

# Strategic Plan 2017-2022

## Financial, Physical, and Human Resources

### Goal #1: Secure sufficient resources to maintain high quality teaching, research, practice, and service.

Strategy	Action Steps	Metric	Responsibility
<b>A. Ensure appropriate resources to maintain accreditation and enhance College programs.</b>	<ol style="list-style-type: none"> <li>1. Monitor differential tuition and when deemed appropriate seek increases to meet program needs in pharmacy, nursing, and public health</li> <li>2. Monitor budget reductions from the University/State and where directed make budget reductions which minimizes impact on the core mission of the College related to teaching and research</li> </ol>	<ul style="list-style-type: none"> <li>• % Change (Total Budget / gross student tuition)</li> </ul>	<ul style="list-style-type: none"> <li>• Dean's Office</li> </ul>
<b>B. Increase the operations budget for the College to levels comparable to benchmark schools in pharmacy, nursing, allied sciences, and public health.</b>	<ol style="list-style-type: none"> <li>1. Increase operating budgets for Deans Office, Schools, and Departments</li> <li>2. Increase annual equipment budget for the College</li> <li>3. Increase travel and professional development budgets for faculty, staff, and students</li> <li>4. Increase budget for facilities upgrades and renovations</li> <li>5. Increase budget to upgrade technology (computers, IVAN, etc.)</li> </ol>	<ul style="list-style-type: none"> <li>• % Change ((Budget this year - last year budget)/budget last year)</li> </ul>	<ul style="list-style-type: none"> <li>• Dean's Office</li> </ul>
<b>C. Continuously seek increases in state, federal, and extramural funding sources including individual and corporate donations to support the College and its programs.</b>	<ol style="list-style-type: none"> <li>1. Establish fund-raising priorities for the College, School, and Departments</li> <li>2. Generate sufficient funds to support the new building addition</li> <li>3. Increase state matching dollars directed to the College</li> <li>4. Increase federal grant funding for the College</li> <li>5. Increase scholarship endowments for the College</li> <li>6. Increase annual gifts and major gifts for the College</li> <li>7. Establish a corporate fund-raising strategy</li> </ol>	<ul style="list-style-type: none"> <li>• Complete plans for next University campaign</li> <li>• 1-3% Growth per year</li> </ul>	<ul style="list-style-type: none"> <li>• Dean's Office</li> <li>• Senior Dir. of Development</li> </ul>
<b>D. Ensure sufficient financial resources to recruit and retain high quality faculty.</b>	<ol style="list-style-type: none"> <li>1. Ensure sufficient resources to support competitive faculty salaries and start-up packages</li> <li>2. Seek multiple sources to support faculty start-ups including University, EPSCoR, Dean's Office, School, Department, and F&amp;A funds</li> <li>3. Increase endowed dean, chairs, professorships, &amp; fellowships within the College</li> <li>4. Attract and hire Associate and Full Professors with tenure</li> <li>5. Ensure sufficient resources to support faculty development and sabbaticals</li> </ol>	<ul style="list-style-type: none"> <li>• Five year average startup package dollar amount</li> <li>• 15% increase in advance rank new hires</li> <li>• Faculty retention rate</li> <li>• # Endowed Dean, Chairs, Professors, and Fellowships</li> </ul>	<ul style="list-style-type: none"> <li>• Dean's Office</li> <li>• Senior Dir. of Development</li> <li>• Chairs/Program Director</li> </ul>

