellence by exceeding accreditation standards in all programs.
Outcome 2.1.1:	The MPH program will be accredited.

Person(s) Responsible:	Program Leader, Chair, Dean/2007-2008
Timetable/Cost:	2007-2008/\$2,000 printing, \$2,500 fees to agency, and \$1,200 supplies - total \$5,700.
Evaluation:	The MPH Program Self-Study will be successfully submitted to CEPH September 2007 and the accreditation visit completed Spring 2008, resulting in accreditation by the end of Spring 2008.
Continuous Improvement	The program will continue to refine the Self-Study by integrating CEPT reviewer feedback, and making programmatic changes based on program evaluation and achievement of GLOs.
Outcome 2.1.2:	The undergraduate community health program and exercise physiology program, and graduate geriatric management program will seek accreditation from national accrediting bodies.
Person(s) Responsible:	Program Leaders, Chairs and Dean
Timetable/Cost:	2008-2010/Cost to be determined
Evaluation:	Programs will report activities/progress toward accreditation on annual program reports.
Continuous Improvement:	Annual review of curricular outcomes will be used by each program to ensure currency and relevance of curriculum.
Outcome 2.1.3:	All other programs will maintain accreditation status.
Person(s) Responsible:	Program Leaders, Chairs/Director and Dean
Timetable/Cost:	Ongoing/Recurring accreditation costs of \$43,500
Evaluation:	Current accreditations include: Association for University Programs in Health Administration, Commission on Accreditation of Allied Health Education Programs, Commission on Accreditation for Dietetics Education, Florida Board of Nursing, Commission on Collegiate Nursing Education, National League for Nursing Accrediting Commission, Council on Accreditation of Nurse Anesthesia Educational Programs, Commission on Accreditation of Health Management Education, Commission on Accreditation in Physical Therapy Education, Council on Rehabilitation Education.
Continuous Improvement:	Each program will respond to recommendations made by their individual accreditation team as evidenced by Annual Program and Department Reports.
Action 2.2:	The College will add to the general education curriculum offerings through effective courses with specified learning outcomes.

Outcome:	The College will submit HSC2100/Personal Health for approval to satisfy the social science general education requirements.
Person(s) Responsible:	Chair and Program Leader
Timetable/Cost:	2008/One faculty FTE - \$60,000 plus benefits (29%) = \$77,400. (Anticipate multiple sections)
Evaluation:	Approval of HSC2100/Personal Health to meet general education requirements will be sought in 2008-09.
Continuous Improvement:	Rationale and necessary paperwork will be completed in the process of seeking approval.
Action 2.3:	<p>The College will prioritize current needs, growth and new programs based on availability of resources, faculty expertise, student interest and community needs.</p> <ul style="list-style-type: none"> ➤ Evaluate faculty, administrative and clerical needs in current programs ➤ Initiate Doctorate in Physical Therapy (DPT) in August 2007 ➤ Initiate Doctorate in Nursing Practice (DNP) in August 2007 ➤ Initiate Bachelor of Science in Nutrition in 2007* ➤ Initiate Bachelor of Science in Community Health in 2008* ➤ Initiate Bachelor of Science in Exercise Physiology in 2008* ➤ Explore possibility of health related PhD, Bachelor in Laboratory Science, Bachelor of Radiological Science, Bachelor of Science in Public Health Science, MS in Health – Clinical PT, and adding additional MPH tracks <p>*These programs are currently tracks in the Health Science degree. The request is in reality a name change.</p>
Outcome:	Board approval of new programs.
Person(s) Responsible:	Chairs, Directors, Dean
Timetable/Cost:	2007/requesting extra rate, adjunct funds, 1 nursing, 1 PT, 2 Community Health, 1 Nutrition and 1.5 Health Administration lines totaling \$750,838
Evaluation:	Funding secured for 6.5 position to be filled beginning August 2007.
Continuous Improvement:	Continue to monitor and meet faculty and program needs.
Action 2.4:	The College will support development of flagship programs.
Outcome:	Identify unique aspects of each program and determine steps to seek recognition.
Person(s) Responsible:	Faculty, Program Leaders, Chairs, Director, and Dean

Timetable/Cost:	March 2007/Budget request made on flagship applications
Evaluation:	Nursing flagship meets year two outcomes as identified in flagship report.
Continuous Improvement:	Continue work on nursing flagship outcomes. Develop nutrition flagship proposal.
Action 2.5:	The College will continue to refine effective assessment mechanisms through academic learning compacts and graduate student learning outcomes and use them to continuously improve all programs.
Outcomes:	Student learning will be positively impacted through assessment of the academic learning compacts and graduate learning outcomes. Additional software and equipment will support learning outcomes.
Person(s) Responsible:	Chairs, Director, Program Leaders, Faculty
Timetable/Cost:	2007/\$115,000 in equipment and software
Evaluation:	Academic learning compacts and graduate learning outcomes will be used to evaluate student learning.
Continuous Improvement:	GLO and ALC outcomes will be reviewed annually.
Action 2.6:	The College will continue to maintain licensure and/or certification pass rates above the national average.
Outcome:	Each program will identify and implement individual strategies to ensure licensing/certification passing rates remain above the national average.
Person(s) Responsible:	Chairs, Director, Program Leaders, Faculty
Timetable/Cost:	2007 and beyond/\$5,000 to receive analysis of student scores.
Evaluation:	All programs meet goal of surpassing national average.
Continuous Improvement:	Annual assessment of program pass rates will be reported in Program and Department Reports.
Goal 3	Expand opportunities for scholarly achievement and career development for BCH faculty and staff.
Action 3.1:	The College will focus its research efforts on collaborative grant writing in applied research.
Outcome 3.1.1:	Seek funding for equipment to support research in Public Health, Athletic Training & Physical Therapy and Nursing
Person(s) Responsible:	Chairs, Director of Development, Dean,

