

College of Health Sciences
Strategic Plan
2009-2014

Executive Summary

The College of Health Sciences Strategic Plan is intended to serve as a guide for coordinating programs and activities across our college and for enhancing the development of new efforts based on the identification of needs. This report presents information collected on the current trends, strengths, weaknesses, opportunities, threats and concerns of our programs. The assessment of our college is based on information from many sources and elicited using many techniques. It includes students, staff and community agencies focus groups, meetings with several East Stroudsburg University departments, meetings with the Commonwealth Medical College and the collection of secondary data.

The Strategic Plan is described in the following sections:

1. Mission, Vision and Value Statements
2. College of Health Sciences Strategic Theme Action Plan
3. Appendix 1: Methodology
4. Appendix 2: Results from Data Collection
5. Appendix 3: Individuals involved in the development of the Strategic Plan

Throughout this process we found common ground with other departments outside of our College for the development of synergistic programs that will meet students and community needs. We also discovered that there is a great need for several programs, not currently offered by ESU, which we believe would be a good fit for ESU given our history and existing mix of programs. Some of these programs would be relatively easy to incorporate; others are aspirational in nature and would require significant investments of time, effort, and capital.

Finally, I would be remiss if I did not take this opportunity to thank department chairs, faculty, students, staff and external constituents for the many contributions they made to the development of this strategic plan. I would also like to thank, in particular, Prof. Elaine Rodriguez for her assistances coordinating meetings, preparing drafts reports, and overall management of this project.

Cordially,

Dr. Mark Kilker, Dean
College of Health Sciences

Mission

The College of Health Sciences is dedicated to providing high quality undergraduate and graduate programs that provide a diverse student body with the didactic knowledge and skills to be leaders in a changing global society while fostering an academic environment dedicated to excellence in teaching, scholarship and service.

Vision

The College of Health Sciences will be recognized as the regional academic center of quality and innovative educational, scholarly and service programs designed to meet the needs of diverse local, national, and international communities.

Values

Integrity

The College of Health Sciences believes in the personal dignity and full potential of every individual, fostering positive human values in all interactions.

Academic Excellence

The College of Health Sciences is dedicated to achieving exemplary performance in the broad range of programs and services provided.

Innovation

The College of Health Sciences recognizes that it is imperative to evaluate our performance, and to develop strategies and resources that continually improve educational programs and services.

Diversity

The College of Health Sciences promotes an inclusive environment that is accessible and dedicated to embracing the global community.

Service

The College of Health Sciences recognizes its role in meeting the needs of the community and advancing the quality of life.

College of Health Sciences Strategic Theme Action Plan

College of Health Sciences Strategic Theme Action Plan

STRATEGIC THEME: Service				
GOALS /INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
<p>Goal: Develop new programs in Health Science</p> <p>Initiative:</p> <ol style="list-style-type: none"> Offer a graduate programs in: <ol style="list-style-type: none"> Occupational Therapy Physical Therapy Dr.P.H. Masters/DNP in Nursing Certificate programs <ol style="list-style-type: none"> Health Economics Health Informatics Nutrition Development of a partnership with the Biology <ol style="list-style-type: none"> Offer a B.S. Clinical Laboratory Sciences with tracks on: <ul style="list-style-type: none"> Forensic Sciences Diagnostic Medical Sonography Medical Technology/CLS Radiologic Technology Consolidate/integrate health and health related program offerings across campus through marketing, reorganization, and/or other cooperative activities. Development of an Interdisciplinary Program(s) in conjunction with other ESU departments <ol style="list-style-type: none"> Sociology Psychology Economics Biology 	<p>CHS CHS</p> <p>Health studies & Economics Departments</p> <p>CHS and Biology Department</p> <p>CHS, Sociology, Psychology, Biology, and other Departments</p> <p>CHS, Sociology, Psychology, Economics, and Biology Departments</p>	<p>2014 to 2019</p> <p>2010</p> <p>2014-2019</p> <p>2009-2012</p> <p>2011</p>	<p>Supply community demand of professionals in these areas.</p> <p>Supply community demand of professionals in these areas.</p> <p>Supply community demand of professionals in these areas.</p> <p>A more unified image of health and health related program offerings across campus.</p> <p>Synergistic program that integrate courses from various departments to prepare students for various disciplines.</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Faculty, facilities and equipment</p>

College of Health Sciences Strategic Theme Action Plan

STRATEGIC THEME: Service (2)				
GOALS /INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
<p>Goal: Expand the capacity of the CHS to serve economic and community development needs.</p> <p>Initiative:</p> <p>6. Expand the number of partnerships in the community to ensure that students are prepared to enter the workforce.</p>	<p>Athletic training, Exercise Science, Physical Education, Nursing, Speech-language Pathology, and Health Sciences Departments.</p>	<p>2009-2010</p>	<p>Students gain the work experience needed to succeed in their career.</p>	<p>Faculty, facilities and equipment</p>

College of Health Sciences Strategic Theme Action Plan

STRATEGIC THEME: Resource Development and Stewardship				
GOALS /INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
<p>Goal: Develop a comprehensive enrollment management plan for the CHS.</p> <p>Initiatives:</p> <ol style="list-style-type: none"> 1. Evaluate areas of inefficiencies 	All Departments	2009-2010	Improve efficiencies and better linking of available resources to the needs of the departments.	
<p>Goal: Pursue external funding</p> <p>Initiative:</p> <ol style="list-style-type: none"> 1. Research external funding stream of resources for programs in the CHS. 2. Grant writing 	All Departments	Continued	Increase funding to support new and existing programs	Grants
<p>Goal: Construction of a CHS building</p> <p>Initiative: Organization of a capital campaign for the construction of a new building to house the Health Sciences and Human Performance departments.</p>	ESU and CHS	2014	Improvement of Facility Increase student growth Increase in credit production	Need Funding

College of Health Sciences Strategic Theme Action Plan

STRATEGIC THEME: Student Achievement and Success				
GOALS /INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
<p>Goal: Increase the number of programs offered through distance education.</p> <p>Initiative:</p> <ol style="list-style-type: none"> 1. Covert at least two existing programs to distance education. <ol style="list-style-type: none"> a. M.P.H. Program b. RN to BSN 2. Implementation of the programs 	<p>Health Studies Department</p> <p>Nursing Department</p>	<p>2009-2010</p> <p>2010-2011</p>	<p>Expand opportunities for nontraditional student to enroll in CHS programs.</p> <p>Increase enrollment in the CHS.</p>	
<p>Goal: Develop enrollment management strategies designed to meet student needs and use the capacity of CHS programs to its fullest.</p> <p>Initiative:</p> <ol style="list-style-type: none"> 1. Recruitment and retention plan 	<p>All Departments</p>	<p>2009-2010</p>	<p>Increase efficiencies in our college.</p> <p>Graduate undergraduate students in 4 years.</p>	
<p>Goal: Expand unique educational opportunities available to students and faculty.</p> <p>Initiative:</p> <ol style="list-style-type: none"> 1. Participation and development of programs with University of Puerto Rico, the Dominican Republic, etc. 	<p>All Departments</p>	<p>Continued</p>	<p>Increase multiculturalism and internationalization of our CHS students.</p>	
<p>Goal: Expand opportunity for undergraduate and graduate students to be involved in scholarly research and public service.</p> <p>Initiative:</p> <ol style="list-style-type: none"> 1. Develop travel fund 2. Grant writing for research 	<p>All Departments</p>	<p>Continued</p>	<p>Student will have the knowledge and experience on research and public service.</p>	

College of Health Sciences Strategic Theme Action Plan

STRATEGIC THEME: Leadership				
GOALS /INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
Goal: Exercise leadership in communities, region, and the Commonwealth to organize resources, knowledge, and political leadership to meet the challenges of the changing environment. Initiative:				
1. Faculty representation in community and professional boards.	All Departments	Continued	CHS representation in community and professional agencies. Faculty will serve the community and professional agencies with their areas expertise.	
2. Student participation in university leadership positions and extracurricular activities.	CHS students	Continued	Students will develop leadership skills that will be needed during their stay at ESU and later in their careers.	

