2017-2018
STRATEGIC
PLAN
METRICS
Vision

The College of Health and Human Sciences will serve as a global leader in optimizing the health, well-being, and positive development of people and communities.

Mission

With a commitment to the principles of equity and inclusive excellence, the College of Health and Human Sciences provides transformative academic, research, and outreach programs that promote the health and well-being of people, their environments, and communities in which they live.
Strategic goals for achieving our vision and mission

Educate students with excellent communication skills who can solve real-world problems, intervene effectively, and enact change in their workplaces and communities while also being engaged citizens who operate with an innovative and entrepreneurial spirit.

Conduct translational research that identifies sustainable approaches to optimizing physical, mental, and behavioral health and the overall growth and development of individuals, families, communities, social organizations, and the built environment.

Through community-based outreach and engagement, promote learning, growth, development, and participation across the lifespan in all contexts of people's lives.

Promote diversity, equity, social justice, and inclusive excellence by identifying, preventing, and intervening to address disparities in health and well-being and educational and social opportunity.

Improve individual and collective strengths in operations, management, and administrative communications to improve growth potential.
Educate students with excellent communication skills who can solve real-world problems, intervene effectively, and enact change in their workplaces and communities while also being engaged citizens who operate with an innovative and Entrepreneurial spirit.

College Progress

1. Implemented cutting-edge, world-class curricula that maximizes student success
   - Offered a variety of high-impact learning experiences such as CM cares, Campus Connections, student clubs, and required internships
   - Maintained accreditation
   - Increased graduation rate from 63.5% in 2007 to 73.6% in 2011; Minority graduation rate increased from 53.6% to 62.3%; First generation graduation rate increased from 51.5% to 60.9%
   - Encouraged participation in study abroad opportunities such as Semester at Sea
2. Advisor to student ratio at 1:224
3. Hired 72 non-tenure track faculty over a four-year period to enhance focus on teaching excellence
4. Increased the number of GTAs by 5% in four years
Specific Examples

- The Avenir Museum is a co-curricular opportunity that provides students with exposure to over 20,000 artifacts representing culture and aesthetics from around the world.
- Two undergraduate HDFS courses have an Honors section with a focus on research. This is a tool to recruit honors students into faculty research labs.
- OT has a sister school in Yamagata, Japan. Each year, Yamagata faculty and students visit CSU and CSU faculty and students visit Yamagata. SSW has revised BSW and MSW program goals to align with new accreditation standards.
- CM is accredited by the American Council for Construction Education, and in 2016's review, the report found that there were zero curriculum weaknesses.
- Hospitality Management graduates has a placement rate of 89% in industry, and 71% in management positions for 2016.
- HES added capacity to academic success coordinator staff.
- SOE hired 8 tenure track faculty over the past three years and several non-tenure track faculty.
- GTAs in DM are distributed across faculty equitably. Evaluations are conducted mid-year and upon graduation.

Areas for Growth

- Increase GTAs to improve student learning outcomes.
- Reduce student to faculty ratios.
- Optimize community partnerships for student learning opportunities.
- Meet the need for more academic support coordinators.
- Re-envision UG curricula.
Conduct translational research that identifies sustainable approaches to optimizing physical, mental, and behavioral health and the overall growth and development of individuals, families, communities, social organizations, and the built environment.

College Progress

1. Supported multi-use shared research spaces and resources
   - Developed the Medical Nutrition Therapy Lab in FSHN and HDFS
   - The Fermentation and Technology Sensory Lab is shared with HDFS
   - Columbine Health Systems Center for Healthy Aging
   - MRI Human Suite in Translational Medicine Institute (HDFS, HES, OT)
2. Hired 28 tenure-track, research-intensive faculty (including two department heads) over four years
3. Expanded the number of high-quality research facilities
   - Broke ground on Richardson Design Center which will provide high-quality research and teaching facilities
   - New Columbine Health Systems Center for Healthy Aging adds research space in the CSU Health and Medical Center
   - The Human Performance Clinical Research Lab expansion adds new lab space and three new shared clinical spaces for collaborative research
4. Increased extramural funding by 8.6% over a five-year period
5. Supported pre-tenure, early-career faculty, and post-tenure track faculty who are struggling to maintain extramural funding with CHHS mini grant proposals and grant writing support
Areas for Growth

- Increase multidisciplinary grant proposals and work on multidisciplinary training grants.
- Examine ROI of research infrastructure investments.
- Hire more faculty with grant writing expertise.
- Build core facilities to support CHHS research outputs.
- Strengthen research outcomes of community-based programs such as the ECC, CCP, and Campus Connections.
- Increase clinical research trials.
- Increase the number of funded GRAs.
- Grow graduate student enrollments.

Specific Examples

- The Social Work Research Center initiated three collaborative research projects in child welfare.
- HDFS faculty have been very successful in securing new funding from NIH in 2017-2018.
- HES provided summer funding for 1 or 2 grad students to every research lab for summer 2017.
- A four year 1/2 time assistantship in DM was generated through the NSF funding 2017-2021.
- Faculty in FSHN had a total of 42 articles published in per-reviewed publications for 2016.
- OT provided $76,000 in seed money and $2,900 in external review funds.
Through community-based outreach and engagement, promote learning, growth, development, and participation across the lifespan in all contexts of people's lives.

