

NDSU Goal 1: Diversity, Inclusivity, and Respect

GOAL: Create and maintain an open and collegial environment to promote inclusivity and diversity as a cornerstone of education, research, and outreach.

STRATEGY	ACTION STEPS	METRIC	RESPONSIBILITY
A. Continuously improve the College climate for students, faculty, staff and all stakeholders with additional consideration of underrepresented groups.	<ol style="list-style-type: none"> 1. Continue to encourage applications from underrepresented groups (from all backgrounds including but not limited to first generation students, international students, persons with disabilities, veterans, student parents, communities of color, new Americans, Indigenous communities, LGBTQ+, adult learners, and those who continue to be underrepresented and who remain on the margins) when advertising student applications, faculty and staff positions. 2. Continually improve the College website and other published materials by emphasizing diversity and inclusivity among the current faculty, staff, and students to provide a welcoming environment for underrepresented groups. 	<ul style="list-style-type: none"> • Number of applications to College programs from students, faculty, staff and all stakeholders of underrepresented groups. • Number of outreach activities and multicultural events, organized by the College, that emphasize inclusivity and diversity. • Trends in climate survey data (as captured through accreditation assessment processes) to assess climate, where appropriate. 	<ul style="list-style-type: none"> • Individual Departments • College Inclusivity Committee • Information Coordinated by Admin Council
B. Strengthen and secure an accessible and equitable College for our diverse body of students, faculty, staff and all stakeholders.	<ol style="list-style-type: none"> 1. Encourage students, faculty, staff and all stakeholders of underrepresented groups participation in the planning and attendance of all the activities. 	<ul style="list-style-type: none"> • Collect and publicize aggregate diversity metrics. 	<ul style="list-style-type: none"> • Individual Departments • College Inclusivity Committee • Information Coordinated by Admin Council

C. Implement a proactive approach to professionalism, ethics, and commitment to inclusivity for students, faculty, and staff.	<ol style="list-style-type: none"> 1. Identify a means to assess student, faculty, and staff professionalism, ethical behavior, and commitment to inclusivity. 2. Promote faculty, staff, and student development opportunities to gain an understanding of diverse populations. 3. Create one IPE event pertaining to professionalism, ethics, and commitment to inclusivity. 	<ul style="list-style-type: none"> • Report aggregate professional misconduct issues to Admin Council annually. • Annual review and reporting of activities related to diversity and inclusivity. 	<ul style="list-style-type: none"> • Supervisors • CHP Student Affairs • CHP Faculty Development • IPE Committee
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NDSU Goal 2: Student Success and Achievement

Sub-Goal #1: Effectively and efficiently deliver high quality/affordable education which can be completed by students in a timely fashion utilizing curricula considered to be at the forefront of the respective discipline.

STRATEGY	ACTION STEPS	METRIC	RESPONSIBILITY
A. Ensure curricula meet current accreditation standards for its program and future needs of professions.	<ol style="list-style-type: none"> 1. Changes to curricular design, delivery, and sequencing are made based on continual assessment of professional standards, stakeholder input, and student learning and measures of student success. 2. College programs submit an annual assessment report to the University Assessment Committee. 3. Adopt a model to increase professional attitudes and behaviors of students. 4. Provide professional development resources for faculty and students in accordance with the model. 	<ul style="list-style-type: none"> • Annual state and national licensure or certification exam pass rates. • Annual employment placement of graduates. • Regular employer satisfaction surveys and/or employer focus groups. • 100% of programs are compliant with accreditation standards. • 100% of programs are compliant with university assessment requirements. • # of individuals who receive professional development resources. • # of student professional misconduct reports. 	<ul style="list-style-type: none"> • Sr. Assoc. Dean • Chair/Program Director • Faculty • Program Curriculum Committees

