



COLLEGE OF
HEALTH,
EDUCATION,
AND HUMAN
SERVICES

2024–29 Strategic Plan



Mission, Vision, and Values

Mission Statement

The mission of the College of Health, Education, and Human Services is to engage in quality teaching, mentorship, scholarship, and service; to develop effective professionals who provide needed services; and advance our disciplines for the benefit of our communities.

Vision Statement

The College of Health, Education, and Human Services will:

- Enhance existing programs and develop new programs that provide students with rewarding, in-demand careers that meet the needs of the communities we serve.
- Increase interprofessional collaboration and enriching/experiential learning opportunities.
- Enhance synergy between professional programs in teaching, service, and scholarship to the university and the community.
- Promote faculty, staff, and student excellence through strategic investment in recruitment, retention, and recognition, and by fostering effective professional relationships.

Value Statement

The College of Health, Education, and Human Services will serve as a responsible **steward** of education, work, and college experiences through sound management of resources to help promote sustainable growth and student success. The college is committed to providing a safe and inclusive environment for individuals from all demographic backgrounds.

- 1. ADVOCATING FOR AN INCLUSIVE COLLEGE** through intentional recruitment, engagement, and retention of **all** constituents. The college is committed to providing a welcoming and sustaining environment for individuals who seek a diverse and inclusive setting for professional preparation and development, academic learning, and work.
- 2. PROMOTING A HEALTHY COMMUNITY** by providing educational and training resources for internal and external stakeholders. The college is committed to supporting faculty, staff, and students to enhance community health.
- 3. ENACTING AN INTERPROFESSIONAL COLLABORATIVE APPROACH** by providing opportunities for engagement that supports the cross-fostering of ideas. The college is committed to collaborative utilization of expertise in the development of educational, campus, and community programs.
- 4. MODELING COLLEGIAL COMMUNICATION** by demonstrating active listening and effective communication between internal and external partners. The college is committed to communication that is open, honest, and respectful, and serves to foster innovative interprofessional collaborations.
- 5. PROVIDING ETHICAL LEADERSHIP** among faculty, staff, and administration. The college is committed to transparency, fiscal responsibility, and data-informed approaches to solving problems and making decisions.

Strategic Objectives

Objective I:

Promote Student Success Through Strategic Initiatives in Recruitment, Retention, Relationship Building, and Recognition

We will achieve this objective through the following strategies:

Strategy 1: Implement High-Impact Practices for Recruitment

Examples of activities for the strategy:

- Participate in open house events and other university recruitment events (including high school events)
- Collaborate with community colleges
- Create summer camps and academies
- Recruit Wright State students into graduate programs
- Create accelerated programs
- Increase online degree programs
- Promote availability and increase transparency in scholarship award processes
- Improve marketing of programs
- Recruit community professionals into programs through targeted events
- Increase opportunities for student-faculty scholarship

Strategy 2: Implement High-Impact Practices for Retention

Examples of activities for the strategy:

- Create and offer the CHEH Helping Professions First-Year Seminar
- Create and offer health professions meta major
- Offer Equity Champions course to CHEH faculty
- Analyze program and student progression data such as: grades, retention rates, persistence rates, and graduation rates
- Analyze course-sequencing pathways
- Provide daily parking passes for online students to attend essential campus-based activities
- Communicate the advantages of student involvement/employment to highlight benefits such as proximity, recommendation letters, career experience, etc.

Strategy 3: Facilitate Relationship Building

Examples of activities for the strategy:

- Develop student-led mentoring circles with faculty and staff involvement
- Create incentives to recruit peers into student programs/clubs
- Support interprofessional student-led workshops
- Encourage faculty members to assist in student networking
- Provide daily parking passes for potential students to attend campus-based activities

Strategy 4: Provide Recognition for Student Success

Examples of activities for the strategy:

- Develop social media acknowledgements
- Expand the Celebration of Research and Scholarship to Fall and Spring Semesters
- Hold student awards ceremonies/dinners
- Promote students within their chosen profession (e.g., emails and newsletters to community partners promoting students who are doing exceptional work in their fields of study)



Strategic Objectives (continued)

Objective II:

Enhance Faculty and Staff Success Through Strategic Approaches in Recruitment, Retention, Recognition, and Building Professional Relationships

We will achieve this objective through the following strategies:

Strategy 1: Implement High-Impact Practices for Recruitment

Examples of activities for the strategy:

