

2016

College of Health Sciences

Updated College Strategic Plan



WHERE ARE WE
NOW?



WHERE ARE WE
GOING?



HOW WILL WE GET
THERE?



BOISE STATE UNIVERSITY

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WHERE ARE WE NOW?

To better understand how we accomplished our current success, a summary of the 2010 strategic plan is provided. This plan describes our vision, selected accomplishments and the strategies/tactics that were used during the past five years. This information is provided first so that readers understand our past which will help enlighten how we will proceed in the future. In short, this portion of the plan helps inform the development of our 2016 updated Strategic Plan.



WHERE ARE WE GOING?

The 2016 strategic planning update required a definable destination with a map explaining the route to our aspirational vision. Our plan was initiated by first identifying the core values we collectively believe as a college. Next, the faculty and staff generated a vision that fit within the Boise State strategy, our community and the future of health care. Our vision is bold: to be the leader in educating professionals who advance life-long mission or “what we do” was articulated to our vision. These activities helped align the and direction.



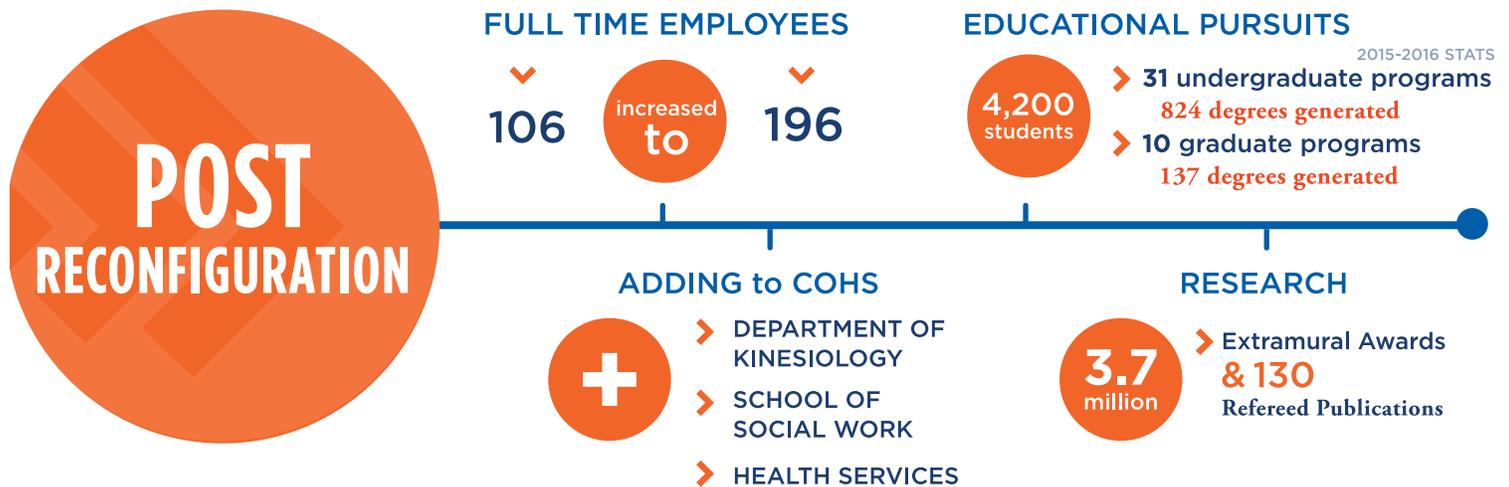
HOW WILL WE GET THERE?

With our direction realized, the remainder of the plan refined our efforts and processes into manageable slices. This portion of the document more specifically outlines the execution and action through clearly articulated goals, objectives and strategies/tactics. The action portion of the document is guided by developing goals and delegating responsibility for what needs to be addressed. College goals are further refined into objectives which create more faculty and staff involvement. The objectives are addressed through a series of targeted strategies and tactics. This process is directed at moving the needle toward our vision and measured through key performance indicators so that we can gage and evaluate progress on an on-going basis. In summary, the plan guides the quality faculty, staff and community partners in the College of Health Sciences (COHS) who will ultimately address the vision.



Where are we NOW?

The COHS at Boise State was reconfigured in 2014 resulting in an expanded college that grew from 106 Full Time Equivalent (FTE) to 194 FTE. The reconfiguration included adding the Department of Kinesiology, the School of Social Work and Health Services. Based on these additions, the COHS was reformed into three schools and Health Services. Health Services is now dedicated to creating the healthiest learning environment in America. The academic schools include Nursing, Social Work and Allied Health Sciences. Allied Health Sciences represents the Departments of Community and Environmental Health, Kinesiology, Respiratory Care, and Radiologic Sciences. Additionally, the COHS houses five centers and two institutes.