College of Health Sciences Strategic Theme Action Plan

STRATEGIC THEME: Excellence				
GOALS /INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
<p>Goal: Maintain high quality of academic programs</p> <p>Initiative:</p> <ol style="list-style-type: none"> 1. Maintain accreditation of academic programs and seek accreditation in fields where such accreditation is recognized 	All Departments	Continued	These programs will graduate qualified professionals. Programs that meet accreditation standards are held to a higher measure than those not accredited.	
<p>Goal: Increase Diversity</p> <p>Initiative:</p> <ol style="list-style-type: none"> 1. Increase the cultural, ethnic, and racial diversity of students, faculty, and staff. 	All Departments	Continued	Increase respect for all people, beliefs and races.	

Department of Health Studies Strategic Theme Action Plan

Department of Health Studies Strategic Theme Action Plan

STRATEGIC THEME: Student achievement and success				
GOALS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
1. Develop new degree offerings and/or strengthen existing degree options.				
a. Restructuring of school health MS program (School Health & Promotion track)	Hillman	2010	A feasible 36 credit program with 25% increased enrollment	
b. Streamline of graduate H&PE certification	Hillman/Razzano	2011	A graduate certification program with 10 students per year.	
c. New MPH track in Health services administration and/or public health generalist	Godin/Cardelle	2012	Internally and externally approved track within MPH program in HAS and PH Gen.	
d. Collaborate with other CHS departments to develop inter-disciplinary degree options that can serve as Baccalaureate completion program.	Cardelle/Shive	Continued	A program of study that is used by transfer students for bachelor completion. Have a developed certificate, minor or concentration in nutrition and/or epidemiology that compliments existing majors.	
e. Explore the feasibility of and possibly develop a program of study in nutrition and/or epidemiology.	Brecht/Bitto	2012		
f. Establish an accelerated BS-MPH program.	Cardelle/Godin	2010	A marketable curriculum that allows students to complete a BS in CMHL/HSAD and MPH in 5 years.	
g. Consolidate current CMHL and HSAD majors	Cardelle/Godin	2010	A major in Public Health with 2 tracks.	

Department of Health Studies Strategic Theme Action Plan

STRATEGIC THEME: Student achievement and success (2)				
GOALS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
2. Strengthen the long-term viability of existing programs.	All	2010	Increased number of new freshman in majors by 15% and number of students in MS by 10%.	
a. Strengthen recruitment of HSAD, CMHL and MS.	All	2010	Have at least 30% of the UG (HSA-CMHL) and G program of study on line.	
b. Expand online offerings across all programs.	Cardelle/Godin	2009	Accept at least 1 Lock Haven graduate in the MPH annually.	
c. Strategic partnership with Lock Haven and MPH	Cardelle/Dean's office	Continued	5 new articulation agreements and a program of steady outreach to advisors.	
d. Create Partnerships with CC's for UG programs			Have at least one cross-disciplinary minor that compliments with the HSAD and CMHL major.	

Department of Health Studies Strategic Theme Action Plan

STRATEGIC THEME: Excellence in educational quality				
GOALS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
1) Maintain and expand degree programs that are nationally accredited.			.	
a. Maintain CEPH accreditation.	Godin/Cardelle/Shi	2012	Receive maximum accreditation in 2011 for Grad and UG program.	
b. Extend CEPH accreditation to UG programs	ve/Bitto			
c. Maintain NCATE-AAHE approval	Hillman/Razzano/	2011	Receive maximum accreditation in 2011.	
Boyd/Omerle				
2) Strengthen academic standing of program graduates				
a. Enrollment management of H&PE program	Hillman/Razzano	2011	Stabilize number of student teachers in H&PE to 40/semester.	
b. Strategic partnership with PSU Hershey and MPH	Cardelle/Godin	2010	A consortium in students at institutions may transfer courses between programs.	
c. Strategic partnership with TCMC and MPH	Cardelle/Godin/Shi	2012	A joint MD – MPH program	
ve				
d. New collaborative minors (sociology/psychology)	All	2010	Have 1cross-disciplinary minor that compliments UG majors.	
		Annual	Every faculty member will maintain levels needed for accreditation.	

Department of Health Studies Strategic Theme Action Plan

STRATEGIC THEME: Excellence in educational quality (2)				
GOALS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
3) Continued growth of department scholarship a. Maintain faculty scholarship levels b. Expand student scholarship opportunities	All All	Annual	Have at least 2 UG and G student involved in faculty research.	
4) Expand opportunities for students and faculty to explore diversity in the curriculum and in the programs of study. a. Maintain and expand international course programs. b. Create a cultural health experience for students. c. Maintain and expand CIGNA type scholarship fund. d. Create a presence for health science courses in General Education.	All All All All	Annual Annual Annual Annual	Continue to offer the DR trip and explore possibility of a new experience in other country. Create health program that can feed student to UPR's INIM Program. Have maintained CIGNA scholarship and identify additional funding. Have at least once course per department within Gen Ed	

Department of Health Studies Strategic Theme Action Plan

STRATEGIC THEME: Service to the Commonwealth				
GOALS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
1.Create a complement of service learning initiatives				
a. Establish 1 permanent relation with community agency for a permanent service-learning site.	ALL	2010	An identified organization where departmental student will carry out service-learning projects.	
b. Initiate 1 S-L project with dept student club.	Godin	2010	Community hlth club will get funding and implement new S-L program around.	
c. Establish one class-based S-L project.	All	2011	Have at least one course that integrates an S-L project in its activities.	

Department of Health Studies Strategic Theme Action Plan

STRATEGIC THEME: Resource development and stewardship				
GOALS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
<p>1.Create increased opportunities for student assistantships and scholarships.</p> <p style="padding-left: 40px;">a. Continue to market scholarship opportunities.</p> <p style="padding-left: 40px;">b. Expand number department funded GAs</p> <p style="padding-left: 40px;">c. Increase department indirect funds available for student travel.</p>	<p>Brecht</p> <p>ALL</p> <p>All</p>	<p>Continued</p> <p>Continued</p> <p>Continued</p>	<p>Have awarded all available scholarships.</p> <p>Have at least 2 department funded GA positions.</p> <p>Have externally funded sources that provide department with student travel funds.</p>	

Department of Health Studies Strategic Theme Action Plan

STRATEGIC THEME: Leadership				
GOALS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
<p>1. Maintain and expand department's national and state leadership position</p> <p>a. Continue to have faculty represented in state and national professional organizations.</p> <p>b. Continue and expand faculty representation in governmental and quasi-governmental entities.</p> <p>c. Continue and expand department's role in national and state discourse in health workforce development.</p>	<p>All</p> <p>ALL</p> <p>All</p>	<p>Continued</p> <p>Continued</p> <p>Continued</p>	<p>Have all senior faculty be in position of leadership in state and national organizations.</p> <p>Have at least 2 faculty members serve on Public Boards.</p> <p>Have department represented at least one meeting annually where future workforce needs are discussed.</p>	