<p>B. Curricula delivered using teaching and learning methods that actively engage learners, foster inter-professional interactions, promote student responsibility for learning, facilitates achievement of program learning outcomes, and ensures autonomy and freedom in teaching and learning.</p>	<ol style="list-style-type: none"> 1. Faculty use evidence-based teaching methods grounded in learning theories to improve the effectiveness of their teaching strategies. 2. Continue to improve, implement, and expand upon interprofessional educational opportunities and activities. 3. When feasible, expand opportunities for study abroad. 4. Expand opportunities for cultural and diverse experiences for students. 5. Increase opportunities for students to engage in research or evidence-based projects. 6. Offer professional development workshops and seminars focused on instructional design. 7. Evaluate hybrid, HyFlex and fully online options for current and future course offerings as a way to increase attractiveness for on and off campus students. 	<ul style="list-style-type: none"> • # of faculty publications in the scholarship of teaching and learning. • % of courses that integrate technology tools and instructional strategies that stimulate student engagement in active learning. • # of opportunities for interprofessional education. • 100% of students participating in at least one interprofessional curricular or co-curricular opportunity. • # of opportunities for students to engage in a cultural or diverse experience. • # of students completing a cultural or diverse experience. • # of students completing research experiences. • % of instructional faculty attending instructional design/teaching workshops/seminars. • # of courses in development or offered via hybrid, fully online and Hyflex delivery. 	<ul style="list-style-type: none"> • Sr. Assoc. Dean • Chairs/Program Directors • Faculty • Instructional Designer
<p>C. Students are able to successfully complete the requirements for a degree.</p>	<ol style="list-style-type: none"> 1. Ensure appropriate pre-professional and professional student advising and career planning by maintaining appropriate advisor staffing levels. 2. Identify barriers to student's progression in the program. 3. Provide students who are denied admission to our professional programs with alternative pathways to achieve their health professions career goal. 4. Evaluate student resources offered at NDSU that can be offered to students in the college. 5. Evaluate feasibility of developing a CHP student resource and mentoring center. 6. Provide education to advisors and faculty regarding resources available to students to promote their success. 	<ul style="list-style-type: none"> • Annual graduation rates. • Annual percentage of pre-professional students on schedule to apply to professional programs. • Annual percentage of eligible pre-professional students who are successfully admitted to a professional program in the College. • Annual time to completion of degree especially for graduate programs. • CHP student resource and mentoring center proposal is developed. 	<ul style="list-style-type: none"> • Dean • Associate Deans • Program Directors

Sub-Goal #2: Recruit and retain a high-quality student body.

STRATEGY	ACTION STEPS	METRIC	RESPONSIBILITY
A. Expand recruitment activities locally, regionally, nationally, and internationally.	<ol style="list-style-type: none"> 1. Create a recruitment plan. 2. Use multiple communication approaches to engage with potential applicants. 3. Enhance personalized visit/contact experiences for prospective students. 	<ul style="list-style-type: none"> • # of applications to College programs. • # of new recruiting-related outreach activities and communications per year. • Recruitment plan created. 	<ul style="list-style-type: none"> • Dir. of Student Affairs • Marketing Communication Team • Admissions Committee Chairs • Department Chairs (for Graduate Programs)
B. Attract and retain high quality applicants and students.	<ol style="list-style-type: none"> 1. Provide health insurance and competitive stipends to graduate students. 2. Increase the quantity and size of scholarships offered by the College. 3. Provide high quality pre-professional and professional advising and career planning for students. 4. Continue to grow the BS in Health Sciences and expand the degree opportunities (both in person and through distance technology) for students including partnerships with other degrees such as Public Health. 5. Develop Health Service minor (offered through both in person and distance technology) designed to bring more classes and students from other majors into CHP. 6. Create additional opportunities for student professional development, including funding for all student organizations to attend professional conferences. 7. Identify barriers to admission processes. 8. Annually assess admissions process, and continue to refine and evaluate the direct admission processes. 	<ul style="list-style-type: none"> • increase in number and dollar amount of scholarships offered by college. • # and \$ allocated to graduate student assistantships, stipends, and health insurance per graduate program. • # of credit hours offered in the College taken by students in other majors. • Advising-related metric. • # of students utilizing direct admissions processes. • \$ allocated to student professional development. 	<ul style="list-style-type: none"> • Dean • Assoc. Deans • Director of Development • Program Directors

