# STRATEGIC PLAN
## Imperative 1:  Nurturing Student Success

| CEHS Goal | Strategy | Target | Metric | Timeline |
|---|---|---|---|---|
| 1.1 Review undergraduate degree programs and facilitate curricular reduction process to meet 120 credit hours, as needed. | By department, identify academic programs that require greater than 120 credits. | All programs (possible exceptions due to accreditation) will require 120 credit hours. | Program requirements published in CMU Undergraduate Bulletin | Fall 2018 |
| 1.2 Develop career-ready metrics to ensure academic preparation aligns with employability and professional expectations. | Review **First Destination Survey** and CEHS Survey data by program, where available, to identify graduates' perceptions of preparedness for employment. | 1. Percentage of CEHS respondents to **First Destination Survey** will increase annually. 2. By department, percentage of respondents to **First Destination Survey** and CEHS survey will increase annually. 3. 90% of college respondents will report being moderately or extremely prepared for employment. | 1. First Destination Survey Annual Report; 2. Department Annual Reports | 2018-2022 |
| 1.3 Students will have field experiences in diverse settings. | 1. Review field, internship, and service learning experiences for diversity. 2. Include diversity in criteria for site selection. | 1. Each program will document experiences in diverse settings 2. Each program will ensure students have the opportunity to complete field experiences in diverse settings. | 1. Annual Reports 2. Affiliation Agreements. | 2018-2022 |
| 1.4 Expand study away domestic opportunities for students through implementation of sustainable programs. | 1. By department and/or program review curriculum and identify opportunities for Study Away. 2. Encourage use of Study Away Checklist for development of Study Away programs. | Each department will have at least one study away experience. | Annually, the CEHS will offer five (5) Study Away experiences for students. | 2018-2022 |
| 1.5 Recruit and retain high quality faculty in all CEHS programs. | 1. CEHS will analyze 5 year faculty turnover rate. 2. Develop action plan for departments/units showing high turnover rates. 3. Examine Regular and Fixed Term Faculty meeting HLC standards for High Quality faculty and accreditation standards. | 1. CEHS attrition rate of less than 5% before tenure. 2. 100% of Regular and Fixed Term Faculty will meet HLC standards for High Quality faculty. 3. 100% of faculty in programs with national accreditation will meet accreditation standards for faculty credentials. 4. 90% of new hires will be 1st choice candidates. 5. All new hires will participate in department or college mentoring program. | 1. Annual Reports 2. College or department mentoring report. 3. CEHS personnel summaries | 2018-2022 |

# STRATEGIC PLAN
## Imperative 2: Fostering Scholarly Activity

| CEHS Goal | Strategy | Target | Metric | Timeline |
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| 2.1 Proposal writing for external funding from grants, foundations, and industry contracts. | Compile and share college and university resources to support proposal writing for external funding. | Annually, increase the number of external funding proposals submitted from CEHS. | OFIS and Annual Reports | 2018-2022 |
| 2.2 Increase faculty engagement in Honors Program activities including offering honors courses, engaging in honors research, and supervision of capstone experiences. | 1. Generate greater awareness of honors opportunities. 2. Highlight honors student activities. 3. Create annual event to highlight student research/ creative activity. | 1. Support CEHS Honors Fellow in partnership with CMU Honors program. 2. Increase CEHS faculty involvement in Honors (e.g., honors courses, honors contracts, honors capstone projects) | 1. Report from Honors Program; 2. OFIS and Annual Reports. | 2018-2020 |
| 2.3 Encourage faculty collaboration on research initiatives and creative endeavors | 1. Establish a series of research collaboratives and recognitions of faculty research and creative endeavors. | 1. Annually, support one (1) CEHS Scholar Award 2. CEHS will increase scholarly activity, annually, in areas of publication/ presentations and creative endeavors. | OFIS and Department Annual Reports | 2019-2022 |
| 2.4 Showcase student and faculty research and creative endeavors in college and university exhibitions. | 1. Create an annual CEHS faculty-student research/creative endeavors award. 2. Evaluate Learning and Leading Award for possible inclusion of research and creative activity. | 1. Highlight student and faculty research and creative endeavors. 2. Increase the number of faculty who support student research and creative endeavors. | 1. Faculty and student research and creative activity appear on **CEHS Web Site**. 2. Data from OFIS and Annual Reports. | 2019-2022 Learning and Leading Award Review (2018-2019) |
| 2.5 Student attendance at professional conferences, and participation in scholarly presentations including research and creative exhibitions | 1. Compile possible funding sources for student conference attendance. 2. Compile conference information for F2F and virtual attendance. | 1. Increase student participation in professional conferences as attendees and presenters. | 1. College Vending Fund Award Report 2. OFIS and Annual Reports | 2020-2022 |

# STRATEGIC PLAN
## Imperative 3: Strengthening Partnerships in Michigan and Beyond

| CEHS Goal | Strategy | Target | Metric | Timeline |
|---|---|---|---|---|
| 3.1 Analyze service learning coordination and employer survey/feedback. | 1. Each department will report on Service Learning at DAC<br>2. Develop feedback process for organizations hosting service learning experiences. | Each department will have feedback process for service learning experiences. | Feedback received from partners on annual basis. | 2018-2021 |
| 3.2 Strengthen national and international partnerships. | Review national and international partnerships to ensure sustainable programs. | At least one (1) signature program per department. | Annual Reports | 2018-2021 |
| 3.3 Track and engage CEHS alumni as potential partners. | Develop college-wide alumni survey. | Each department will receive data from alumni. | Response rate of at least 25% for each department. | 2019-2022 |
| 3.4a Increase clinical partnerships in teacher education. | 1. Provide co-teaching training for faculty, students, and K-12 partners.<br>2. Create residency and alternative route to certification programs. | 1. All teacher candidates will be in co-teaching placements for all clinical experiences.<br>2. Create one (1) residency or alternative route program. | 1. Co-teaching placement roster.<br>2. Residency and alternative route to certification programs state approval<br>3. Students accepted into the residency and alternative route programs. | 1. 2018-2019<br><br>2. 2019-2020<br><br>3. 2019-2022 |
| 3.4b Increase industry and community partnerships in human services related programs. | Identify potential partners and prepare plan for initiating or expanding partnerships. | Establish one new partnership per department. | Signed agreement | 2018-2022 |
| 3.5 Establish interdisciplinary partnerships through the Center for Community Health and Wellness. | Work with college champions associated with the Center to identify potential partnerships. | Each department will have at least one (1) collaboration with the Center for Community Health and Wellness. | Annual Report | 2019-2022 |