- Assure search committees are diverse, focused, intentional, and committed
- Assure marketing for searches is deliberate, specific, relevant, and able to target the right audience
- Assure compensation is transparent and competitive in job market

Strategy 2: Implement High-Impact Practices for Retention

Examples of activities for the strategy:

- Acknowledge, recognize, and support faculty and staff
- Advocate for change to create a positive work environment
- Model healthy interpersonal skills
- Increase opportunities and support for interprofessional work

Strategy 3: Facilitate Relationship Building

Examples of activities for the strategy:

- Encourage, develop, and foster interprofessional collaboration around teaching, scholarship, and service
- Provide mentorship opportunities for faculty and staff
- Create opportunities for socialization among faculty and staff
- Awards/recognition for field-based mentors/preceptors/supervisors

Strategy 4: Provide Recognition for Student Success

Examples of activities for the strategy:

- Support CHEH annual Faculty and Staff Awards and consider a place to display recipients' pictures along with awards
- Support CHEH Raider Recognition and consider a place to display recipient shout-outs
- Develop mechanisms for students to thank faculty and staff who go above and beyond (e.g., note collection box, online submission portal, display board)
- Consider recognition awards (e.g., tickets to a Wright State show, T-shirts, coffee at Rey Rey Cafe, notepad)



Strategic Objectives (continued)

Objective III:

Cultivate and Maintain Collaborative Relationships With Communities

We will achieve this objective through the following strategies:

Strategy 1: Promote Internal and External Partnerships

Examples of activities for the strategy:

- Enhance student involvement in college and departmental meetings to provide input from a student perspective on partnerships and programming (internal/external)
- Identify funding opportunities and other resources for faculty to promote support for students engaging in research and scholarship (internal/external)
- Provide thank-you's for field-based mentors/preceptors/supervisors (e.g., library access, "swag," free CE/CEUs, certificate of appreciation, tickets to Wright State events)

Strategy 2: Stimulate Interprofessional Collaborations

Examples of activities for the strategy:

- Provide training and support for interprofessional and/or interorganizational collaborations that foster intentional connections
- Establish partnership agreements to increase student enrollment and to financially support students
- Provide collaborative research/consultation in response to grant calls and community needs (e.g., ODE/ODHE RFPs)



Strategic Objectives (continued)

Objective IV:

Foster an Environment of Open Communication, Collaboration, and Positive Morale for Faculty and Staff

We will achieve this objective through the following strategies:

Strategy 1: Engage in Assessment and Use of Strengths Related to Relationships and Morale

Examples of activities for the strategy:

- Provide resources for self-assessment of strengths
- Provide resources for peer assessment of strengths
- Hold group activities to brainstorm processes and equitable solutions that utilize and grow strengths
- Encourage student involvement in college and departmental meetings for faculty modeling of collegial communications

Strategy 2: Promote Internal Collaboration Through Policies and Programming

Examples of activities for the strategy:

- Develop mentoring circles that provide spaces for interdisciplinary collaboration and support
- Hold workshops on promoting positive interactions, reducing negativity, communicating effectively, and sharing credit for teamwork
- Provide maximum flexibility in scheduling to promote opportunities for faculty to engage in virtual and in-person collaboration



Strategic Objectives (continued)

Objective V:

Optimize Resource Utilization and Establish a Sustainable Operating Budget

We will achieve this objective through the following strategies:

Strategy 1: Enhance Resource Management

Examples of activities for the strategy:

- Promote student funding/payment/scholarship advocacy
- Utilize fundraising/donors to support financial sustainability
- Hire major gift officer to help raise funds for scholarship (e.g., maximize utilization of foundation funds)
- Providing support to faculty and staff to leverage existing and access new resources
- Identify areas of need and strategically seek out expertise within CHEH and Wright State to address needs in ways that reduce expenditures through innovative applications (e.g., credit in teaching, scholarship, and service)

Strategy 2: Ensure Efficient Utilization of Faculty and Staff

Examples of activities for the strategy:

- Hold streamlined and brief meetings
- Prioritization, support, delegation (e.g., request trainings from Center for Faculty Excellence, RSP)
- Determine initiatives to share needs for support and skillsets

Strategy 3: Promote Transparency Regarding the Fiscal Condition of CHEH

Examples of activities for the strategy:

- Publish college newsletter (e.g., share budget and allocation information, highlight resources available to support faculty, staff, and student work)