C. Increase professional and graduate student enrollments.	<ol style="list-style-type: none"> 1. Exploring the development of hybrid (face-to-face & online) programs. 2. Explore new graduate and doctoral programs in the School of Nursing. 3. Explore development of an accelerated BSN program. 4. Increase enrollment in PharmD program. 5. Increase PhD student enrollment in Pharmaceutical Sciences. 6. Promote dual degree enrollments for the PharmD/PhD, PharmD/MBA, PharmD/MPH, and DNP/MPH programs. 7. Explore the possibility of developing a joint PharmD/MS in Pharmaceutical Sciences. 8. Evaluate feasibility of offering a doctoral degree program in Public Health. 9. Increase enrollment in each MPH Concentration. 10. Evaluate options, and provide resources as appropriate, for expansion of affiliate program size and/or affiliate sites for all Allied Sciences majors. 	<ul style="list-style-type: none"> • Complete feasibility studies for new programs and expansion of existing programs by 2024. • Complete program enrollment goals by 2027. • 15-18 students/year enrolled in each MPH Concentration. • Enrollment in PhD in Pharmaceutical Sciences program growth from 30 to 50 students. • 25 additional seats for Allied Sciences programs. • Reach target enrollment of 75 students for the Doctor of Pharmacy program by 2027. 	<ul style="list-style-type: none"> • Dean • Sr. Associate Dean • Director of Student Affairs • Chairs • Program Directors
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NDSU Goal 3: Research and Creative Activity – CHP Strategic Plan 2022-2027

GOAL: To have the CHP recognized nationally and internationally for its research excellence in the advancement of health and wellness for the benefit of the state and our global society.

Sub-Goal #1: Increase the commitment of resources to support sustainable research growth with public impact.

STRATEGY	ACTION STEPS	METRIC	RESPONSIBILITY
A. Strengthen collaborative relationships with state/ federal agencies and philanthropic organizations that fund health-related research.	<ol style="list-style-type: none"> 1. Compile list of state, federal, or philanthropic agencies we have relationships with, identify nature of relationships, and members of CHP who have current relationship. 2. Identify agencies, businesses, or organizations we would like to forge new relationships with. 3. Work with VP of RCA to identify contacts and support our efforts to network. 	<ul style="list-style-type: none"> • Create list and make available on CHP Blackboard site by 2024. • Create and convene the CHP Research/Scholarship Committee. • Create list and make available on CHP Blackboard site by 2024. • Continuously update lists on CHP Blackboard site as contacts are made. 	<ul style="list-style-type: none"> • Dean/ Sr. Associate Dean • Admin Council • CHP Research/ Scholarship Committee (new) • Director of Development • Individual Faculty

B. Work with NDSU Development Foundation to establish/explore fundraising prospects and strategies.	<ol style="list-style-type: none"> 1. Identify high priority funding needs that meet donor interests. 2. Establish endowed research chairs. 3. Identify opportunities for donor-named centers or facilities. 	<ul style="list-style-type: none"> • Create list and make available on CHP Blackboard site by 2023. • # endowed chairs established. • Develop case statements for two or more centers or facilities by 2027. • Develop one center or facility by 2027. • Complete small animal research facility expansion by 2023. 	<ul style="list-style-type: none"> • Dean/Sr. Associate Dean • Admin Council • Director of Development • Individual Faculty
C. Provide college-wide resources and facilities accessible to all.	<ol style="list-style-type: none"> 1. Develop viable/sustainable funding model. 2. Work through Research Administration to advocate to increase indirect rate for state grants/awards. 3. Prioritize areas of excellence in research that build upon faculty expertise and available infrastructure. 4. Identify and promote sharing of individual research equipment and other facilities that could be shared. 	<ul style="list-style-type: none"> • Funding model created by 2027. • Criteria for areas of excellence identified by 2025. • Number of active, collaborative research projects. • Number of faculty actively writing grants and/or taking on additional roles with the state grant writing process to earn a higher indirect rate. 	<ul style="list-style-type: none"> • Dean/Senior Associate Dean • Admin Council • CHP Research/Scholarship Committee • Individual Faculty

Sub-Goal #2: Increase research and scholarship productivity within the College.