Currently, more than 4,600 students engage in educational pursuits through 31 undergraduate and 10 graduate programs generating almost 1,000 degrees at the undergraduate (811) and graduate (150) levels in 2015.

Research active faculty generated \$3.7 million in extramural awards and more than 130 refereed publications in 2015. The faculty and staff have also made significant contributions to the communities within and outside Idaho and to their professions. In fact, faculty in most programs have very close ties with the community through community advisory boards that help support and direct current and future programming.

HEALTH Services

contributed to the health and well-being of students and faculty/staff at Boise State by providing more than 18,000 patient medical and counseling visits during 2015 while engaging in numerous health promotion and educational efforts. Their work dedicated to creating the healthiest learning environment in America is truly inspirational.



Collectively, the COHS represents a dedicated group of educators and scholars that work with talented students to advance learning and knowledge in support of promoting life-long health. They are poised to dramatically expand their efforts and impact.



WHAT **PROGRESS** HAVE WE MADE since the last strategic planning effort (2011-2016)?

The previous strategic plan was developed primarily during the fall semester of 2010. Subsequently the college made excellent progress addressing strategic goals as they forged a course to be “leaders and partners in health innovation and discovery.” The details associated with the planning process that included faculty, staff, Boise State leadership and community stakeholders is described within the COHS website at hs.boisestate.edu/strategicplan/overview/.

The progress that college faculty, staff and students made is briefly described in this document through the strategic goals of research growth, creating new graduate programs, and increasing interdisciplinary undergraduate programming. A brief summary of the progress made between 2011 and 2016 follows.



STRATEGIC GOAL: **RESEARCH GROWTH**



200% GROWTH The COHS goal was to increase research expenditures by 35 percent over five years. Expenditures increased more than 200 percent between fiscal year 2011 and fiscal year 2015. In fact, prior to the college reconfiguration in 2014, the college had met their research expenditure goal of 35 percent two and a half years ahead of schedule. Furthermore, the annual value of each award tripled between fiscal year 2012 and fiscal year 2015.

STRATEGIC GOAL: **CREATING NEW GRADUATE PROGRAMMING**



AGNP The Adult-Gerontology Nurse Practitioner graduate program (AGNP) was initiated as part of the strategic planning process. The program was developed as an online self-support option in spring of 2012 and in 2016 reported 62 students enrolled in the program with a retention rate of 90 percent over a three-year period. The first graduates from this program will graduate in December 2016.



DNP The Doctor of Nursing Practice (DNP) online self-support program, the first doctoral program in the college's history, was launched through the School of Nursing in 2012. The program produced the first five recipients of a doctoral degree through the COHS in 2016 and has a 70 percent retention rate over a three-year period. Generating doctoral recipients was a significant milestone in the COHS and the School of Nursing's maturation.



MSW The Master of Social Work (MSW) online self-support program was launched in 2016. The recruitment of qualified students was significant resulting in full enrollment in both cohorts. Because of the strong student interest in the Boise State MSW, the program was only able to accept the top 50 percent to 33 percent of the qualified applicants.



MAL The Master in Athletic Leadership (MAL) was primarily a face-to-face program spawned in the College of Education in 2013 and has continued to grow within the COHS. The MAL started its third year in the summer of 2016 and averages 15-20 students a year with a total of 30 students enrolled in the programming.

GOAL:

CREATING MORE INTERDISCIPLINARY PROGRAMMING



INTERPROFESSIONAL EDUCATION (IPE)- The College of Health Sciences made moderate progress in the development of interprofessional education (IPE) within the COHS. In 2011, a team of faculty created an IPE capstone class (Finishing Foundations 400), which all senior students in the College of Health Sciences take prior to graduation. Similarly, employees within Health Services engage in a number of educational opportunities with COHS through the Health Services integrated clinic setting. A Director for IPE was hired from within the faculty in 2012, .3 full time equivalent (FTE), and the President and Provost reconfigured the COHS in part to create more IPE opportunities for faculty and students.