**College Progress**

1. Promoted impactful collaborations with businesses and industry across Colorado
2. Strengthened collaboration with CSU Extension and the Agriculture Experiment Station
3. Supported lifelong learning and distance learning opportunities
4. Many departments are increasing the number of courses and lectures by community and industry partners
Specific Examples

• The Expanded Food and Nutrition Education Program during FY16 reached 4,804 families and 89% of participants showed improvement in nutrition practices.
• Industry members serve as guest speakers in nearly every CON course.
• Funds from Agriculture Experiment Station supported establishment of apparel cut and sew centers in rural Colorado communities.
• All HDFS students taking courses online have the same access as traditional students.
• Every unit has a presence on social media now.
• 60+ stories written about research within the College in 2017.
• HES has several new sources of funding from industry partnerships including a $365,000 contract with Medtronic for FY18.

• OT's Center for Community Partnerships partners with the Department of Vocational Rehabilitation and Foothills Gateway.
• SOE is very active in continuing education and has extensive graduate degree programs in SAHE, AET, OLPC, and HEL.
• SSW developed two new graduate certificate programs.

Areas for Growth

• Enhance the promotion of CHHS outreach and engagement, including creating and tracking metrics.
• Increase opportunities for current and future students in CHHS to participate in CSU Extension activities.
• Consider an Associate Dean for Engagement.
Promote diversity, equity, social justice, and inclusive excellence by identifying, preventing, and intervening to address disparities in health and well-being and educational and social opportunity.

**College Progress**

1. Increased the number of diverse students by 4% of the last four years
2. All-College retention of new minority students now approaches non-minority students and first-generation students
3. All-College retention of transfer first-generation students equals non-minority students
4. More than 55% of faculty and staff participated in diversity professional development (range of 10%-100% in multiple units)
5. Provided mentoring opportunities for faculty of color
6. Ensured dialogue used increased understanding, knowledge, sensitivity, positive change, and progressive removal of barriers
Areas for Growth

- Provide on-going personnel development on diversity, social justice, equity, and inclusion.
- Identify leadership within the Dean's Office to support the efforts of the diversity committee.
- Consider an Associate Dean for Diversity.
- Establish new Center on Racial Justice Research and Advocacy.

Specific Examples

- CM created a new position to focus on recruitment and diversity.
- All but one of SOE's staff participated in CSU's Creating Inclusive Excellence Program.
- SSW has developed an undergraduate diversity course.
- Much of HDFS deals with individuals of diversity in race, socioeconomic status, disability, and gender, thus much of the research does as well.
- DM is experiencing an increase of male students (9%), minority ethnicities remains steady at 25%, and first-generation students at 24%.
- Many of SOE's faculty write, present, publish, and seek funding in areas related to inequity and social justice.
- Campus Connections in HDFS is the most institutionalized factor in the retention of diverse students.
- HES works to enhance understanding, knowledge, sensitivity, and positive change in every possible instance.
Improve individual and collective strengths in operations, management, and administrative communications to improve growth potential.

College Progress

1. Increased and renovated research and teaching space
2. Increased the number of professional and support staff to meet growth needs
3. Expanded communications staff in Dean’s Office and Units
   • Digital Media Specialist in Dean’s Office, Communications Coordinator in SSW, and Communications and Web Administrator in SOE
4. Continued to grow social media presence
   • Reached 2.2 million impressions across Facebook, Twitter, Instagram, and Pinterest (2016-17) at the college level
5. Assessed, prioritized, and addressed hardware and software needs
Specific Examples

- FSHN renovated multiple spaces including the Medical Nutrition Therapy Lab, the Culinary Lab, the Fermentation Science and Technology Lab, and the Functional Foods for Health Clinical Research Facility addition.
- OT improved two teaching spaces: updated mock apartment within a classroom, converted the OT annex to office space for Ph.D. students.
- Offer sit/stand desks to all employees in HES who want them.
- In addition to hiring a communications expert, SOE also hired graduate office support, accounting assistance, and grant writing support.
- SSW increased Center for Lifelong Learning and Outreach Education staff to support program expansion.
- DM hardware and software is continually assessed to make sure it's meeting industry standards.
- CHHS purchased Qualtrix for faculty, staff, and students.
- Every unit has a presence on social media, and sites are increasing in engagement and reach.
- College social media sites continue to see growth and improvement.
  - Increased Pinterest impressions to over 1 million, up from 478,000 in 2016: 122% increase.
  - Grew Instagram follower count from 451 ('16) to 1,041 ('17): 130% increase.
  - Increased average post reach on Facebook from 1,004 ('16) to 1,530 ('17): 52% increase.

Areas for Growth

- Address space issues for Dean's Office, OT, HDFS. Look at renovations and updates as possible.
- Provide on-going professional development on culture and climate in CHHS.
- Complete website redesign and restructure.
- Utilize Digital Measures to help with CHHS metrics.
- Support communications efforts in units.