STRATEGY	ACTION STEPS	METRIC	RESPONSIBILITY
A. Create collaborative, supportive, collegial research environment.	<ol style="list-style-type: none"> 1. Convene CHP Research/Scholarship Committee. 2. Establish regularly scheduled college research seminar series. 3. Hold regularly scheduled proposal idea-generating sessions. 4. Hold regularly scheduled mock grant review panels. 5. Establish a formal research mentorship program for new (and existing) faculty. 	<ul style="list-style-type: none"> • CHP Research/Scholarship Committee established with reps from each department. • # of CHP research seminars held annually. • # of CHP research proposal idea sessions annually. • # of CHP hosted mock grant review panels. • Document outlining process for research mentoring program in year 1. • # of junior faculty mentored. • # of senior faculty serving as mentors. 	<ul style="list-style-type: none"> • Dean/Senior Associate Dean • Admin Council • CHP Research/Scholarship Committee

B. Support faculty to help them be successful in research.	<ol style="list-style-type: none"> 1. Provide professional development opportunities. 2. Provide adequate research laboratories, supplies, equipment. 3. Increase support from post-doctoral fellows, research associates, graduate students, visiting scientists/scholars. 4. Provide bridge funding for projects undergoing renewal or resubmission process. 	<ul style="list-style-type: none"> • # of CHP sponsored professional development opportunities annually. • Inventory departmental research resource needs annually to identify large (shared) gaps across departments. • Inventory departmental research personnel needs annually to identify shared needs across departments. • # of faculty/projects supported by bridge funding. 	<ul style="list-style-type: none"> • Dean/Senior Associate Dean • Admin Council • CHP Research/Scholarship Committee • CHP Faculty Development Committee
C. Establish interdisciplinary research teams within the College, across campus, and across universities that build capacity in research focus areas.	<ol style="list-style-type: none"> 1. Provide faculty development focused on interdisciplinary research and team science. 2. Develop focused areas of research excellence that are unique and attract collaborators from other major research institutions. 3. Recognize and support current CHP inter- and multi-disciplinary research teams. 4. Identify opportunities for multi- and trans-disciplinary research centers representing all areas of health professions and health sciences. 	<ul style="list-style-type: none"> • # of interdisciplinary research teams formed and consisting of researchers within NDSU. • # of research teams formed and consisting of research teams external to NDSU. • # of interdisciplinary manuscripts published. • # of interdisciplinary/collaborative research proposals developed/ submitted. • # of faculty development trainings to prepare faculty for interdisciplinary research. • # of large interdisciplinary center-type research grant opportunities identified. 	<ul style="list-style-type: none"> • Dean/Senior Associate Dean • Admin Council • CHP Research/Scholarship Committee

D. Develop and implement systems to monitor and enhance scholarship and research within the College.	<ol style="list-style-type: none"> 1. Set annual department-level research and scholarship goals. 2. Ensure research and scholarship productivity expectations are aligned with faculty workload. 	<ul style="list-style-type: none"> • # of CHP departments meeting or exceeding annual departmental research and scholarship goals. • # of grant proposal submissions. • % change in grant proposal submissions over a rolling 3-year period. • # of grants awarded. • % change in grants awarded over a rolling 3-year period. • Total dollar value of grants awarded. • % change in total dollar value of grants awarded over a rolling 3-year period. • # of research publications and scholarly works. • % change in research publications and scholarly works over a rolling 3-year period. • Annual review of research/scholarship productivity alignment with workload. 	<ul style="list-style-type: none"> • Dean/Senior Associate Dean • Admin Council • Individual Faculty
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NDSU Goal 4: Education, Extension, and Outreach – CHP Strategic Plan 2022-2027

Sub-Goal #1: Health professions training, research, and service activities of the College support the needs of North Dakota.

STRATEGY	ACTION STEPS	METRIC	RESPONSIBILITY
A. Seek input from North Dakota constituents regarding the needs of the State related to teaching, research, and service missions of the College, Schools, and Departments.	<ol style="list-style-type: none"> 1. Collect feedback from key stakeholders in the state as needed. 2. Identify a legislative liaison to provide the College with timely communication. 3. Represent NDSU on statewide, regional, and national groups addressing health needs. 	<ul style="list-style-type: none"> • Document feedback. • Legislative liaison identified. • # of faculty serving on groups. 	<ul style="list-style-type: none"> • Dean • Admin Council (collectively or individual members)

