MISSION
To educate professionals to provide exemplary health care, rehabilitation, and social services; to promote innovation and discovery; and to build mutually enriching local and global partnerships

VISION
To lead transformative education, practice, and research in health and human services

VALUES
- Learning and work environments that are healthy, intellectually stimulating, creative, inclusive, and respectful of human diversity
- Professional and interprofessional education and practice that is person-centered and improves quality of life across the lifespan
- Active engagement of students and faculty in innovative and interdisciplinary research and scholarship that inform evidence-based practice
- Collaboration, critical thinking, and compassion as integral to professional competence
- Leadership, professional socialization, and service beyond the classroom
- Ethical practices and integrity in education, research, and service
- Multimodal, technologically effective, integrative, experiential instruction
- Lifelong learning
- Global and community engagement
- Continuous improvement through assessment and evaluation
- Personal health and wellness, professional self-care, and prevention of burnout

VISIT WMICH.EDU/HHS TO VIEW THE COMPLETE CHHS STRATEGIC PLAN, INCLUDING A LISTING OF COMMITTEE MEMBERS.
Development of the Plan

MISSION, VISION, VALUES, AND TOUCHSTONES
As a guide for the strategic planning committee, the College Council (dean and academic unit chairs and directors) revised the mission, vision, and values statements and developed standards and criteria, touchstones, for transformative health and human services education, practice, and research.

IN TEACHING, we will provide students with curricula rich in interprofessional, experiential learning and evidence-based practice, which will prepare them to be innovative health and human service leaders.

IN PRACTICE, we will prepare a workforce to work collaboratively to serve a globally diverse community.

IN RESEARCH AND SCHOLARSHIP, our work will influence health and human services knowledge and evidence-based practice across disciplines and professions.

STRATEGIC PLANNING COMMITTEE
In February 2012, faculty, staff, students, and administrators representing the college’s academic units and the Unified Clinics were charged by Dean Earlie Washington to develop a plan that would “set forth an exciting future for the college, building upon its historic strengths while embracing opportunities consistent with the mission of the University and Academic Affairs as well as the needs of society and the constituents we serve.”

STAKEHOLDER INPUT
The committee gathered initial input from faculty, staff, and students using an online survey to analyze perceived Strengths, Weaknesses, Opportunities, and Threats. The SWOT analysis and other qualitative data informed the construction of a second online survey that yielded responses from the college, University, community, and alumni. Input from all sources was used to formulate a draft, which was adjusted and finalized after widespread review.

PLAN AS A LIVING DOCUMENT
The plan is a dynamic document with room for further review and modification of details as those responsible begin to implement it. Implementation will be guided by the Dean and College Council, with monthly review of action step achievement.

LINKS TO THE WMU AND ACADEMIC AFFAIRS STRATEGIC PLANS
The CHHS strategic plan references the Academic Affairs strategic plan and is built upon the WMU strategic plan. It addresses the five WMU goals with strategic actions and outcome measures specific to the college, with reference to touchstones for transformation.
Plan Overview

GOAL 1: STUDENTS AND LEARNING

Provide transformative learning experiences in interprofessional roles and collaboration through coursework, service learning, clinical and fieldwork experiences, research and scholarship, and global engagement.

ACTIONS ADDRESSING GOAL 1:

⇒ 1.1 Increase interprofessional learning experiences and engagement across the college
⇒ 1.2 Ensure engagement in service learning experiences for all undergraduate students
⇒ 1.3 Increase participation of undergraduate, graduate, and doctoral level students in research and discovery learning
⇒ 1.4 Ensure that students at all levels engage in experiences that help them connect learning of their professions to a broader understanding of the world

The ability to work effectively as a member of a team in a care setting plays a critical role in professional success and the quality of care that patients and clients receive. Our graduates must be educated so that they can work with individuals from other professions with the common goal of building safer, more effective patient-centered care and community-oriented systems. Through Goal 1, we will build on existing, effective, interprofessional education and service learning activities and add activities to increase students’ ability to work interprofessionally to address complex problems in local and global communities and to improve human health and well-being.

To meet Goal 1, we commit to transforming our educational programs and our students’ learning by offering more learning experiences in interprofessional roles and collaboration and by creatively using research, service learning, clinical experiences, fieldwork, and global education as a platform for this expansion. At the same time, we will work to creatively manage the logistical and administrative barriers that limit our opportunities for interprofessional learning.

GOAL 2: PROGRAM AND FACULTY EXCELLENCE

Invigorate curricula, teaching, and advising methods to promote innovative, discovery-driven educational experiences, and consider new and expanded programs consistent with the mission of the college and societal needs.

ACTIONS ADDRESSING GOAL 2:

⇒ 2.1 Review and assess curricular activities in CHHS to enhance discovery and creativity
⇒ 2.2 Increase opportunities for simulation and problem-based learning, training and innovation in teaching and curriculum development, the use of E-Learning, and other emerging technologies that promote advanced teaching and learning
⇒ 2.3 Provide innovative student advising and other supports to be responsive to the academic and career goals of students
⇒ 2.4 Consider strategic addition of programs and expansion of programs, on main campus and at regional locations, that address critical and emerging health and human services issues and needs.
GOAL 2 CONTINUED

Transformation, as embodied in Goal 2, reflects our ongoing commitment to provide innovative, cutting edge education for students and to support faculty, staff, and community partners in health and human services in a complex, evolving world. Goal 2 also embraces the ideal that curricular programming, learning, teaching, advising, research, and service are integrated and overlapping activities in effective, transformative academic institutions.