## Goal #2: Ensure adequate space for all components of the College.

Strategy	Action Steps	Metric	Responsibility
<b>A. Keep current the master space plan for the College including architectural designs for a new building addition to bring all programs back together under one roof. Plan should include but not be limited to the following current space needs and concerns.</b>	<ol style="list-style-type: none"> <li>1. Ensure sufficient space, to support the needs of the School of Pharmacy, School of Nursing (Fargo), Department of Allied Sciences, and Department of Public Health</li> <li>2. Incorporate a faculty practice center which allows faculty to practice, and students to experience interprofessional team-based care of patients</li> <li>3. Ensure sufficient space for accommodating future expansion of nursing, allied sciences, and public health academic programs</li> <li>4. Ensure sufficient space to accommodate expansion of pharmaceutical sciences research and graduate program in existing facility</li> <li>5. Ensure sufficient space to accommodate expansion of Thrifty White Concept Pharmacy including sterile and nonsterile compounding areas</li> <li>6. Ensure sufficient space to expand simulation laboratory to accommodate interprofessional training of students</li> <li>7. Ensure sufficient space for accommodating IVN classrooms</li> <li>8. Ensure sufficient space for accommodating a health sciences library, student study space, and advising center</li> <li>9. Ensure sufficient space to address accreditation concerns</li> <li>10. Promote faculty use of the new A. Glenn Hill Center (STEM) Classroom Building as a temporary facilities plan</li> </ol>	<ul style="list-style-type: none"> <li>• Complete Sudro Hall Building addition by 2022</li> <li>• # Courses/sections taught in A. Glenn Hill Center</li> </ul>	<ul style="list-style-type: none"> <li>• Dean's Office</li> <li>• Chairs/Program Director</li> <li>• Senior Dir. of Development</li> <li>• Assoc. Dean for SA &amp; FD</li> </ul>
<b>B. Develop a long-term space plan for the NDSU Nursing at Sanford Health in Bismarck program.</b>	<ol style="list-style-type: none"> <li>1. Work with Central Administration to develop a plan and timeline</li> </ol>	<ul style="list-style-type: none"> <li>• Complete the plan by 2022</li> </ul>	<ul style="list-style-type: none"> <li>• Dean</li> <li>• Assoc. Dean for Nursing</li> <li>• Nursing Chair, Bismarck</li> </ul>

## Goal #3: Enhance efficiency, effectiveness, and productivity of our human resources.

Strategy	Action Steps	Metric	Responsibility
<b>A. Ensure faculty and staff workloads are aligned to their position description.</b>	<ol style="list-style-type: none"> <li>1. Assess and monitor workloads of faculty related to their assigned areas of responsibility</li> <li>2. Align staff responsibilities with their position description</li> <li>3. Review and update (if indicated) the College Workload Guidelines</li> <li>4. Align faculty position descriptions with revised College Workload Guidelines and PTE requirements</li> <li>5. Annually assess staffing needs of the College to ensure efficient use of staff</li> </ol>	<ul style="list-style-type: none"> <li>• Complete revisions to College Workload Guidelines by 1.1.17</li> <li>• 100% faculty workloads are aligned with College Workload Guidelines by 2017-2018 academic year</li> <li>• 100% of faculty have current position descriptions reflective of their assigned responsibilities and workload.</li> <li>• 100% staff have current position descriptions</li> <li>• Staffing changes</li> </ul>	<ul style="list-style-type: none"> <li>• Dean</li> <li>• Sr. Assoc. Dean</li> <li>• Supervisors</li> <li>• Chairs/Program Director</li> <li>• Asst. to the Dean</li> <li>• Staff</li> </ul>

<b>B. Ensure qualified faculty are hired.</b>	1. Develop a policy to ensure compliance with the new HLC standards regarding qualifications of faculty for teaching using credentials and/or qualified experience to determine minimally qualified faculty	<ul style="list-style-type: none"> <li>Create policy and complete process by 2020</li> <li>100% of faculty have current cv and official graduate transcripts/ certificates on file</li> <li>100% faculty have current licensure/ credentials on file</li> </ul>	<ul style="list-style-type: none"> <li>Dean</li> <li>Sr. Assoc. Dean</li> <li>Chairs/Program Director</li> </ul>
<b>C. Support faculty and staff development.</b>	1. Provide faculty and staff development opportunities in the areas of Advising, Assessment, , Development, Developmental Leave, Diversity and Inclusivity, Leadership, Mentoring, Outreach, Planning, Professionalism, Promotion and Tenure, Self-Awareness, Scholarship and Research, Technology, and Teaching and Learning 2. Ensure faculty seek promotion and tenure in a timely fashion	<ul style="list-style-type: none"> <li>One faculty development seminar each semester</li> <li>College retreat annually</li> <li>Increase number of faculty who are promoted and/or tenured</li> <li>One staff development opportunity annually</li> </ul>	<ul style="list-style-type: none"> <li>Assoc. Dean for SA &amp; FD</li> <li>Supervisors</li> <li>Faculty Development Committee</li> </ul>