<p>B. Enhance communications with external constituents including prospective students, employers, alumni, business community, lay public, corporate partners, state elected officials, state funding agencies, media, and other key stakeholders to increase awareness, help guide, and gain support for the College and its programs.</p>	<ol style="list-style-type: none"> 1. Assess current communication activities. 2. Establish recruitment/retention goals and priorities for each School / Department for use by the College Marketing/Comm/Student Affairs recruitment team. 3. Formulate an interprofessional work group to address common program issues. 4. Develop college communication goals/plan aligning with college strategic plan. 5. Enhance interaction with underserved and rural communities in North Dakota. 	<ul style="list-style-type: none"> • Assessment updated. • Communication plan created. • School / Department communication goals and priorities established. • Work group formed. • Plan developed. • # of initiatives developed with underserved and rural communities. 	<ul style="list-style-type: none"> • Dean • Unit Heads • College Marketing/Comm Lead • Faculty • Recruitment/Marketing/Comm Team
<p>C. In collaboration with U Relations, Admissions, and CHP recruitment/retention team, establish a recruitment/retention plan to promote the College's academic degree programs within the state, region, nation, and globally.</p>	<ol style="list-style-type: none"> 1. Develop recruitment/retention plan and strategies for College academic programs in conjunction with stakeholders. 2. Match recruitment/retention efforts to programs with capacity and growth potential (as identified jointly by the College and the University's central administration). 3. Efficiently target recruitment/retention efforts for College academic programs. 4. In collaboration with Foundation, increase awareness, and seek funding support of building upgrades, scientific research and recruitment resources. 	<ul style="list-style-type: none"> • Marketing plan and strategies completed. • # students applying to NDSU Health Professions programs/total enrollment. • # of new or expansion of existing programs. • Amount of funding obtained. 	<ul style="list-style-type: none"> • Dean • Administrative Council (individually or collectively) • College Marketing/Comm Team • Individual Faculty
<p>D. Enhance innovative programming that will benefit North Dakota.</p>	<ol style="list-style-type: none"> 1. Develop strategies for placement of students and graduates in ND. 2. Identify rural partners and resources to maximize clinical placements and graduate employment in rural ND. 3. Improve access to college's educational opportunities. 	<ul style="list-style-type: none"> • % of students placed and graduates employed in ND. • # of students placed and graduates employed in rural settings. • # relationships with rural partners. • # of educational opportunities provided. 	<ul style="list-style-type: none"> • Admin Council • Directors

NDSU Goal 5: Resource Planning and Development

GOAL: Support and enhance innovation and excellence through strategic investments in sustainable infrastructure.

Sub-Goal #1: Prioritize resources for institutional effectiveness based on strategic plan initiatives.

STRATEGY	ACTION STEPS	METRICS	RESPONSIBILITY
A. Ensure appropriate resources to maintain accreditation and enhance College programs.	<ol style="list-style-type: none">1. Monitor differential tuition and when deemed appropriate seek increases to meet program needs in pharmacy, nursing, and public health, while staying competitive with peer institutions.2. Monitor budget changes from the University/State and where directed make budget reallocations which align with the core mission of the College related to teaching, service/outreach, and research.3. Increase enrollment in CHP programs to meet program capacity levels.4. Maintain a running hierarchy list of added value resources (space, equipment, faculty, staff) to fulfill the needs of the College, and its programs, if funding and need were to arise.	<ul style="list-style-type: none">• % Change (Total Budget / gross student tuition).• Enrollment in CHP programs.• Schedule comparing NDSU CHP programs' tuition and fees to peer institutions.	<ul style="list-style-type: none">• Dean's Office• CHP Business Manager• Chairs/Program Directors
B. Continuously seek increases in state, federal, and extramural funding sources including individual and corporate donations to support the College and its programs.	<ol style="list-style-type: none">1. Establish ongoing fund-raising priorities for the College, School, and Departments.2. Increase state matching dollars directed to the College.3. Increase federal grant funding for the College4. Increase scholarship endowments for the College.5. Increase annual gifts and major gifts for the College.	<ul style="list-style-type: none">• Complete plans for next University campaign.• 1-3% Growth per year.	<ul style="list-style-type: none">• Dean's Office• Director of Development• Chairs/Program Directors

