**Mission:** Advancing health and well-being through inclusive, innovative, and equity-based practices in teaching, research, and service.

**Vision:** We will increase our national and global impact as we respond to changing health and human service needs of our region.

**Principles:** Innovative, Accessible, Inclusive, Engaged, Supportive, Interdisciplinary, Global, Sustainable, and Equitable.

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**Goal 1 – Expand partnerships/collaborations**

**Objective 1.1 Expand partnerships/collaborations in teaching and student support**

**Action Steps:**

a. Establish/update baseline for partnerships/collaborations in teaching

b. Integrate School of Data Science into CHHS through increased joint and affiliate appointments

c. Explore increasing cross-listing, sharing/coordination of classes

d. Build community partnerships into curricula, creating a pipeline from student to community

e. Work with the Center for Teaching and Learning to establish a structured teaching onboarding program for new hires

f. Foster student success by partnering to integrate high impact undergraduate student success initiatives (education abroad, Prospect for Success, Health Connections Learning Community, Communication Across the Curriculum (CxC), E-portfolios, internships, etc.)

**Plan for Current Cycle:**

**Measures:** As part of the annual evaluation, Unit Heads report data related to the number and descriptions (who, what, why, when, where) of teaching partnerships/collaborations and high impact student initiatives that took place in the past year.

**Performance Outcomes:** This cycle we will establish unit baselines for partnerships/collaborations in teaching. In future cycles units will be asked to consider expansion goals (e.g., % increase from baseline).
Objective 1.2 Expand partnerships/collaborations in research

**Action Steps:**
- a. Establish/update baseline for partnerships/collaborations in research
- b. Increase multi-university and broad (within and across units, Colleges) interdisciplinary research initiatives
- c. Increase research-related engagement between units, foundation, sponsored research, and community

**Plan for Current Cycle:**

**Measures:** As part of annual evaluation, Unit Heads report data related to the number and description (who, what, why, when, where) of research partnerships/collaborations that took place in the past year.

**Performance Outcomes:** This cycle we will establish unit baselines for partnerships/collaborations in research. In future cycles units will be asked to consider expansion goals (e.g., % increase from baseline).

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Objective 1.3 Expand partnerships/collaborations in community and/or discipline-based service

**Action Steps:**
- a. Establish/update baseline for partnerships/collaborations in community and/or discipline-based service
- b. Increase community and/or discipline-based service work that is tied back to teaching or research
- c. Increase faculty service leadership roles in community or discipline-based service
- d. Actively communicate, showcase, and celebrate partnerships/collaborations in community and/or discipline-based service

**Plan for Current Cycle:**

**Measures:** As part of annual evaluation, Unit Heads report data related to the number and description (who, what, why, when, where) of partnerships/collaborations in community and discipline-based service that took place in the past year.

**Performance Outcomes:** This cycle we will establish unit baselines for partnerships/collaborations in community and discipline-based service. In future cycles units will be asked to consider expansion goals (e.g., % increase from baseline).
Goal 2 – Expand the resource base  
(including people, place, and pocketbook)  

**Objective 2.1 Increase stakeholder commitment to expanding resources**

**Action Steps:**
- a. Establish/update baseline for stakeholder commitment to expanding resources
- b. Develop a plan to increase CHHS member and alumni contributions to annual campaign
- c. Actively engage alumni and community stakeholders in shared goals  
  including developing pipelines, teaching/mentoring, research
- d. Support units to build up their own emergency/discretionary funds
- e. Support units to manage their own budgets aligned with their own priorities
- f. Increase College emergency/discretionary fund to $100,000  
  and redistribute any amount above that to the units

**Plan for Current Cycle:**

**Measures:** As part of annual evaluation, Unit Heads report data related to the percent of CHHS members and alumni contributing to annual campaigns, and the number and description (who, what, why, when, where) of alumni/community stakeholder engagement. Where relevant, Unit Heads will also report the dollar amount raised in pursuit of this objective.

**Performance Outcomes:** This cycle we will establish unit baselines. In future cycles units will be asked to consider expansion goals (e.g., % increase from baseline).

**Objective 2.2 Expand resource base for teaching and student support**

**Action Steps:**
- a. Establish/update baseline for resource base for teaching
- b. Re-imagine spaces to optimize the student experience and contemporize learning
- c. Expand strategies to assure continuity of teaching (e.g.,  
  all classes on Canvas, laptop policy, etc.)
- d. Develop a comprehensive plan to become a College model for teaching practices
- e. Develop a comprehensive plan to become a College model for academic  
  advising practices f. All faculty teach, including administrators

**Plan for Current Cycle:**

**Measures:** As part of annual evaluation, Unit Heads report data related to their own teaching, in what way has faculty pedagogy improved, how have teaching spaces/technology been enhanced, and their efforts to improve academic advising at the undergraduate and graduate level. Specific to the Advising Center: response rates to targeted advising campaigns and advising satisfaction results.

