

THE COLLEGE OF EDUCATION, HEALTH & HUMAN SERVICES

# STRATEGIC PLAN

## MISSION

We advance knowledge through innovative research and student-centered learning by engaging with diverse communities to improve well-being across the lifespan.

## VISION

To be a global leader in innovative research, learner-focused teaching, and impactful community engagement.

## VALUES



**Academic Impact:** Research, Teaching Excellence, Student Success, Analytical Thinking



**Reflective Practice:** Responsibility, Openness, Ethics, Collaboration, Collegiality



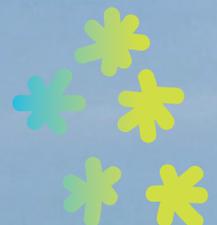
**Engagement:** Partnerships, External Engagement, Service, Global Citizenship



**Leadership:** Transparency, Advocacy, Innovation, Mentoring, Adaptability



**Progress:** Equity, Diversity, Social Justice, Inclusiveness, Humanity, Well-Being



# PRIORITY OVERVIEW

## PRIORITY: STUDENTS FIRST

- » **Strategy 1.1:** Pursue systematic curricular innovation and excellence
- » **Strategy 1.2:** Support, expand, and evaluate student success initiatives designed to improve persistence, retention, and graduation rates, as well as student well-being in EHHS
- » **Strategy 1.3:** Recruit and retain diverse faculty, staff, and students
- » **Strategy 1.4:** Engage in ongoing analyses of curriculum (and programs) in EHHS and assess program viability and stability

## PRIORITY: COMMUNITY BUILDING AND COMMUNICATIONS

- » **Strategy 2.1:** Build and maintain partnerships with community agencies, healthcare organizations, school districts, and/or corporations
- » **Strategy 2.2:** Engage students, parents, alumni, friends, corporations, and partners of EHHS by storytelling through various media
- » **Strategy 2.3:** Enhance the climate of the college, ensuring a welcoming environment of collegiality and mutual respect
- » **Strategy 2.4:** Enhance the navigability and awareness of college structures, resources, processes, and media
- » **Strategy 2.5:** Improve internal communication of the college to ensure information is distributed effectively

## PRIORITY: GLOBAL ENGAGEMENT

- » **Strategy 3.1:** Create and support internships, study abroad, study away, or global education experiences in every program that prepare students for global citizenship
- » **Strategy 3.2:** Establish and celebrate college climate created from the blend of diverse cultures, beliefs, and identities of our faculty, staff, and students
- » **Strategy 3.3:** Identify, increase, and deepen external partnerships to strengthen and sustain our commitments to preparing students for global citizenship
- » **Strategy 3.4:** Promote programs that attract future leaders from across the globe to study, learn, and exchange experiences

## PRIORITY: RESEARCH STATURE AND REPUTATION

- » **Strategy 4.1:** Enhance the visibility of EHHS research activity
- » **Strategy 4.2:** Increase opportunities for collaborations across the college, university, and community to better utilize existing resources and to impact scholarship
- » **Strategy 4.3:** Increase the number of funding submissions that include indirect costs and student support

# ACTION PLAN

## STUDENTS FIRST

**Strategy 1.1:** Pursue systematic curricular innovation and excellence  

**Actions:** Develop new programs, minors, and/or concentrations (online or face-to-face) in areas of need or areas that show growth potential based on market analysis.

Ensure language in school handbooks places emphasis on the integration of research into curriculum and pedagogy.

Evaluate all existing programs to ensure: (1) The curriculum is meeting the needs of students where they are academically and where they need to be at graduation, (2) The curriculum is high-quality and innovative, and (3) The delivery format is optimal for the target audience.

**Strategy 1.2:** Support, expand, and evaluate student success initiatives designed to improve persistence, retention, and graduation rates, as well as student well-being in EHHS  

**Actions:** Collaborate within the college, across the university, and with the community to create consistent and coherent programming focused on student well-being and belonging (i.e., student success, coping strategies, intercultural communication, conflict management, nutrition, exercise, mindfulness, interviewing skills, and trauma-based education).

Create, implement, and evaluate mentorship initiatives to facilitate student connections over the span of their career at Kent State University.

Increase scholarship opportunities for all students.

Monitor, evaluate, and enhance student retention to graduation initiatives.

**Strategy 1.3:** Recruit and retain diverse faculty, staff, and students 

**Actions:** Enhance our system of support for recruited diverse faculty, staff, and students.

Evaluate and modify the system of support based on the needs of those recruited.

Refine plans to recruit and retain diverse faculty, staff, and students.

**Strategy 1.4:** Engage in ongoing financial analyses of curriculum (and programs) in EHHS and assess program viability and stability 

**Actions:** Engage program/school/college in discussions about curriculum, pedagogy, and delivery to enhance our program quality, enrollment, and financial growth.

Complete annual analyses of program financial position.