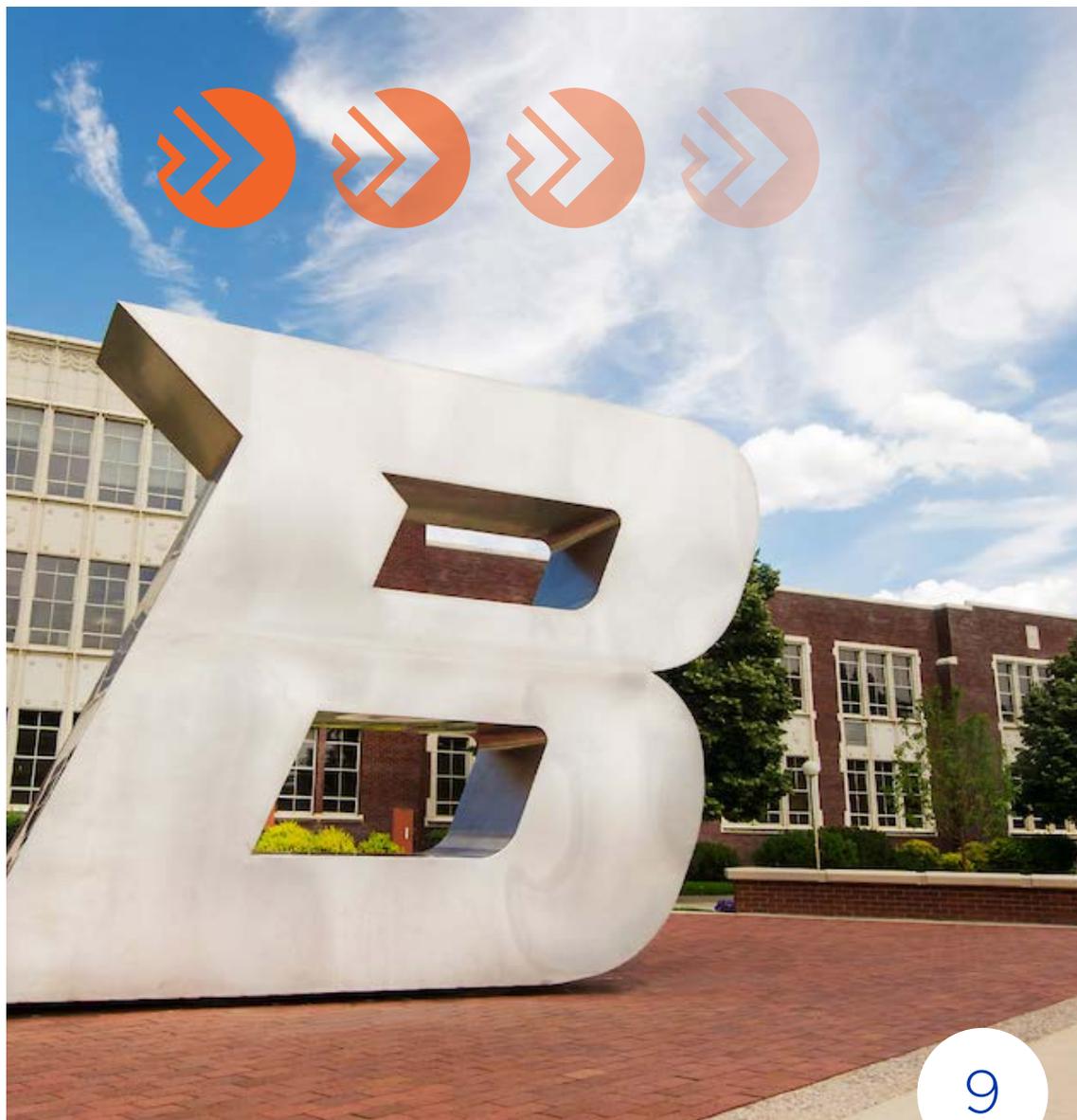
HEALTHIEST LEARNING ENVIRONMENT IN AMERICA More recently, the COHS is working with the College of Business and Economics (COBE) and Health Services to create the healthiest learning environment in America. Additional work has been initiated with community partners to create a road map for addressing mental health issues in Idaho. These efforts enable the university faculty and students to engage in programming designed to address health and well-being while addressing significant societal issues.



OTHER PROGRAMMING

Programs such as the RN to BS Nursing program grew from 150 to 612 students and the Respiratory Care degree completion program saw growth of 63 to 235 students between 2010 and 2016. Both programs report very strong retention rates and high student satisfaction. Research efforts particularly through the Center for Health Policy reported a ten-fold increase in expenditures and the Center for Orthopaedic and Biomechanics Research (COBR) saw a similar increase in funding since it moved to COHS. Both programs have increased the support of students and staff in the COHS.

COMPLETION IN ACHIEVEING OUR GOALS from the former strategic plan was accomplished through alignment and focus to the COHS plan, the efforts of quality steadfast employees and the purposeful implementation of strategies dedicated to addressing our vision and goals. Selected strategies used to address the strategic efforts follow.



HOW WE GOT THERE: Strategies and Tactics to Achieve OUR GOALS

STRATEGY/TACTIC: **CENTRALIZED ADVISING**

To offer better student service, the college centralized academic advising by creating the Student Services and Academic Advising (SSAA) program with six FTE. Each year SSAA staff engage in approximately 5,000 advising appointments, 4,300 visits with prospective students and 70,000 emails and phone calls to help students succeed in their educational experience.