<p>C. Ensure sufficient financial resources to recruit and retain high quality faculty.</p>	<ol style="list-style-type: none"> 1. Support competitive faculty salaries that are comparable to peer institutions. 2. Ensure that all faculty hired to conduct research receive an equally competitive start up package to establish a competitive, successful research program. And ensure equitable funding for research focused faculty who complete doctoral degrees while employed at NDSU. 3. Seek multiple sources to support faculty startup funding including University, EPSCoR, Dean's Office, School, Department, and F&A funds. 4. Assess the feasibility for endowed dean, chairs, professorships, and fellowships within the College. 5. Provide sufficient resources to support development of faculty and their progress towards successful promotion +/- tenure. 	<ul style="list-style-type: none"> • Five-year average startup package dollar amount. • Faculty retention rate. • Complete a feasibility assessment related to # of Endowed Dean, Chairs, Professors, and Fellowships. 	<ul style="list-style-type: none"> • Dean's Office • Director of Development • Chairs/Program Director
<p>D. Maintain a current master space plan for the College to address accreditation-related and/or University requirements/concerns.</p>	<ol style="list-style-type: none"> 1. Incorporate a faculty practice center which allows faculty to practice, and students to experience interprofessional team-based care of patients. 2. As part of the University Master Plan, complete the Animal Care Facility remodel in Sudro Hall. 3. Develop a long-term space plan for the NDSU Nursing at Sanford Health in Bismarck program. 	<ul style="list-style-type: none"> • Complete Animal Care Facility remodel in Sudro Hall by 2023. • Complete the Nursing (Bismarck) plan by 2027. • Complete business plan for the faculty practice center by 2026. • Initiate fundraising plan for the faculty practice center by 2027. 	<ul style="list-style-type: none"> • Dean's Office • Chairs/Program Directors • Director of Development
<p>E. Explore growth opportunities for existing and potentially new programs within the CHP.</p>	<ol style="list-style-type: none"> 1. Ensure that each unit in the College has specific, measurable goals in its strategic plan to address enrollment and new program development. 2. Support each unit in the College as they pursue initiatives to bolster enrollment in existing programs and build new programs. 	<ul style="list-style-type: none"> • Establish program enrollment goals by 2023. • Focused recruitment efforts to meet enrollment goals. 	<ul style="list-style-type: none"> • Dean's Office • Chairs • Program Directors

Sub-Goal #2: Enhance efficiency, effectiveness, and productivity of our human resources.

STRATEGY	ACTION STEPS	METRIC	RESPONSIBILITY
A. Ensure faculty and staff workloads are aligned to their position description.	<ol style="list-style-type: none"> 1. Assess and monitor workloads of faculty related to their assigned areas of responsibility. 2. Review and update (if indicated) the Workload Guidelines. 3. Align faculty position descriptions with Workload Guidelines and College/Department PTE Policies. 4. Decentralize the workload guidelines to the departmental level. Review workload allocations in the annual review process. 5. Annually assess staffing needs of the College to ensure efficient use of staff. 6. Align staff responsibilities with their position description. 	<ul style="list-style-type: none"> • Complete revisions to Workload Guidelines by 2024. • 100% faculty workloads are aligned with Workload Guidelines by 2024. • 100% of faculty have current position descriptions reflective of their assigned responsibilities and workload. • 100% staff have current position descriptions. • Identify all locations where the Workload Guidelines are placed and update by Fall 2023. 	<ul style="list-style-type: none"> • Dean's Office • Chairs/Program Director • Supervisors • Staff
B. Provide support and incentives for units to innovate and be entrepreneurial.	<ol style="list-style-type: none"> 1. Provide faculty and staff development opportunities in the areas of Advising, Assessment, Diversity and Inclusivity, Leadership, Mentoring, Outreach, Promotion and Tenure, Self-Awareness and Professionalism, Scholarship and Research, Technology, Teaching and Learning, Innovation and Entrepreneurship. 2. Prioritize travel and professional development budgets for faculty, staff, and students. 3. Establish and provide incentives (recognition, etc.) for faculty and staff to be innovative and entrepreneurial. 	<ul style="list-style-type: none"> • One faculty development seminar each semester. • College retreat annually. • Increase number of faculty who are promoted +/- tenured. • One staff development opportunity annually. 	<ul style="list-style-type: none"> • Dean's Office • Supervisors • Faculty Development Committee