



THE UNIVERSITY of NORTH CAROLINA
GREENSBORO
School of Health *and* Human Sciences

Strategic Plan
May 1, 2015 - April 30, 2018

Introduction

The School of Health and Human Sciences (HHS) strategic plan for 2015-2018 was created during the 2014-2015 academic year. Dean Celia Hooper led the effort and, consulting with [Kathie Ross of Healthy Companies](#), and along with department chairs, program directors, and associate deans, worked throughout the year to define priorities for the school. Faculty participated in the process through a survey, a town hall meeting, and departmental meetings led by their chair or director, where they were invited to provide feedback and suggestions.

The strategic plan will guide HHS for the next three years, particularly in the allocation of resources. The plan will be revisited frequently and measures tweaked as necessary.

Vision Statement

The School of Health and Human Sciences aims to inspire and equip people and transform institutions to work in ways that make the world better, safer, healthier, and more humane and just.

Mission Statement

The School of HHS, through teaching, scholarship, community engagement and service, prepares new generations of professionals, leaders, scholars, and entrepreneurs to enhance the quality of life of individuals, families, and communities.

Values Statement

As a community of scholars, the School of Health and Human Sciences values:

- Improved health, well-being, and quality of life for populations, communities, and individuals worldwide
- Care and respect for communities, with a focus on sustainability
- An academic environment in which diversity, inclusiveness, and respect for all is encouraged and celebrated
- Equitable partnerships when engaging with individuals, communities, and institutions in service and research
- Ethical principles applied to teaching, research, and community engagement
- A dynamic intellectual community that embraces interdisciplinary collaboration, creativity of thought, and innovation of practice

Goal 1.	Objectives	Strategic Activities
Enhance Student Success	1.1 To optimize course offerings and scheduling	<ol style="list-style-type: none"> 1. Departments and programs will determine and implement strategies for determining effective class size, frequency of offerings, and learning formats. 2. Maximize availability of classes for progress toward graduation.
	1.2 To maintain breadth of curriculum to meet student and societal needs	<ol style="list-style-type: none"> 1. Provide courses necessary for emerging knowledge and skill requirements for career preparation. 2. Identify internal and external opportunities and resources to enhance international experiences for students and faculty. 3. Identify and begin to cultivate at least two prospective donors who can support international travel.
	1.3 To build an inclusive culture and community that is supportive of all students including international and minority students	<ol style="list-style-type: none"> 1. Continue and expand offerings of the Diversity and Inclusion Committee.
	1.4 To support the application of innovative instructional and assessment strategies to improve student learning	<ol style="list-style-type: none"> 1. Promote interprofessional education/practice across Departments, Centers, Research Networks, and Institutes, by allocating funding to support development of two interdisciplinary/interprofessional courses each AY. 2. Use HHS and department/program resources to host workshops on a variety of instructional and learning assessment techniques. 3. Develop interdisciplinary course(s) at 500-level with experiential component. 4. Identify new avenues for experiential learning. 5. ITCs will organize at least 1 technology showcase in 15-16.

Goal 2.	Objectives	Strategic Activities
Support Faculty Development	2.1 To provide time and opportunity for faculty members to improve their teaching and research skills	<ol style="list-style-type: none"> 1. Support differential work assignments that optimize faculty productivity in teaching, research, service and community engagement. 2. Use creative scheduling to concentrate teaching and research time (at least 1 eight-week three credit course/department). 3. Provide opportunities for faculty to learn new research methods and approaches (e.g., OOR workshops like grant writing, qualitative research). 4. Develop two faculty teaching/learning teams to pilot new teaching approaches. 5. Allocate dollars to fund interdisciplinary teams that apply new methods to research.
	2.2 To increase the funding, including external, allocated to enhance scholarly productivity	<ol style="list-style-type: none"> 1. Support faculty travel for dissemination of scholarship and enhancement of knowledge in teaching and research. 2. Fund additional research assignments. 3. Develop and fund grant writing boot camps for faculty for both incentive and structure for submitting external grant proposals. 4. Identify strategic hires that would enhance interdisciplinary collaborations and result in highly productive research teams.
	2.3 To create productive collaborations	<ol style="list-style-type: none"> 1. Create time and opportunity for faculty to engage in discussion around areas of common interest. 2. Develop database of faculty expertise in research and teaching methodologies. 3. Conduct focus groups of HHS faculty to determine clusters of faculty interests.
	2.4 To sustain and enhance community engagement	<ol style="list-style-type: none"> 1. Link faculty members with community organizations in the Triad and beyond, including those affiliated with the HHS Board of Visitors (BOV). 2. At least two faculty ‘pitch’ community engagement projects to BOV each semester.

Goal 3.	Objectives	Strategic Activities
Strengthen Graduate Programs	3.1 To create a sustainable funding model including stipends and waivers for graduate programs in HHS	<ol style="list-style-type: none"> 1. Conduct an environmental scan of the levels and sources of stipends and waivers of our competitors in Fall 2015. 2. Prepare a report and financial request for the Provost and Chancellor based on the reports generated in the environmental scans in Spring 2016. 3. Allocate permanent funding for two additional graduate assistantships per year.
	3.2 To supplement graduate funding through grants and scholarships	<ol style="list-style-type: none"> 1. Fund three additional graduate assistantships per year through grants; secure two additional graduate fellowships and scholarships per year 2. Develop incentive-based models for faculty who provide stipend and tuition coverage for students.
	3.3 To increase recruitment and growth of graduate enrollment	<ol style="list-style-type: none"> 1. Establish a school-wide recruitment and enrollment plan including the activities listed here. 2. Secure two additional graduate fellowships and scholarships per year through endowments. 3. Increase accessibility through development of online degree offerings. 4. Collaborate with Student Affairs and the Graduate School for effective student recruitment activities.
	3.4 To develop interdisciplinary and interprofessional curricular, research, and career training programs	<ol style="list-style-type: none"> 1. Identify structural and cultural barriers to interdisciplinary courses. 2. Expand interdisciplinary course offerings and degrees. 3. Work with the graduate school, DCL, and University Relations to develop a system for marketing new graduate programs, and interdisciplinary courses and programs. 4. Support faculty in developing and teaching interdisciplinary courses. 5. Apply for personnel preparation/training grants. 6. Create an infrastructure for communication and networking among graduate students and faculty across departments.