Nursing Department Strategic Theme Action Plan

Nursing Department Strategic Theme Action Plan

STRATEGIC THEME: Student Achievement and Success				
GOALS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
<p>Goal: To Increase our RN to BS Student Populations</p> <p>Initiatives:</p> <ol style="list-style-type: none"> 1. Discuss unmet needs of several medical centers or RN to BS Students 2. Analyze mode of course delivery desired by RN to BS students 3. Offer better access to required courses including time, location and mode 	RN to BS Committee	2010	Increase number of RN to BS students	

Nursing Department Strategic Theme Action Plan

STRATEGIC THEME: Excellence				
GOALS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
Goal: To Revise School Nurse Curriculum to meet PDE Requirements	Committee	2010	Revised curriculum	Research graduate assistant
Initiatives;				
1. Continue ad hoc committee to address the revision				
2. Course development for PDE compliance				
a. family/diversity/communication courses				
b. exceptional child	Dr. Prestoy Dr. Pierangeli	2010 Fall 2010 Fall	Offered in 2011	Graduate Assistant
Goal: To Evaluate Curriculum				
Initiative:				
1. Faculty will attend continuing education programs and workshops related to current curriculum models	Faculty Curriculum Committee, Faculty.	2008-09 2009-10	New curriculum	Faculty development, Continuing Education, Funding
2. Faculty will engage in evaluation of current curriculum involving program evaluation, course analysis and current data.		2008-09 2009-10		
Goal: To Maintain Accreditation				
Initiative:				
1. Revise program plan to National League for Nursing's new standards	Chairperson and select Faculty will got to National League for Nursing Conferences	2009-10	Revise curriculum	New funding for NLN Conference in Philadelphia in September 2009

STRATEGIC THEME: Service				
GOALS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
<p>Goal: MSN Program Development</p> <p>Initiative:</p> <ol style="list-style-type: none"> Needs Assessment for MSN Program; follow up to first needs assessment Proposal for proposal Board on analysis Proposal to State System for MSN Program 	<p>MSN Committee</p> <p>MSN Committee</p> <p>MSN Committee</p>	<p>2008-09</p> <p>2009, 2010</p> <p>2010-11</p> <p>2010-11</p>	Analyze, discuss offerings	Graduate assistant; Faculty release time for development

Speech-Language Pathology Department Strategic Theme Action Plan

Speech-Language Pathology Department Strategic Theme Action Plan

STRATEGIC THEME: Student Achievement and Success				
GOALS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
<p>Goal: Management of undergraduate student numbers. Initiatives:</p> <p>1. Work with Admissions to control the number of incoming freshmen and transfer students who may come directly in the SPPA program.</p> <p>2. Maintain a ranked master list of freshmen/transfers (provided by Admissions) who asked to declare SPPA as their major but who were not admitted to that program. Contact these individuals in order as openings become available to see if they wish to enter the program.</p> <p>3. Continue to use the tiered warning letter system for students in the major who have overall and/or major GPAs below 3.0.</p>	<p>Elaine Shuey & Jeff Jones</p> <p>Elaine Shuey</p> <p>Elaine Shuey</p>	<p>Spring 2009</p> <p>Summer 2009 and ongoing</p> <p>Spring 2009 and ongoing</p>	<p>35 students per freshmen class.</p> <p>No more than 40 students per class (based on graduation date).</p> <p>Maintaining overall undergraduate student numbers while also graduating students who have the GPA required for graduate school admissions.</p>	
<p>Goal: Revision of undergraduate class content. Initiatives:</p> <p>1. Removal of ear and brain sections from SPPA 214, Anatomy and Physiological Bases of Speech and Hearing. Revise title/course description to reflect this change.</p> <p>2. Enhance ear anatomy content in SPPA 231, Introduction to Audiology and brain anatomy content in SPPA 414 Neurologic Bases of Communication.</p> <p>3. Development of an advanced, required, hearing-related course for all undergraduate SPPA majors.</p>	<p>Elaine Shuey</p> <p>Faculty audiologist (SPPA 231) Robert Ackerman (SPPA 414)</p> <p>Susan Dillmuth Miller</p>	<p>Summer 2009</p> <p>Fall 2009</p> <p>Spring 2010</p> <p>Spring 2009</p>	<p>Better knowledge of the remaining speech systems by all undergraduate SPPA majors.</p> <p>Better knowledge of ear and brain anatomy by all undergraduate SPPA majors</p> <p>More comprehensive knowledge of hearing issues, particularly related to assistive technology.</p>	

Speech-Language Pathology Department Strategic Theme Action Plan

STRATEGIC THEME: Student achievement and success (2)				
GOALS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
4. Revision/updating of all undergraduate syllabi .	All SPPA faculty	AY 2009-10	Syllabi that reflect current information, current standards, and course content.	

Speech-Language Pathology Department Strategic Theme Action Plan

STRATEGIC THEME: University and System Excellence				
GOALS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
<p>Goal: To improve management and efficiency of graduate student record keeping while still meeting accreditation standards.</p> <p>1. Require that part time graduate students commit to a plan of study by the end of their first semester in the program. Add this requirement to the graduate student handbook.</p> <p>2. Investigate ways to track students' achievement of required knowledge and skills (KASA) that are less cumbersome than that currently used. Format such a method to coordinate with ESU SPPA classes.</p> <p>3. Increase involvement in Council of Academic Programs in Communication Sciences and Disorders (CAPCSD).</p> <p>Goal: Improved search and screen procedures for new faculty/staff. This goal is targeted at the university process rather than at particular departments.</p> <p>Initiative:</p> <p>1. Create and distribute an instructional guide for those conducting searches.</p> <p>2. Determine who is to contact those faculty or staff or aren't hired to let them know. Let that person/those individuals know of their responsibility.</p>	<p>Robert Ackerman</p> <p>Robert Ackerman</p> <p>Robert Ackerman & Elaine Shuey</p>	<p>Spring 2009</p> <p>Fall 2009</p> <p>Fall 2009 and ongoing</p>	<p>Improved planning for class numbers and for clinic assignments.</p> <p>Less paperwork and time for both students and faculty, while maintaining accreditation standards.</p> <p>Improve the department's ability to rapidly adapt to changing accreditation rules, standards, and practices, including graduate student record keeping.</p>	

STRATEGIC THEME: University and System Excellence (2)				
GOALS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
<p>3. Develop an understanding of the special needs and problems of special programs such as:</p> <ul style="list-style-type: none"> a. the needs of clinical program as they differ from academic only programs b. the difference between clinical supervisors in such programs versus academic instructors c. shortages in particular fields that lead to a shortage of doctoral level faculty d. awareness of public pay scales that force new faculty to take reductions of over \$20,000 if forced to start at the lowest pay levels 				