## Student Success and Learning

**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
<b>A. Ensure curricula meet current accreditation standards for its program and future needs of professions.</b>	1. Regularly review curricula for effectiveness 2. Changes to curricular design, delivery, and sequencing are made based on continual assessment of student learning and measures of student success 3. College programs submit an annual assessment report to the University Assessment Committee	<ul style="list-style-type: none"> <li>Annual state and national licensure or certification exam passing rates</li> <li>Annual employment placement of graduates</li> <li>Periodic employer satisfaction surveys</li> <li>Annual residency/fellowship/internship placement rate</li> <li>100% of programs are compliant with accreditation standards</li> <li>100% of programs are compliant with university assessment requirements</li> </ul>	<ul style="list-style-type: none"> <li>Sr. Assoc. Dean</li> <li>Chair/Program Director</li> <li>Faculty</li> </ul>
<b>B. Curricula delivered utilizing teaching and learning methods that actively engage learners, fosters inter-professional interactions, promotes student responsibility for learning, and facilitates achievement of program learning outcomes.</b>	1. Faculty ensure continuous quality improvement in teaching approaches 2. Promote, enhance, and expand innovative teaching approaches within the College including use of contemporary teaching technology, simulations, and interprofessional education 3. Work with clinical affiliates and preceptors to define and create a model for interprofessional education and team based care at the clinical sites to offer as experiential training opportunities for our students 4. Expand study abroad and other cultural immersion experiences for students	<ul style="list-style-type: none"> <li>100% of faculty achieve SROI scores on Q #2 &gt; University average – 1 SD%</li> <li>% of faculty utilizing college instructional design professional</li> <li>% of clinical experiential opportunities that practice interprofessional team based care</li> <li>100% of students participate in at least one interprofessional experiential opportunity</li> <li># of students completing a cultural immersion experience</li> </ul>	<ul style="list-style-type: none"> <li>Sr. Assoc. Dean</li> <li>Assoc. Dean for SA &amp; FD</li> <li>Chairs/Program Director</li> <li>Faculty</li> <li>Instructional Designer</li> </ul>

	<ol style="list-style-type: none"> <li>Increase opportunities for students to engage in research or evidence based practice projects.</li> <li>Promote faculty use of active learning classrooms in the A. Glenn Hill Center (STEM) Classroom Building</li> <li>Conduct annual pedagogy workshop/seminar coordinated by instructional design professional</li> </ol>	<ul style="list-style-type: none"> <li># of students completing research experiences or evidence based practice projects</li> <li># of sections/courses taught in A. Glenn Hill Center</li> <li># of pedagogy workshops/seminars</li> </ul>	
<b>C. Students are able to successfully complete the requirements for a degree in a reasonable amount of time.</b>	<ol style="list-style-type: none"> <li>Ensure appropriate pre-professional and professional student advising and career planning by maintaining appropriate advisor staffing levels</li> <li>Identify barriers to student's progression in the program</li> <li>Provide students who are denied admission to our professional programs with alternative pathways to achieve their health professions career goal</li> <li>Develop a process to track student loan debt</li> <li>Identify unreasonable barriers to admission processes</li> </ol>	<ul style="list-style-type: none"> <li>Annual graduation rates</li> <li>Annual percentage of pre-professional students on schedule to apply to professional programs</li> <li>Annual percentage of eligible pre-professional students who are successfully admitted to a professional program in the College</li> <li>Annual time to completion of degree especially for graduate programs</li> <li>Student loan debt</li> <li>Annually reassess admission processes</li> </ul>	<ul style="list-style-type: none"> <li>Dean</li> <li>Sr. Assoc. Dean</li> <li>Assoc. Dean for SA &amp; FD</li> <li>Program Directors</li> </ul>