To meet Goal 2, we commit to the mission-driven, strategic development of new programs and expansion/invigoration of existing programs, on main campus and at regional locations, to address critical and emerging needs in the diverse, growing communities we serve in Michigan and beyond. This includes supporting faculty with mentoring and opportunities for training in teaching and knowledge development in simulation, problem based learning, ELearning, and other emerging technologies. We will promote interprofessional connections within CHHS and combine them with structured assessments to identify opportunities for discovery and creativity.

GOAL 3: RESEARCH AND SCHOLARSHIP

Advance the knowledge base in health and human services and build on scholarly traditions within the college.

ACTIONS ADDRESSING GOAL 3:
⇒ 3.1 Invest in and commit to enhancing research and scholarship
⇒ 3.2 Support collaboration among college faculty and colleagues from the medical school, other units across WMU, the community, and other institutions
⇒ 3.3 Increase the proportion of students engaged in research with mentoring
⇒ 3.4 Create new interprofessional research courses at the undergraduate and graduate levels

Maintaining a sizeable and varied portfolio of externally funded research, the College of Health and Human Services is one of only a few schools and colleges of allied health in the nation to consistently receive funding from prestigious federal sources. Goal 3 positions CHHS to remain in this elite group, meet the University’s goal to enhance its national competitiveness, and sustain the principle that research informs practice and practice informs research.

To meet Goal 3, we commit to leveraging resources to strengthen research and scholarship in the college, remaining nimble and responsive to emerging health and wellness agendas and elevating the college’s research culture, including recognition and reward for scholarly activity and research productivity. We will pursue innovative means for hiring faculty with strong research credentials and prioritize thematic faculty hires that enhance identified research strengths and interprofessional explorations of evidence-based practice. We will strengthen existing interdisciplinary research centers and encourage the development of new ones, while engaging students in research experiences from a wide-ranging menu of offerings.

GOAL 4: DIVERSITY, INCLUSION, AND GLOBAL AND COMMUNITY ENGAGEMENT

Enhance diversity, promote a climate of inclusion, and strengthen collaborative partnerships to fulfill the vision of healthy community and transformative education, practice, and research.
**GOAL 4 CONTINUED**

Actions addressing Goal 4:

⇒ 4.1 Foster diversity and inclusion among students, staff, and faculty
⇒ 4.2 Promote a climate of inclusion and collaboration within CHHS
⇒ 4.3 Recognize and enhance partnerships and collaborative relationships in global and local communities
⇒ 4.4 Increase engagement of alumni in CHHS activities
⇒ 4.5 Increase connections with friends of CHHS

The college values diversity and inclusion in all of its forms and—with the CHHS Committee on Diversity and Inclusion providing strong leadership—seeks to maintain and strengthen learning and work environments that are inclusive and respectful of human diversity. Countless field placements contribute substantively to CHHS students’ education, and students contribute more than 350,000 clock hours to meeting individuals’ health and human service needs. Faculty members also serve the community as collaborators, leaders, and consultants. The college also maintains healthy relationships with global and community partners.

Goal 4 aims to build on and advance the college’s existing positive record of diversity, inclusion, and collaborative partnerships by removing barriers to inclusion, strengthening connections with donors and friends, increasing alumni engagement, and strengthening the number and depth of partnerships, locally and around the globe. The college will serve as a model of diversity and inclusion within the University and will work with other WMU colleges, entities, and offices to enhance the climate of diversity and inclusion throughout the University.

**GOAL 5: SOCIAL, ECONOMIC, AND ENVIRONMENTAL SUSTAINABILITY**

Maximize the use of resources to enhance social, economic, and environmental sustainability within the college and community.

**ACTIONS ADDRESSING GOAL 5:**

⇒ 5.1 Improve social sustainability and wellness as supported by the CHHS environment
⇒ 5.2 Improve economic sustainability by streamlining administrative functions, forms, and processes
⇒ 5.3 Improve environmental sustainability

The college takes pride in maintaining an environment that respects the tenets of environmental sustainability, as evidenced through the attainment of a Gold Leadership in Energy and Environmental Design certification for an existing building (LEED-EB) in 2009. Additionally, plans for a “serenity park” on the grounds of the college are being developed, with a labyrinth already constructed. This plan is intended to provide users (students, faculty, staff, and community members) an open access, outdoor environment conducive to stress reduction and meditation.

Although we have in many ways attended to the physical environment, there are opportunities for us to facilitate the professional and personal development of faculty and staff, diminish the duplication of administrative functions and processes, and reduce waste in terms of paper and other resources.

In Goal 5, we commit to being “green” by targeting sustainability at all levels within the college, enhancing an environment that nurtures the professional and personal development of its members, attending to streamlining administrative efforts and functions, and reducing the carbon footprint of the college.
• Exceptional Faculty and Students
• Top Ranked, Nationally Known Academic Programs
• Significant Community Engagement
• Specialized Health Services for Michigan Residents
• Highly Productive Research That Impacts Scientific Knowledge, Health Care Services, and the Health and Welfare of Individuals and Families

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