Speech-Language Pathology Department Strategic Theme Action Plan

STRATEGIC THEME: Commonwealth Service				
GOALS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
<p>Goal: To increase public awareness of our Speech and Hearing Clinic's availability to adults and other clients. This directly benefits graduate students by providing them with a varied clinical experience.</p> <p>Initiatives:</p> <p>1. Make discharge planners, rehabilitation coordinators, and speech-language pathologists at Pocono Medical Center aware of our program.</p> <p>2. Determine if the county's Share a Ride program would bring clients to the clinic when needed.</p> <p>3. Revise the clinical brochure that is sent to community agencies and physicians as a means of recruitment of clients.</p> <p>4. Mail brochures our yearly in early spring, for summer and other clinic enrollment.</p>	<p>Helga McCullough</p> <p>LuAnn Magnuson</p> <p>Ann Millett</p> <p>Ann Millett</p>	<p>Spring 2009</p> <p>Spring 2009</p> <p>Fall 2009</p> <p>Spring 2009 and ongoing</p>	<p>Increased numbers of adult clients served at our clinic</p> <p>Increased number of adult clients and poorer clients served at our clinic</p> <p>Increased number and variety of clients served at our clinic</p> <p>Increased number and variety of clients served at our clinic</p>	

Athletic Training Department Strategic Theme Action Plan

Athletic Training Department Strategic Theme Action Plan

STRATEGIC THEME: Student Achievement, Success and Access (1)				
GOALS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
<p>Goals: Enhance the reputation of the College of Health Sciences through the development of NEW and INNOVATIVE courses, and, degree, certificate and interdisciplinary programs.</p> <p>(1) Execute petition to abolish current general education program and develop contemporary program that provides an opportunity for CHS Departments to offer GE courses.</p> <p>(2) Explore opportunities to develop 3-2 and 4-1 programs with selected CHS Department/Programs.</p> <p>(3) Develop online/hybrid Certificate Programs</p> <p>(4) Develop online/hybrid degree completion programs for AA/AS/AAS or diploma students within the region (and beyond).</p> <p>(5) Collaborate with CHS Departments to launch Interdisciplinary Health Sciences Programs.</p> <p>(6) Explore development of a proposal to offer two courses (1) Anatomy for the Healthcare Professional and (2) Physiology for the Healthcare Professional</p>	<p>Hauth – ALL</p> <p>Hauth/Rozee and Assigned Faculty</p> <p>Vanic, Harrison, Miltenberger</p> <p>CHS Chairs – Health as Lead Department</p> <p>CHS Chairs</p> <p>CHS Chairs or designees; AT – Rozee</p>	<p>2009-continuing</p> <p>2009-continuing</p> <p>Current-continuing</p> <p>2009-continuing</p> <p>2009-continuing</p> <p>2009-continuing</p>	<p>Development and Implementation of New General Education Program Fall 2012.</p> <p>Development and implementation of one program in 2009-10</p> <p>Implementation 2009-10</p> <p>Implementation no later than Fall 2010</p> <p>Implementation of Interdisciplinary programs – with tracks no later than Fall 2010 – marketing in 09-10</p> <p>UWCC Proposals – Fall 2009 (?) Implementation – Fall 2010</p>	

Athletic Training Department Strategic Theme Action Plan

STRATEGIC THEME: Student Achievement, Success and Access (2)				
GOALS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
Goals: Expand Unique Opportunities for Study Abroad (1) Host FDI Scholar – Faculty Exchange with UPR-Ponce (2) Propose and Implement “Sports Medicine Abroad” course(s). (3) Increase involvement in WFATT and establish opportunities for student study/exchange with programs in Puerto Rico, United Kingdom, Ireland, Taiwan, Japan, Korea, and China. (4) Host Global Sports Medicine and/or Health Conference sponsored by the CHS	Hauth Hauth Hauth – All CHS Chairs	Fall 2009 Fall 2009 Summer 2009 and continuing 2010-2011 or 2011-2012	Approval and Hiring Course Approval and Implementation – offer Spring 2010 in conjunction with UPR Cultural Immersion Experience. Student exchange and faculty visitation(s) by 2010-2011 Interdisciplinary Conference for Healthcare Professions	President’s Approval 1-2cbas

Athletic Training Department Strategic Theme Action Plan

STRATEGIC THEME: Academic Excellence & Learning				
GOALS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
Goal: Encourage leadership at ESU to recognize the excellent programs housed within the College of Health Sciences and align the University with the Nation's Health Care Agenda (1) Establish a collaborative and strategic process for disseminating information about CHS programs to the administration and local/regional outlets.	Chairs – Program Coordinators and Secretaries	Immediately – continuing	Increased awareness of programs; alignment of University's goals with U.S. Health Care Agenda	Training for Department Secretaries (Chairs) and template for effectively generating press releases and other media outlets.
Goal: Maintain and expand programs that are nationally accredited (or eligible for accreditation/approval) (1) Maintain CAATE-accreditation for Bachelor of Science in Athletic Training	Hauth (All Faculty)	Continuing (Self-Study in 2012)	Annual Report Approval and Maximum Accreditation award in 2013	Facility Upgrades; Increase clerical support to 1FTE
(2) Pursue GRC-PPEC approval/accreditation of MS in Athletic Training: Advanced Clinical Practice	Rozea – Vanic (All)	Initiate Self Study in 2010-11	GRC-PPEC approval/accreditation in 2012	1 FTE Tenure Track Facility Upgrades; Increase in clerical support to 1FTE; increase GA stipends
(3) Pursue Board of Governors final approval for Entry-Level Master of Science degree in Athletic Training	Vanic – (All Faculty)	Immediately – with goal of receiving BOG approval October 2009 or April 2010	Initial Accreditation Award in 2012	NO NEW RESOURCES; YES, NO NEW RESOURCES☺
(4) Develop and Implement Online and Traditional Certificate Programs designed to (1) create interest in MS Program(s), (2) meet CEU needs of BOC® Certified Athletic Trainers and other healthcare providers-Chapter 49, and (3) meet Act 48 needs of local educators.	Hauth, Rozea, Vanic, Miltenberger and Harrison	Current; proposals Fall 2009 – implementation spring 2010	Implementation 2009-10	Initial Programs = none New Programs = course or workshop approvals.

Athletic Training Department Strategic Theme Action Plan

STRATEGIC THEME: **Academic Excellence & Learning** (pg 2)

GOALS ACTIONS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
Goal: Enhance Program's Academic Standing and Opportunities for undergraduate and graduate students				
(1) Establish strategic partnership between St. Lukes Primary Care Sports Medicine and academic programs.	Vanic/Hauth	Current – Ongoing	Joint education – research program between Sports Medicine Fellows and MS students.	None
(2) Explore strategic partnerships between TCMC, Geisinger Healthcare – Sports Medicine Fellowship.	Rozea/Vanic	2009-10	Joint education – research program between Sports Medicine Fellows, Orthopedic Surgeons and ESU MS ATEP students.	None
(3) Explore/Establish Program-to-Program Agreements with the following Community Colleges: <ul style="list-style-type: none"> a. Lehigh Carbon County b. Luzerne County c. Bucks County d. Morris County e. Sussex County f. Orange County 	Hauth (& Assigned faculty member from Department)	2009-2012	Implement minimum of two per year in order of listing.	Gas Money; Admissions Department Support
(4) Increase number of endowed scholarships for undergraduate and graduate students.	Hauth (& Assigned faculty members from Department – Alumni and Friends)	2009-2015	Increase number of endowed scholarships by three in five years.	Advancement Office Support