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

Strategy	Action Steps	Metric	Responsibility
<b>A. Expand recruitment activities locally, regionally, nationally, and internationally.</b>	<ol style="list-style-type: none"> <li>Create a recruitment plan</li> <li>Utilize videos, PPT presentations, You-Tube, and Social Media to reach students</li> <li>Improve College of Health Professions Website</li> </ol>	<ul style="list-style-type: none"> <li>Increase # of applications to College programs</li> <li>Increase # of new outreach deliverables per year</li> </ul>	<ul style="list-style-type: none"> <li>Dir. of O &amp; CE</li> <li>Communication Specialist</li> <li>Admissions Committee Chairs</li> </ul>
<b>B. Attract and retain high quality applicants and students.</b>	<ol style="list-style-type: none"> <li>Create a plan to enhance opportunities for success for all students, including disadvantage and disabled, using additional or existing services</li> <li>Provide health insurance and competitive stipends to graduate students</li> <li>Increase the quantity and size of scholarships offered by the College, especially premier scholarship awards</li> <li>Provide high quality pre-professional and professional advising and career planning for students</li> <li>Establish curricula, faculty, and advisors for a College Honors Program</li> <li>Submission of Stage 2 Proposal of new degree BS in Health Sciences by 2018</li> </ol>	<ul style="list-style-type: none"> <li>Plan is created by 2018</li> <li>% increase in number and dollar amount of scholarships offered by college</li> <li># of honors courses taught by faculty in college</li> <li>Annual survey of enrolled college students</li> <li>% graduate students receiving health insurance</li> <li>% graduate students receiving competitive stipends</li> </ul>	<ul style="list-style-type: none"> <li>Dean</li> <li>Assoc. Dean for SA &amp; FD</li> <li>Senior Dir. of Development</li> <li>Program Directors</li> </ul>
<b>C. Increase diversity of student body.</b>	<ol style="list-style-type: none"> <li>Ensure gender diversity in all degree programs</li> <li>Increase articulation agreements with tribal colleges</li> <li>Increase underrepresented students in the College including American Indians, Veterans, New Americans, and international students</li> </ol>	<ul style="list-style-type: none"> <li>Complete an inclusivity strategic plan with established metrics and recommendations by 2018</li> </ul>	<ul style="list-style-type: none"> <li>Assoc. Dean for SA &amp; FD</li> </ul>

	4. Strengthen American Indian programming (NAPP) and investigate establishing an INMED/INPHARM Program 5. Increase number of students from rural communities 6. Develop an infrastructure to support the success of students from diverse backgrounds		
<b>D. Increase professional and graduate student enrollments.</b>	1. Complete phase II of nursing expansion plan in Fargo in the pre-licensure BSN program 2. Implement new online RN to BSN program and determine appropriate enrollment for the program 3. Explore new graduate and doctoral programs in the School of Nursing. 4. Increase PhD student enrollment in Pharmaceutical Sciences from 30 to 50 students 5. Promote dual degree enrollments for the PharmD/PhD, PharmD/MBA, PharmD/MPH, and DNP/MPH programs 6. Evaluate the feasibility of expanding the PharmD degree into Bismarck 7. Evaluate the feasibility of offering a MSci in Pharmacy 8. Evaluate feasibility of offering a doctoral degree program in Public Health 9. Enroll 10-12 students/year in each MPH Concentration 10. Enroll 5 student in Year One (projected 2018) of the public health doctoral program and 5 student in Year Two of the public health doctoral program 11. Establish a formal agreement with the University of Wisconsin School of Medicine for delivery of American Indian Public Health courses 12. Expand radiologic sciences enrollment by adding sonography sub-plan options	<ul style="list-style-type: none"> <li>Complete program enrollment goals by 2022</li> </ul>	<ul style="list-style-type: none"> <li>Dean</li> <li>Chairs</li> <li>Program Directors</li> </ul>

## Research/Scholarship Advancement

### Goal #1: Increase research and scholarship production within the College especially in areas aligned with the University Grand Challenges.