**Performance Outcomes:** This cycle we will establish unit baselines. In future cycles units will be asked to consider expansion goals (e.g., % increase from baseline).
Objective 2.3 Expand resource base for research

Action Steps:
- Establish/update baseline for resource base for research
- Reinstate College research funds supporting innovation, diversity, inclusion, and/or engagement
- Develop systems for unit heads to temporarily adjust workload demands to accommodate focused research efforts
- Increase resources to support PhD/Post-docs
- Establish a structured research onboarding program for new hires
- Expand research infrastructure (pre/post award, biostatistics core, human subjects registry, Research Council, etc.)

Plan for Current Cycle:
Measures: As part of annual evaluation, Unit Heads report data related to the number of grant/contract submissions and awards, the number of faculty who have submitted an external grant/contract submission within their first two years, number of grants/contracts submitted that include support for PhD/Post-docs.
Performance Outcomes: This cycle we will establish unit baselines. In future cycles units will be asked to consider expansion goals (e.g., % increase from baseline).

Objective 2.4 Expand resource base for service

Action Steps:
- Establish/update baseline for resource base for service
- Establish a secondment program (including office space in the Dean’s Office) for senior faculty to engage in service to CHHS
- Provide strategic service leadership opportunities to “deepen the bench” targeting mid level faculty
- Establish a structured orientation to service opportunities for new faculty
- Establish service awards

Plan for Current Cycle:
Measures: As part of annual evaluation, Unit Heads report data related to the percent of mid level faculty in service leadership roles. Seconded senior faculty will be accountable for how they have specifically advanced items identified on the Strategic Plan.
Performance Outcomes: This cycle we will establish unit baselines for the measure above. In future cycles units will be asked to consider expansion goals (e.g., % increase from baseline).
**Goal 3 – Expand diversity, access, and inclusion so that all belong, contribute and thrive**

*Objective 3.1 Increase diversity, access, and inclusion in classes and programs*

**Action Steps:**
- a. Establish/update baseline for diversity, access, and inclusion in classes and programs
- b. Identify and address equity gap in program acceptance and persistence
- d. Provide faculty, staff, and student development activities to share practices/resources in support of diversity, access, and inclusion (e.g., syllabi statements, anti-bias training, cultural competence, etc.)
- e. Develop a teaching component as part of a comprehensive internationalization plan
- f. Encourage scholarship of teaching initiatives that champion diversity, access, and inclusion

**Plan for Current Cycle:**

*Measures:* As part of annual evaluation, Unit Heads report data related to the equity gap in program acceptance and persistence, the number of undergraduates who graduate with an internationalization experience, the number of syllabi that contain standardized statements in support of diversity, access, and inclusion, and the number of faculty and staff who report engaging in development activities in support of diversity, access and inclusion.

*Performance Outcomes:* This cycle we will establish unit baselines. In future cycles units will be asked to consider expansion goals (e.g., % increase from baseline).

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*Objective 3.2 Expand diversity, access, and inclusion in research*

**Action Steps:**
- a. Establish/update baseline for diversity, access, and inclusion in research
- b. Elevate (increase and promote) undergraduate research opportunities for under-represented groups (first generation, under-represented minorities, disabled, etc.)
- c. Actively pursue external support for PhD students and post-docs who would contribute to the diversity of the College (e.g., campus multicultural post-docs program, NIH Diversity Supplements where relevant)
- e. Increase the number of faculty with external (national or international) collaborators on publications and presentations
- f. Increase the number of student-led academic (national or international) publications and presentations
- g. Develop a research component as part of a comprehensive internationalization plan
**Plan for Current Cycle:**

**Measures:** As part of annual evaluation, Unit Heads report data related to the number of faculty and staff (and from which units) who have served on the DiVE committee since its inception, the number of undergraduates who graduate with service learning experience, and the types of service they provide.

**Performance Outcomes:** This cycle we will establish unit baselines. In future cycles units will be asked to consider expansion goals (e.g., % increase from baseline).

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**Objective 3.3 Expand diversity, access, and inclusion in service**

**Action Steps:**

a. Establish/update baseline for diversity, access, and inclusion in service
b. Increase number of faculty and staff across CHHS who have served on the DiVE committee since its inception
c. Increase the number of undergraduates who graduate with service learning experience
d. Increase the proportion of faculty and staff who take Community Service Leave
e. Hold an annual symposium that advances practices in support of diversity, access, and inclusion

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**Plan for Current Cycle:**

**Measures:** As part of annual evaluation, Unit Heads report data related to the number of undergraduates engaged in research disaggregated by under-represented group membership, the number of PhD students and post-docs disaggregated by under-represented group membership, the number of faculty reporting external (national or international collaborators) on publications and presentations, the number of student-led academic (national or international) publications and presentations.

**Performance Outcomes:** This cycle we will establish unit baselines. In future cycles units will be asked to consider expansion goals (e.g., % increase from baseline).