Athletic Training Department Strategic Theme Action Plan

STRATEGIC THEME: Academic Excellence & Learning (pg 3)				
GOALS ACTIONS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
Goal: Increase/Enhance faculty and student research and involvement in scholarly activities. (1) Maintain or increase faculty scholarship levels. (2) Explore and develop collaborative opportunities for scholarship with colleagues in CHS and external agencies. (3) Expand and enhance student opportunities for research and scholarship.	All Faculty All Faculty All Faculty	Continuing Current and Continuing Current and Continuing	Submission and acceptance of peer-reviewed research and scholarly works. Submission and acceptance of interdisciplinary research and scholarship. Increase involvement of students (UG/G) in faculty sponsored research.	None None None
Goal: Maintain Commitment to Diversity (1) Implement collaborative programming with UPR-Ponce and UPR-Piedras (2) Initiate collaborative programming with Dublin City University and UK Programs through WFATT (3) Continue URM-Star Program and Camp	Hauth/Rozea Hauth/Rozea Dietrich/Hauth	Continuing 2010-11 Annual	Faculty and Student Exchanges; Implement Articulation Agreement (BS – UPR-Ponce to MS- ESU) Annual Sports Medicine Seminars/Workshops Student Exchange; Faculty Visitation Visitations/Summer Camp	FDI Support (Faculty and GA Assignments – as available) Travel Support Grant Awards

Athletic Training Department Strategic Theme Action Plan

STRATEGIC THEME: Resources - Stewardship				
GOALS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
Goal: Maintain a sound economic position through planned enrollments and procurement of external resources. (1) Maintain or increase opportunities for funded scholarships or assistantships. a. Maintain – Increase number of funded Graduate Assistant Positions for MS in Athletic Training Program. b. Increase number of endowed scholarships for both undergraduate/graduate programs.	Rozea/Vanic ALL	Annual – continuing Continuing	Increase number of funded GAs as appropriate. Increase number of endowed scholarships by 3 in five years.	PI Accreditation Funding and/or Program Director Reassigned Time Advancement Office support
(2) Increase number of Public-Private Partnerships	Hauth	Continuing	Increase number of funded positions or initiatives as appropriate.	Advancement and or CFRED Support
(3) Explore opportunities to develop LLC through CFRED	Vanic/Hauth/Rozea	Ongoing	Possible development of LLC to allow expansion of services and contracts addressed under individual affiliation agreements.	CFRED Support and Guidance

Exercise Science Department Strategic Theme Action Plan

Exercise Science Department Strategic Theme Action Plan

STRATEGIC THEME: Student Achievement and Success				
GOALS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
Goal: Advance learning communities and other opportunities for students to enhance achievement Initiative: Develop a 4+1 BS/MS Degree Program in Clinical Exercise Physiology and Exercise Science	Davis	Spring 2010	Increased Attraction of High Caliber Freshmen Students	Publicity Costs (Minimal)
Goal: Expand participation in service learning, civic engagement, and experiential learning within the curriculum and co-curriculum Initiative: Continue existing extensive Community Service Learning Initiatives for Students	ExSci Faculty	Continuous	Increased Learning Opportunities for Students	Grant Funding

Exercise Science Department Strategic Theme Action Plan

STRATEGIC THEME: University and System Excellence (1)				
GOALS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
Goal: Maintain specialized accreditation of academic programs and seek accreditation in fields where such accreditation is recognized Initiative: Continuous Improvement in maintaining curriculum standards, student and employee databases, advisory boards, annual reports, etc. as set forth by CAAHEP Accreditation of the undergraduate Exercise Science Program.	Dwyer/ExSci Faculty	Continuous	Maintain CAAHEP Program Accreditation	NCRT for Annual Report
Goal: Maintain specialized accreditation of academic programs and seek accreditation in fields where such accreditation is recognized Initiative: Continuous Improvement in maintaining curriculum standards, student and employee databases, advisory boards, annual reports, etc. as set forth by CAAHEP Accreditation of the graduate Clinical Exercise Physiology Program.	Davis/ExSci Faculty	Continuous	Maintain CAAHEP Program Accreditation	NCRT for Annual Report
Goal: Maintain specialized accreditation of academic programs and seek accreditation in fields where such accreditation is recognized Initiative: CAAHEP Accreditation of MS in Exercise Science Program	Moir/Witmer/ExSci Faculty	Spring 2010	MS Program Accreditation	Site Visit and Accreditation Fees
Goal: Maintain specialized accreditation of academic programs and seek accreditation in fields where such accreditation is recognized Initiative: Maintain National Strength & Conditioning Association's endorsement as a Nationally Recognized Education Program as a Strength & Conditioning Education Site	Davis/Witmer/Moir ExSci Faculty	Fall 2009 Continuous	Increased Attraction of students to undergraduate Exercise Science Program	3-Year Endorsement Fee (\$500)

Exercise Science Department Strategic Theme Action Plan

STRATEGIC THEME: University and System Excellence (2)				
GOALS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
Goal: Increase percentage of tenured and tenure-track faculty who have earned the terminal degree in their field Initiative: Increase the hiring of full-time continuing faculty lines in order to meet the needs of the growth in Exercise Science undergraduate and graduate programs	ExSci Chair/CHS Dean/ Provost/ President	Fall 2010	Increased distribution of upper division and graduate course teaching load	Salary and Benefits
Goal: Launch new efforts to recruit and retain faculty, staff, and students of color Initiative: Continue to attract and recruit high-quality, diverse, full-time graduate students on an annual basis to both the Clinical Exercise Physiology and the Exercise Science graduate programs.	ExSci Faculty	Continuous	Flourishing Quality Graduate Programs	Graduate Assistantship Funding. Funding for Graduate Research Theses
Goal: Launch new efforts to recruit and retain faculty, staff, and students of color Initiative: Continue to attract an increasing number of high-caliber undergraduate students (freshmen & transfers) to the Exercise Science Major	ExSci Faculty	Continuous	Flourishing Quality Undergraduate Program	
Goal: Ensure that all students experience a variety of racial, ethnic, cultural, and international perspectives in their curricular and co-curricular experiences Initiative: Expand and Enhance the Puerto Rico cultural immersion opportunities for Exercise Science students	Dwyer/Cummings	Spring 2010	Increased Diverse Cultural Experiences for students	Administrative Costs

Exercise Science Department Strategic Theme Action Plan

STRATEGIC THEME: Service to the commonwealth				
GOALS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
Goal: Expand the number of partnerships with business, industry, government, community, and educational entities to ensure that students at all levels are prepared to enter the workforce Initiative: Develop Partnership between Clinical Exercise Physiology and The Commonwealth Medical College	Davis/ Cummings	Spring 2010	Enhances Inter-Professional Development in Allied Health Student Education	None
Goal: Expand the number of partnerships with business, industry, government, community, and educational entities to ensure that students at all levels are prepared to enter the workforce Initiative: Continue expanding graduate Exercise Science internship opportunities with regional & national, collegiate and professional sports programs	Witmer/Moir	Continuous	Increased Attraction of students to graduate Exercise Science Program	None

Exercise Science Department Strategic Theme Action Plan

STRATEGIC THEME: Resource Development and Stewardship				
GOALS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
Goal: Maximize capital funds available for construction and renovation of academic facilities Initiative: Increase laboratory/classroom space in order to meet the needs of the growth in Exercise Science undergraduate and graduate programs	ExSci Chair/CHS Dean/ Provost/ President	In Planning	Meets demands of increases in student	Demolition, Construction Moving Costs