Strategy	Action Steps	Metric	Responsibility
<b>A. Develop focused areas of research excellence that address the University Grand Challenges that will help guide future strategic investments by the University, College, School / Departments, and external partners and establishes the College as a national leader in the research field.</b>	1. Increase research/scholarship productivity of faculty 2. Target new faculty hires in Grand Challenge areas 3. Establish endowed chairs, professorships, and fellowships	<ul style="list-style-type: none"> <li>Research rankings (NIH, AACP, etc.)</li> <li>Total \$ research funding</li> <li>Research funding \$ by FTE</li> <li>Peer reviewed publication rate (publication by FTE)</li> <li>Grant application success rate</li> </ul>	<ul style="list-style-type: none"> <li>Dean</li> <li>Sr. Assoc. Dean</li> <li>Chairs</li> <li>Program Directors</li> </ul>
<b>B. Support faculty to help them be successful in research.</b>	1. Evaluate the feasibility of establishing a Director or Assist/Assoc Dean of Research	<ul style="list-style-type: none"> <li>Feasibility studies are completed by 2022</li> </ul>	<ul style="list-style-type: none"> <li>Dean</li> <li>Budget Manager</li> </ul>

	<ol style="list-style-type: none"> <li>2. Provide support for faculty including adequate research laboratories, supplies, equipment, post-doctoral fellows, research associates, graduate students, visiting scientists/scholars, and mechanisms for bridge funding, etc.</li> <li>3. Provide faculty mentoring and development opportunities to enhance faculty abilities and skills to become competitive, productive researchers/scholars</li> <li>4. Nominate faculty, staff, and students for national awards and committee memberships</li> <li>5. Evaluate the feasibility of hiring a College Grant Budget Manager and grant writer</li> <li>6. Ensure appropriately trained staff are provided to assist the PI in monitoring and managing grant budgets to ensure compliance with Department, School, College, and University policies and procedures related to processing grant funds</li> </ol>	<ul style="list-style-type: none"> <li>• # of faculty, staff, and students receiving national awards</li> <li>• Research productivity by FTE</li> </ul>	<ul style="list-style-type: none"> <li>• Chairs</li> <li>• Program Directors</li> </ul>
<b>C. Identify and establish collaborative/interdisciplinary research teams both within the College and across campus which build research and scholarship capacity in the established research focus areas.</b>	<ol style="list-style-type: none"> <li>1. Review and modify PTE policies to ensure credit is given for interdisciplinary research and scholarship at the same level of traditional disciplinary research</li> <li>2. Align graduate programs to support interdisciplinary research teams/programs</li> <li>3. Establish a second COBRE Center within the College</li> <li>4. Identify college-wide individuals expertise for major disease states/population/theoretical models</li> <li>5. Establish working groups that meet regularly</li> </ol>	<ul style="list-style-type: none"> <li>• # of college interdisciplinary research/scholarship projects</li> <li>• # of university interdisciplinary research/scholarship projects</li> <li>• # of interdisciplinary/interprofessional groups</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Chairs</li> <li>• Faculty</li> <li>• Budget Mgr.</li> <li>• Assoc. Dean of Research (tbd)</li> </ul>
<b>D. Build and strengthen partnerships to support research goals.</b>	<ol style="list-style-type: none"> <li>1. Build/strengthen relationships with federal agencies/ philanthropy agencies that fund health-related research</li> <li>2. Establish corporate partnerships to generate industry-based funding sources and facilitate technology transfer</li> <li>3. Work with clinical affiliates to gain access to health information databases (in accordance with IRB guidelines) to support clinical scholarship</li> </ol>	<ul style="list-style-type: none"> <li>• # of faculty serving on grant review committee/panel</li> <li>• # new corporate partnerships established</li> <li>• # of faculty serving on corporate advisory boards</li> <li>• # of clinical affiliate partnerships established that provide access to health information databases</li> </ul>	<ul style="list-style-type: none"> <li>• Chairs</li> <li>• Faculty</li> <li>• Communication Specialist</li> <li>• Budget Mgr.</li> </ul>

## Goal #2: Develop and implement systems of accountability to monitor and enhance scholarship and research within the College.