Timetable/Cost:	2007/Funding through endowments
Evaluation:	Equipment requested through budget process
Continuous Improvement:	Assist faculty in establishing research labs and research agendas.
Outcome 3.1.2:	Every faculty member involved in research and desiring a research/teacher assistant will be accommodated.
Person(s) Responsible:	Chairs, Director, Dean
Timetable/Cost:	2007/\$8,368
Evaluation:	Additional graduate assistant resources available through budget process.
Continuous Improvement:	Faculty research continues to progress
Action 3.2	The College will recruit and support a diverse faculty and staff reflective of the heterogeneity of the community served by the University.
Outcome:	a)Years beyond 2007 are dependent on funding, growth and unexpected openings; b)Establish a mentoring program for new faculty to facilitate their success.
Person(s) Responsible:	Search Committees, Chairs, Director, Dean
Timetable/Cost:	2007/Requesting lines totaling \$787,555
Evaluation:	Faculty Development Committee has agreed to serve as organizer of mentoring program with support from administration. Searching for approved lines and retiring faculty positions in 2006-2007
Continuous Improvement:	Continue strategies to support a diverse faculty and staff
Action 3.3:	Review faculty evaluation process and seek ways to improve
Outcome:	The process of faculty evaluation will be improved.
Person(s) Responsible:	Dean, Chairs
Timetable/Cost:	2007 and beyond/No additional costs
Evaluation:	Faculty evaluations to be completed according to Contract guidelines and Department by-laws.
Continuous	Will discuss process in early spring. Provide support to Chairs

Improvement:	and faculty during this process. Evaluate against UNF/UFF Contract and Department/School By-laws and guidelines.
Action 3.4:	Explore joint appointments with community partners to facilitate faculty scholarship.
Outcome:	Joint appointments will be established.
Person(s) Responsible:	Dean, Chairs
Timetable/Cost:	2007 and beyond/No additional costs
Evaluation:	One joint appointment established in PT
Continuous Improvement:	Will discuss options at future Chair, Faculty and Dean's Council meetings.
Action 3.5:	The BCH will encourage staff to pursue continuing education courses/programs as a means of enhancing their preparation and setting them up for success in the increasingly demanding work environment.
Outcome:	BCH staff will increase their attendance at continuing education courses/programs.
Person(s) Responsible:	Dean, Chairs
Timetable/Cost:	2007 and beyond/\$5,000
Evaluation:	All staff will attend at least one continuing education course/program per year.
Continuous Improvement:	Will evaluate the impact of attendance at these offerings.
Goal 4:	Enhance and expand outreach initiatives and partnerships to provide opportunities for the BCH to impact health issues.
Action 4.1:	The College will raise money from private sources to support key programs, and special learning opportunities and to complete the addition and renovations of the Brooks College of Health building.
Outcome:	a) Secure professorships in the Department of Public Health and for the AT program, b)Secure equipment funding for the building addition, c) Fund the Us – Women & Girl's Health Initiative Professorship, d) Provide scholarships focusing on Public Health and Athletic Training.
Person(s) Responsible:	Dean, Director and Assistant Director of Development

Timetable/Cost: *2007/Need \$5,160 to fund Director of Development salary
Fund raising Goals: a) 2007, \$500,000 for multiple programs, b) 2007, 1 million, c) 2007, \$300,000, d) \$250,000

Evaluation: 7.2 million (including state match to add to state funding) secured to name College. US Professorship half way funded. Plan for fund raising for building addition and renovation developed. Partial funding for assistant director of development received. New Director of Development began work on 9-25-06 and new Assistant Director of Development started on 1-29-07.

Continuous Improvement: Prospects for fund raising continue. Focus on professorships for the Department of Public Health and the Athletic Training program as well as building/renovations.

Action 4.2: The College will begin year 2 of the Center for Global Health and Medical Diplomacy: Promoting Caring, Ethics and Science.

Outcome: a) Continuing E&G funding received, b) Raise additional start-up funds from private sources.

Person(s) Responsible: Dean/Director of the Center//Director of Development

Timetable/Cost: 2007/\$200,000

Evaluation: Non recurring funds for Center secured. Director appointed in August 2006. Center activities extremely promising.

Continuous Improvement: Working with IA and private supporters to increase available funding.