Movement Activities and Lifetime Fitness Strategic Theme Action Plan

Movement Activities and Lifetime Fitness Strategic Theme Action Plan

STRATEGIC THEME: Student achievement and success				
GOALS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
<p>Goal: Investigate the ability to integrate applied and knowledge assessment that is uniformly targeted to address all of our classes.</p> <p>Initiatives:</p> <ol style="list-style-type: none"> 1. Brainstorm drafts of possible surveys and pilot them to the students to the student body over the 2008-2009 academic year with the expectation of utilizing the feedback from the survey to revise the instrument. 2. Engage in an exhaustive literature review over knowledge assessments within our discipline over the next two years. 3. Find suitable survey and collect data from students. 	<p>Munford</p> <p>Munford</p> <p>Everyone</p>	<p>2011</p> <p>2011</p> <p>2014</p>	<p>Improve assessment of students and student learning outcomes.</p> <p>Improve assessment of students and student learning outcomes.</p> <p>Implementation of assessment and improvement of student learning outcomes.</p>	

Movement Activities and Lifetime Fitness Strategic Theme Action Plan

STRATEGIC THEME: Excellence in Educational Quality (1)				
GOALS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
<p>Goal: Increase the General Education Fitness requirement</p> <p>Initiative:</p> <ol style="list-style-type: none"> 1. Write a proposal from the departmental faculty to the CHS faculty stating rationale by spring 2009. 2. Address concerns from faculty/administration concerning proposal and revise by fall 2009. 3. Publish paper reviewing literature documenting the benefit for increasing physical activity (Casebolt, 2009). 4. Increase faculty within the department to accommodate increase in credit production by two full-time continuing faculty members hired by 2014. 5. Utilize instructional fee money to increase inventory of equipment to accommodate projected increase in departmental credit production on a yearly basis. 	<p>Everyone</p> <p>Everyone</p> <p>Casebolt</p> <p>Everyone</p> <p>Everyone</p>	<p>2014</p> <p>2009</p> <p>2009</p> <p>2014</p> <p>Annually through instructional fee</p>	<p>Enact behavioral change of the ESU student toward leading a physically active lifestyle.</p> <p>Strengthen proposal</p> <p>Strengthen proposal and provide rationale for increase in credits.</p> <p>We will need more faculty members to meet the growing number of students enrolled in our program.</p> <p>We will need more equipment to meet the increased number of sections that will result in the increase to our requirement.</p>	

STRATEGIC THEME: Excellence in Educational Quality (2)				
GOALS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
<p>Goal: Create a proposal for our program to be included within General Education during the reformation of the General Education Program.</p> <p>Initiative:</p> <ol style="list-style-type: none"> 1. Examine General Education models that would include credit production from our department within the new model. The goals would be shared with initiative #1 by increasing credits for our department within general education. 2. Create or advocate for proposal that allows for the increase in physical activity based upon initial examination of models. <p>Goal: Investigate areas of scholarship that may support the relationship between our program and the strategic plan and student learning outcomes of the university.</p> <p>Initiative:</p> <ol style="list-style-type: none"> 1. Publish a paper on the importance of physical activity in higher education. 2. Publish a paper on the benefits of a weight training and improving self-esteem/self-perception of college students. 	<p>Casebolt in collaboration with Hauth</p> <p>Everyone</p> <p>Casebolt</p> <p>Casebolt, Bartoli, and Miltenberger</p>	<p>2011</p> <p>2012</p> <p>2009</p> <p>2010</p>	<p>To address the physical activity general education outcomes for ESU students.</p> <p>To address the physical activity general education outcomes for ESU students.</p> <p>Support rationale for the importance of physical activity in higher education and support initiative to increase general education presence.</p> <p>Demonstrate indirect benefits (self-esteem) of physical activity and academic success of the student.</p>	

Movement Activities and Lifetime Fitness Strategic Theme Action Plan

STRATEGIC THEME: Excellence in Educational Quality (3)				
GOALS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
<p>Initiative:</p> <p>3. Professor Munford will defend his dissertation based upon departmental student learning outcomes.</p> <p>4. Professor Culnane defends dissertation.</p> <p>5. Publish a review of the literature on physical assessments about assessing college students and their level fitness for each of the health-related components of fitness.</p> <p>6. Investigate literature concerning improving cultural awareness as a benefit of participation in physical activity classes.</p> <p>7. Investigate literature review concerning improvement of academic excellence as a result of participating in physical activity classes.</p>	<p>Munford</p> <p>Culnane</p> <p>Mullally</p> <p>Culnane</p> <p>Gibbons and Mullally</p>	<p>2010</p> <p>2014</p> <p>2011</p> <p>2011</p> <p>2011</p>	<p>Increase knowledge about the relationship between physical activity and student learning outcomes of the university.</p> <p>Increase knowledge about the relationship between physical activity and student learning outcomes of the university.</p> <p>Improve quality of program by delivering a uniform assessment that can be delivered to all of our classes and strengthen our mission.</p> <p>Support the link between physical activity and improving cultural awareness, one of the university's student learning outcomes.</p> <p>Strengthen the relationship between physical activity and academic success in support of our departmental mission.</p>	

Movement Activities and Lifetime Fitness Strategic Theme Action Plan

STRATEGIC THEME: Service to the Commonwealth				
GOALS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
<p>Goal: Investigate the utility of implementing a campus-wide faculty/staff fitness program.</p> <p>Initiative:</p> <ol style="list-style-type: none"> 1. Brainstorm a draft of a 15-week health and wellness program to be distributed to the CHS chairs and MALF faculty to elicit feedback for the foundation of a program by the end of spring 2009. 2. Collect feedback from CHS and MALF faculty within the coming weeks. 3. Propose program to Ann Plappert as a conduit to Highmark Blue Shield and PASSHE (Chancellor's office) for implementation by summer 2009 if possible or fall 2009. 4. Seek funding (Highmark grant?) to compensate faculty members for contributing sessions within the program by summer 2009. 5. Market and promote program to different bargaining units across campus in a timely manner ahead of program implementation. 6. Coordinate time/day/faculty to lead sessions for implementation of program prior to launching it. 	<p>MALF faculty lead by Casebolt and Munford;</p> <p>CHS chairs, CHS Dean,</p> <p>Casebolt</p> <p>Casebolt, Munford, Plappert, Highmark BlueShield, and PASSHE.</p> <p>Casebolt, Munford, Plappert, Highmark BlueShield, and PASSHE.</p> <p>Casebolt, Munford, Plappert, Highmark BlueShield, and PASSHE.</p>	<p>Over the next five years.</p> <p>2009</p> <p>2009</p> <p>2009</p> <p>2009</p>	<p>Service the commonwealth in meeting their Healthy U requirements as well as providing them with an education on leading a physically active lifestyle.</p> <p>Improve substance of proposed program.</p> <p>Align program with Healthy U phase requirements for different bargaining units.</p> <p>Compensate faculty members that lead program sessions.</p> <p>To increase participation in the program.</p>	