Strategy	Action Steps	Metric	Responsibility
<b>A. Establish annual scholarship and research goals for faculty.</b>	<ol style="list-style-type: none"> <li>1. Establish scholarship and research standards of faculty including annual goals relating to the scholarship of teaching, discovery, application and service in accordance with the PTE policy and Workload Guidelines of the College</li> </ol>	<ul style="list-style-type: none"> <li>• Tenure track minimum: 1 peer review publication/year</li> <li>• Non-tenure track minimum: 1 peer review publication/2 years</li> </ul>	<ul style="list-style-type: none"> <li>• Chairs</li> <li>• Faculty</li> <li>• Assoc. Dean for SA&amp;FD</li> </ul>



	<ol style="list-style-type: none"> <li>2. Establish annual goals for each School / Department regarding grants, publications, and invited national presentations</li> <li>3. Educate faculty on use of digital measures and research gate</li> </ol>	<ul style="list-style-type: none"> <li>• # grant proposals submitted/year</li> <li>• # grant proposals funded/year</li> <li>• # National presentations and posters</li> <li>• % of faculty who meet expectations for publications</li> <li>• # of faculty using digital measures</li> <li>• # of faculty using research gate</li> </ul>	
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## Outreach and Engagement

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

Strategy	Action Steps	Metric	Responsibility
<b>B. 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.</b>	<ol style="list-style-type: none"> <li>1. Survey key stakeholders in the state</li> <li>2. Create outreach goals for each of the college advisory boards</li> <li>3. Identify a legislative liaison to provide the College with timely communication</li> <li>4. Create a College Listening Forums for key stakeholders in the state, including legislators</li> <li>5. Represent NDSU on regional and statewide task forces addressing healthcare workforce needs</li> </ol>	<ul style="list-style-type: none"> <li>• Survey established</li> <li>• Outreach goals created</li> <li>• Legislative liaison identified</li> <li>• Listening Forum created</li> <li>• # of faculty serving on task forces</li> </ul>	<ul style="list-style-type: none"> <li>• Dean</li> <li>• Sr. Assoc. Dean</li> <li>• Assoc. Dean for SA &amp; FD</li> <li>• Senior Dir. of Development</li> <li>• Chairs/Program Director</li> <li>• Dir. of O &amp; CE</li> </ul>
<b>C. Improve communications with external constituents including prospective students, employers, alumni, business community, lay public, corporate partners, state elected officials, media, and other key stakeholders to increase awareness, help guide, and gain support for the College and its programs.</b>	<ol style="list-style-type: none"> <li>1. Conduct a baseline assessment of our current communication activities</li> <li>2. Develop a College Communication Plan that supports the College's Strategic Plan and Priorities</li> <li>3. Establish communication goals and priorities for each School / Department for use by the College Communication Specialist</li> <li>4. Report annually on progress towards achieving strategic plan goals</li> <li>5. Improve communication among faculty, staff, students, and administration related to College, School/Departments affairs</li> <li>6. Increase interaction with underserved communities in North Dakota</li> <li>7. Enhance relationships, interactions, and engagement with the business community, health care affiliates, industry, and corporate partners related to education, research, service, and development opportunities</li> </ol>	<ul style="list-style-type: none"> <li>• Baseline assessment completed</li> <li>• Communication plan created</li> <li>• School / Department communication goals and priorities established</li> <li>• Internal College communication format created</li> <li>• # of underserved communities with on-going interactions</li> <li>• # new relationships developed</li> </ul>	<ul style="list-style-type: none"> <li>• Communication Specialist</li> <li>• Dir. of O &amp; CE</li> <li>• Chairs/Program Director</li> <li>• Faculty</li> </ul>
<b>D. Establish a marketing plan to promote the College's academic degree programs within the state, region, nation, and globally.</b>	<ol style="list-style-type: none"> <li>1. Develop a marketing plan and strategies for all College academic programs</li> <li>2. Increase marketing of NDSU Nursing at Sanford Health in Bismarck in Western North Dakota</li> <li>3. Increase marketing of all College academic programs</li> </ol>	<ul style="list-style-type: none"> <li>• Marketing plan and strategies completed</li> <li>• # students applying to all NDSU Nursing at Sanford Health in Bismarck</li> </ul>	<ul style="list-style-type: none"> <li>• Admin. Council</li> <li>• Dir. of O &amp; CE</li> <li>• Communication Specialist</li> </ul>