# ACTION PLAN

## COMMUNITY BUILDING AND COMMUNICATIONS

**Strategy 2.1:** Build and maintain partnerships with community agencies, healthcare organizations, school districts, and/or corporations



**Actions:** Identify and cultivate strategic and mutually-beneficial partnerships.

Explore options for monitoring and maintaining current and planned partnerships, goals, and involved faculty and staff in a database.

Collaborate with Institutional Advancement and Research and Sponsored Programs to find new funding sources.

Ensure language in school handbooks places value on global engagement, collaboration, and partnerships.

**Strategy 2.2:** Engage students, parents, alumni, friends, corporations, and partners of EHHS by storytelling through various media



**Actions:** Incorporate a user-centered approach to external communications.

Refine our overall external communication strategy through consultation with EHHS faculty and staff.

Host ongoing events to engage our constituencies to be a part of our EHHS community.

Highlight the impact philanthropy has on the experiences and achievements of current students in our college.

**Strategy 2.3:** Enhance the climate of the college, ensuring a welcoming environment of collegiality and mutual respect



**Actions:** Enhance onboarding policies and programs for newly hired faculty and staff.

Recognize programs, faculty, or staff exhibiting excellence in designated areas (i.e., research, service, global engagement).

Support the continuous improvement of college climate by utilizing strategies and processes identified by the EHHS Climate Committee and the EHHS Staff Council.

# ACTION PLAN

**Strategy 2.4:** Enhance the navigability and awareness of college structures, resources, processes, and media



**Actions:** Redesign and continuously improve the EHHS website, focusing on user-friendliness and role-based content.

Develop rebranded EHHS marketing materials to be used by all programs, offices, and centers within EHHS that remains consistent with overall university branding.

Create Faculty and Staff webpage with information for newly hired personnel

**Strategy 2.5:** Improve internal communication of the college to ensure information is distributed effectively



**Actions:** Increase the frequency and broaden the venues through which internal communication occurs at the school and college level, and better utilize the website for internal information-sharing.

Post meeting notes and updates from the various EHHS committees and councils in a timely manner.

Refine our overall internal communication strategy through consultation with EHHS faculty and staff.

## GLOBAL ENGAGEMENT

**Strategy 3.1:** Create and support internships, study abroad, study away, or global education experiences in every program that prepare students for global citizenship



**Actions:** Tailor global education experiences for each EHHS program.

Increase funding for faculty development of study abroad programs.

Increase funding available to students for global education experiences

**Strategy 3.2:** Establish and celebrate college climate created from the blend of diverse cultures, beliefs, and identities of our faculty, staff, and students



**Actions:** Create opportunities for students, faculty, and staff to enhance intercultural competency.

Reward globally engaged service.

Work with Read Center to continue existing and establish additional programming.

Partner with the Office of Global Education.

# ACTION PLAN

**Strategy 3.3:** Identify, increase, and deepen external partnerships to strengthen and sustain our commitment to preparing students for global citizenship



**Actions:** Focus on utilizing international campuses and offices for recruitment and study away experiences.

Identify corporations, foundations, and other external entities that support and value a global focus on education.

**Strategy 3.4:** Promote programs that attract future leaders from across the globe to study, learn, and exchange experiences



**Actions:** Attract international faculty to study, learn, and collaborate.

Partner with the Read Center to elevate current programming and develop additional opportunities to showcase them.

Seek additional international opportunities and partnerships through other institutions or through federal programs.

## RESEARCH STATURE AND REPUTATION

**Strategy 4.1:** Enhance the visibility of EHHS research activity 

**Actions:** Create a technology-enhanced Research Wall feature that highlights research in EHHS.

Design a periodic spotlight series through EHHS communication and marketing to feature ongoing research in EHHS and broadcast using social media platforms and include a research feature in each EHHS newsletter.

Increase the number of faculty with designations as organizational Fellows and outstanding scholar awards through a strategic process of identification and nomination.

Promote research visibility through use of digital data dissemination methods (i.e., Twitter, Google Scholar; Research Gate profiles).

Utilize the EHHS Research Advisory Council to develop a monthly scholarly speaker series that highlights ongoing work in EHHS that will be advertised across the university.

# ACTION PLAN

**Strategy 4.2:** Increase opportunities for collaborations across the college, university, and community to better utilize existing resources and to impact scholarship



**Actions:** Explore strategies that will lead to increased research time, incentives and rewards for faculty to submit grants and contract proposals (i.e., differential workload; summer grant writing incentives, personnel).

Recruit and retain scholars with a diverse array of talents and research agendas that have clear implications for impacting and improving life outcomes.

Utilize the EHHS Research Advisory Council to create an internal grant mechanism that is designed to encourage cross unit collaborations for pilot study funding to support external grant submissions.

**Strategy 4.3:** Increase the number of funding submissions that include indirect costs and student support.



**Actions:** Provide professional development that enhances the writing of grant and contract proposals (i.e. NSF, NIH, Foundation and Corporate partners).

Systematize the dissemination of external grant and partnership opportunities.