Movement Activities and Lifetime Fitness Strategic Theme Action Plan

STRATEGIC THEME: Public Leadership				
GOALS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
<p>Goal: Maintain and expand department faculty leadership positions in communities, regions, and the Commonwealth to marshal resources, knowledge, and political leadership to meet challenges and seize opportunities.</p> <p>Initiative:</p> <ol style="list-style-type: none"> 1. Increase membership on state, regional, and national professional organizations within respective disciplines. 2. Increase membership on community Boards related to respective disciplines. 	<p>Department faculty</p> <p>Department faculty</p>	<p>2014</p> <p>2014</p>	<p>Faculty will be in leadership positions in regional, state and national organizations.</p> <p>Have at least two faculty members serve on community boards.</p>	

Movement Activities and Lifetime Fitness Strategic Theme Action Plan

STRATEGIC THEME: University and System Excellence				
GOALS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
Goal: We will explore opportunities within other areas of study at the university that may seek to complement their major program with matriculation through the Dance Minor or related Dance programming e.g. "Dance Studio Management".	Dr. Gibbons and Professor Culnane	2014	Increase opportunities to accredit the Dance program.	
Goal: We will devise, implement and analyze dance program evaluation information in an effort to increase well-being, enhance cultural awareness, and improve movement opportunities for individuals with disabilities through authentic assessment in a community setting.	Dr. Gibbons and Professor Culnane	2014	Increase the diversity of campus programs and services promoting an environment of success and excellence for all students.	

Physical Education Department Strategic Theme Action Plan

Physical Education Department Strategic Theme Action Plan

STRATEGIC THEME: Excellence				
Goals/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
1. Maintain and expand degree programs that are nationally accredited. (Maintain NCATE & NASPE initial and graduate programs)	Kuchinski, Brett, White	2012	Receive maximum accreditation in 2012 for graduate and undergraduate programs	
2. Use TK20 to track undergraduate student success in course work, field experiences and clinical experiences related to NASPE and NCATE newly adopted standards	Brett, Kuchinski, Smith	Annual	Presentation of yearly data to community partners to adjust program goals	
3. Creation of two new options for the graduate students Adapted Physical Education Motor Learning	White, Jeong, Smith Kuchinski	Annual	Proposal to department and college fall 2009	
4. Continue growth of department scholarship	All	Annual	Increase number of action research projects in schools	
5. Create cultural physical education experiences for students	All	Annual	Establish program to include students in the UPR program	
6. Establish school/university collaboration event to prove for continuous improvement and innovation	Kuchinski, Smith Brett	Annual	Development of annual action plans to maintain high quality performance of students	

Physical Education Department Strategic Theme Action Plan

STRATEGIC THEME: Resources and Stewardship				
Goals/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
1. Create opportunities for student scholarship through action research	Kuchinski, White	Annual	Increase student presentations at local, state and regional conventions and conferences	
2. Increase faculty grant applications	Brett, Jeong	Annual		

Physical Education Department Strategic Theme Action Plan

STRATEGIC THEME: Leadership				
Goals/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
1. Maintain and expand department's national and state leadership position				
Continue to have faculty represented in state and regional and national professional organizations	White, Brett, Kuchinski	Continued	Continue to have two to three faculty in leadership positions in state and regional organizations	
Continue to host Spring Curriculum Symposium	Smith, Brett, Kuchinski	Annual	Cultivation of innovative school programs	

Appendix 1

Methodology

The CHS Strategic Plan was developed gathering information from primary and secondary data. The assessment was performed employing two-tiered analysis using a mixed methodology. The first tier was a macro-analysis and the second tier was a micro-analysis of the CHS.

For the **macro-analysis** data was collected from the following sources:

National Center for Education Statistics- Several publications from National Center for Education Statistics were used in this analysis:

National Center for Education Statistics: East Stroudsburg University IPEDS Data Feedback Report 2008. In this report ESU was compared with other similar universities at the national level. The characteristics included Carnegie Classification of Masters Colleges and Universities (larger programs), public and enrollment of a similar size.

Projections of Education Statistics to 2017- This publication provided national data on enrollment and graduates for the past 15 years and projections to the year 2017, as well as state-level data on enrollment in public elementary and secondary schools and public high school graduates to the year 2017.

Classification of Instructional Programs (CIP 2000)- The purpose of the Classification of Instructional Programs (CIP) is to provide a taxonomic scheme that will support the accurate tracking, assessment, and reporting of fields of study and program completions activity. This publication was used with the purpose of exploring potential programs for the future of the CHS.

Executive peer Tool (ExPT)- This tool was used to compare ESU with the other 13 universities within the Pennsylvania State System of Higher Education (PASSHE). This tool was also used to compare ESU with four PASSHE universities with similar clinically based programs as the ones in the CHS.

Bureau of Labor Statistics- Occupational Outlook Handbook, 2008-2009 Edition-

This handbook was used to evaluate health careers employment change, job prospects and projected employment to the year 2016.

PASSHE Common Cost Accounting 2006-2007- This information was used to compare the CHS programs cost with other PASSHE universities. An evaluation of the CHS Programs under CIP Code 31 and 51 was performed in the areas of credit hours, direct cost, credit hours costs, Full Time Equivalent (FTE) students, FTE faculty, FTE student costs, and FTE ratio.

Focus Group- Community agencies representatives of the Lehigh, Northampton and Monroe counties participated in a focus group. Information was collected concerning their perception on the CHS program's strengths, weakness, and health field future trends and demands.

Key Informants- For the purpose of gathering information concerning the health environment, present and future trends an interview with the President and Dean of the Commonwealth Medical College and faculty was conducted.

Micro-analysis data was collected from the following sources:

Focus Groups- The input of the CHS students and staff was collected using focus groups. Information was collected concerning their perception on the CHS program's strengths, weakness, and new programs.

Institutional Resources- Information published by ESU Institutional Resources was used for the comparison of the CHS with other ESU colleges and for the comparison of departments within the CHS. We used the following indicators: First Time Full-Time Freshmen enrolled in Fall 2006 (Retention by College), New Transfers Students categorized by Colleges during the Spring and Fall Semesters from 2004-2008, New Freshmen Students categorized by Colleges in the Fall Semesters from 2004-2008, Total Undergraduate Enrollment categorized by Colleges during Fall Semesters from 1999- 2008, Total Graduate Enrollment categorized by Colleges during Fall Semesters from 1999-2008, Bachelor's Degrees Conferred by Colleges during Academic Years from 1998-1999 to 2007-2008, Master's Degrees Conferred by Colleges during Academic Years from 1998-1999 to 2007-2008 and Credit Hours Produced by Colleges during Fall Semesters from 1998 to 2007 (All Levels Combined). By evaluating these data we are able

to determine the contribution of the CHS to the university and compared it with the contributions of the other colleges.

Key Informants- Meeting with departments from other ESU colleges were conducted.

Participating departments: CHS Departments, Biology, Economics, Psychology, Sociology and Communications.

Appendix 2

Secondary Data Results

The Undergraduate Academic Performance Report Fall 2008 report showed that the CHS had the lowest ESU enrollment with a total of 1099 students; the second highest mean QPA; and the lowest number of students in probation.

According to First Time Full-Time Freshmen Fall 2006-Retention by College, the CHS has the highest retention percentage of the first time, full-time freshmen in the second and third semesters of fall 2006 (94.10% and 86.10% respectively). The percentage of retention into second and third semester, retained in major or within department, shows that the CHS ranks third in both semesters.

In the New Transfers by College Spring and Fall Semesters 2004-2008 report, the CHS has an increase in demand for health programs demonstrated by an increase in number of transfer students.