	<ol style="list-style-type: none"> <li>Increase marketing of American Indian Public Health track nationally</li> <li>Increase marketing and awareness of our Sudro Hall Building Addition to prospective private sector partners</li> </ol>	<ul style="list-style-type: none"> <li># non-ND students applying for Pharm.D. Program</li> <li># students enrolled in American Indian Public Health Track</li> <li># of non-resident applicants</li> <li>Building complete</li> </ul>	
<b>E. Enhance innovative programming that will benefit North Dakota.</b>	<ol style="list-style-type: none"> <li>Develop strategies for placement of students and graduates in ND</li> <li>Identify rural partners and resources to maximize placement in rural ND</li> <li>Improve access to college's educational opportunities</li> </ol>	<ul style="list-style-type: none"> <li>% of graduates employed in ND</li> <li># of students placed in rural settings</li> <li># Relationships with rural partners</li> <li># of educational opportunities provided in rural ND</li> </ul>	<ul style="list-style-type: none"> <li>Admin. Council</li> <li>Directors</li> </ul>

## Professionalism

**Goal #1: All students, faculty, and staff of the College demonstrate professionalism, ethical behavior, and cultural competence.**

Strategy	Action Steps	Metric	Responsibility
<b>A. Implement a proactive approach to professionalism, ethics, and commitment to inclusivity for students, faculty, and staff.</b>	<ol style="list-style-type: none"> <li>Develop a co-curricular* plan to enhance student professionalism, ethical behavior, and commitment to inclusivity</li> <li>Integrate commitment to inclusivity, professionalism, and ethics across all academic curricula</li> <li>Develop and implement a means to assess student professionalism, ethical behavior, and commitment to inclusivity</li> <li>Provide faculty and staff development per goal 3, C. #1</li> <li>Provide opportunities to gain an understanding of diverse populations</li> </ol>	<ul style="list-style-type: none"> <li>Co-curricular plan created</li> <li>Student professionalism, ethical behavior, and commitment to inclusivity assessment plan created and implemented</li> <li># courses stressing inclusivity, professionalism, ethics/discipline</li> <li># co-curricular activities available to students</li> <li>Curriculum map for inclusivity, professionalism, and ethics completed</li> <li>Report aggregate professional misconduct issues to faculty annually</li> </ul>	<ul style="list-style-type: none"> <li>Admin. Council</li> </ul>
<b>B. Promote, enhance, and expand interprofessional educational initiatives across the College.</b>	<ol style="list-style-type: none"> <li>Integrate interprofessional education opportunities in all college academic programs</li> <li>Develop an interprofessional co-curricular* plan for the College</li> <li>Develop experiential/clinical practice sites that model interprofessional team based care</li> </ol>	<ul style="list-style-type: none"> <li># co-curricular interprofessional activities available to students</li> <li>Co-curricular plan created</li> <li>Curriculum map for interprofessional education completed</li> </ul>	<ul style="list-style-type: none"> <li>Admin. Council</li> </ul>

\*Activities, programs, and learning experiences that are connected to or mirror the academic curriculum which complement, augment, and/or advance learning that occurs within the formal didactic and experiential curriculum.