The CHS ranks second in highest enrollment (263 students) of new freshmen in the fall semesters 2004-2008 with a 12.9 % change over that period.

The CHS undergraduate enrollment from fall 1999 to 2008 increased from 773 to 1120 representing a percentage change of 55.5%. It has the second highest percentage change in the university.

The CHS graduate enrollment in the last ten years (Fall semesters 1999-2008) had an average of 173 students. It had the lowest percentage change when compared with the rest of the colleges. But in 2008 it had the second highest enrollment (192 students).

The CHS from academic year 1998-1999 to 2007-2008 conferred a total of 1593 bachelor's degrees and 824 master's degrees. The college has experienced a 49.67% increase in undergraduate degrees conferred. During that period it ranked second in total number of master's degrees conferred, surpassed only by the College of Education with a total of 1438.

In the report on the number of ESU credit ours produced from fall semesters 1998 to 2007 with all levels combined, the CHS ranked third among the colleges with a total of 108,953 credit hours produced and a 22.5 % change in that period.

At the graduate level, total credit hours produced during fall semesters 1998 to 2007 by the CHS totaled 15,040 with a percentage change of 22.74% of the period. When compared with the other colleges, it ranks second (25.3%) in total credit hours produced at ESU.

Based on the report of the Pennsylvania State System of Higher Education Common Cost Accounting Report 2006- Individual report for all 14 Universities and using Classification of Instructional Programs (CIP) codes 31 and 51, ESU has the highest cost on credit hours produced when compared with similar clinically based programs universities (Bloomsburg University, California university, Slippery Rock University and West Chester University) and the PASSHE system.

In the Bureau of Labor Statistics: Occupational Outlook Handbook, 2008-09 Edition, we found that employment for the health professions will grow from 11 % to 21% or more from 2006 to 2016. With the demographic changes in our nation, demand for health services will increase. The health system will continue to be in demand even with the nation's economic changes.

Results of the ESU comparison using the report produced by the National Center for Education Statistics: IPEDS Data Feedback Report 2008 and two other reports produced with the tool *Executive peer Tool (ExPT)*. ESU was compared at the national and state level, and with four clinically based universities within the PASSHE system. Results of this report can be found in the ESU Campus on "Jaguar" (S:) under "Comparison of ESU with Peer Universities."

Results of the CHS departments comparison can be found in the ESU Campus on "Jaguar" (S:) under "Comparison of the CHS Departments."

Primary Data Results

Primary data collected through several focus groups, department and staff meetings. Focus groups were conducted with undergraduate, graduate, community agencies, and CHS staff. Meetings were conducted with the Commonwealth Medical College and ESU Departments of Biology, Sociology, Psychology, Media Communication & Technology, Computer Sciences and Economics.

Results from the students, staff and community focus group were the following:

- One of the most positive aspects of our education is the low faculty student ratio.
- The programs are known for their good reputation.
- ESU is in a prime location for a PH/Doctoral programs
- Facilities need to improve
 - Classrooms
 - Laboratories
 - Parking
 - Lights around our campus
- Students should have more flexibility with their courses. They should have the internships earlier in the program to give them the opportunity to change careers early enough to be able to graduate in 4 years.
- Police Department
 - Improve student services
 - Security
- Better advising for students to complete graduation requirements in 4 years.
- More Distance Education courses/programs
- DrPH
- Masters in Nursing
- Nutrition Program

Results from the departments and Commonwealth Medical College meetings:

- Development of partnerships with community agencies as well as other universities in the PASSHE system.
- The Commonwealth medical College will share their facilities with us.
- Need to develop new collaborative minors
 - Health
 - Sociology
 - Psychology
- Development of a nursing refresher course
- Increase of freshmen standards

Suggested new programs for our college:

- Kinesiology
- Biomechanics
- Masters in Nursing
- Interdisciplinary program
- Physical Therapy, Occupational Therapy, Massage Therapy,
- DrPH

Certificate programs:

- Health Economics
- Health Informatics
- Nutrition

Development of a partnership with the Biology to offer a B.S. Clinical Laboratory Sciences with tracks on:

- Forensic Sciences
- Diagnostic Medical Sonography
- Medical Technology/CLS
- Radiologic Technology

Appendix 3

Primary Data Collection

Students Focus Group Participants:

Undergraduate students:

Laura O'Connell	Speech Language Pathologist
Anthony Candela	Movement Activities and Lifetime Fitness
Sam Shuman	Movement Activities and Lifetime Fitness
Francesca Scala	Health Studies
Melissa A. Downey	Exercise Science
James H. Mathers	Exercise Science
Robert J. Wright	Athletic Training
Scott M. Barringer	Athletic Training
Kerri Gavin	Athletic Training
Tyler Bunnelle	Physical Education
Alison Carr	Physical Education
Marissa Tanner	Physical Education
Sarah A. Mathers-Smith	Pre-Exercise Science
Shannon M. Brienza	Pre-Exercise Science
Lani Culley	Community Health Education
Melissa Fava	Community Health Education
Anna Meraner	Athletic Training
Howard Romans III	Nursing
Vedika Panchu	Nursing
Jennifer Downey	Nursing

Graduate Students:

Victoria Montero	Health Studies Department
Tara Thallamayer	Health Studies Department
Lilliana Molina	Health Studies Department
Kristen Halvorsen	Exercise Science
John Guers	Exercise Science
Linsey McGuire	Athletic Training
Johnathan Reid	Athletic Training

ESU Departments:**Biology**

Dr. Terry L. Master,
Dr. Abdalla M. Aldras,
Dr. Jane E. Huffman,
Dr. John S. Smith
Dr. Jennifer White

Economics

Dr. Pattabiraman Neelakantan
Dr. Todd A. Bher
Dr. Sheewoonundun Bunjun

Psychology

Dr. Anthony L. Drago
Dr. John Chang

Sociology

Dr. John W. Kraybill-Greggo

Media Communication & Technology

Dr. Susan Amirian Bonser

Computer Science

Dr. Haklin Kimm

Community Agencies:

Matthew Shelton; Head Athletic Trainer Stroudsburg Area School District

Dan Pahls; CEO Synergy Orthopedics

Matt Bayly Lafayette College Head Athletic Trainer –

Collette Cancieleri; Stroudsburg Middle School

Georgeann Golias DiGiovanni MS RN Pocono Medical Center Manager Cardiac Services

Virginia Sosnowski, RN, BSN Nurse-Family Partnership Manager PMC Learning Institute

Martha Carbone, MS, CCC-SLP Speech Language Pathologist Pocono Medical Center

Carolyn M. Bortz, RN, MSN Dean of Allied Health and Sciences Northampton Community College

Sandy De Fino, M.S., CCC-SLP, Director Pocono Speech Center

Jodi Kresge, Assistant Director Pocono Speech Center

Elaine Occhipinti, Care Manager Supervisor Monroe County Area Agency on Aging

Sheri Penchisiten, Director, Chronic Disease, Health Education & Planning Programs

Bethlehem Health Bureau

Cathy Coyne, PhD, MPH Lehigh Valley Hospital Community Health Education

Virginia Mihalik Lehigh Carbon Community College

Prof. Poller, Nursing Director Warren County Community College

The Commonwealth Medical College

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CHS Departments

Athletic Training

Exercise Science

Health Studies

Movement Activities & Lifetime Fitness

Nursing

Physical Education

Speech-Language Pathology