STRATEGY/TACTIC: **OFFICE OF RESEARCH**

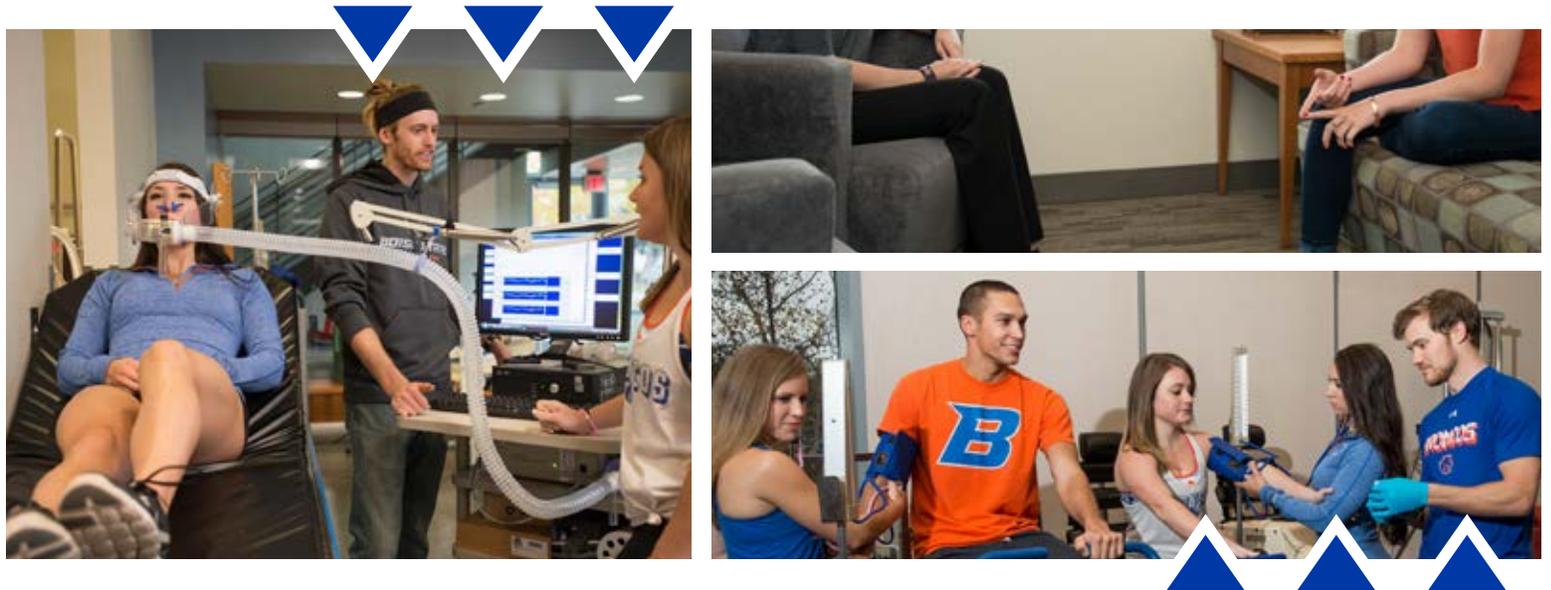
To support faculty research, the college created an Office of Research with three FTE. The College of Health Sciences Office of Research leverages human capital within an embedded research office to provide enhanced support to faculty with the goal of increasing sponsored activity expenditures while containing risk. College post-award financial services have been incorporated into the office to build on this momentum and create a 'continuity of service' support framework to enhance faculty capacity to pursue extramural funding and increase efficiency and quality through streamlined processes.



STRATEGY/TACTIC: USING FACILITIES EFFECTIVELY

In order to make better use of existing facilities to address the growth needs of the COHS, several moves and remodels were initiated including:

- ▶ The Dean's suite moved from Health Sciences Riverside to the Norco building to address the growth needs of Respiratory Care and centralize the Dean's staff;
- ▶ Space in Health Sciences Riverside was repurposed for the Student Services and Academic Advising Office;
- ▶ The Department of Community and Environmental Health went through numerous moves and remodels at Health Sciences Riverside to address student and faculty growth;
- ▶ The Social Work main office was remodeled to accommodate employees in the online MSW program;
- ▶ The first floor of the Norco building lounge was transformed into the Human Performance Lab (HPL) to enhance instructional quality for Kinesiology.



STRATEGY/TACTIC: INVESTING IN CENTERS

The Center for Health Policy has seen tremendous growth in the last six years. Total sponsored expenditures in fiscal year 2010 were \$172,142. In fiscal year 2015, the total was \$1,018,271. Similar efforts are now occurring in the Center for Orthopaedic and Biomechanics Research which increased funded expenditures from approximately \$40,000 to \$200,000 a year.

STRATEGY/TACTIC: START-UP PACKAGES FOR NEW FACULTY

Start-up packages designed to accelerate new faculty in their research and teaching were initiated within the COHS for research active faculty. In 2014 and 2015, the college spent \$250,000 on course buy-outs and \$240,000 in equipment, software and labs.

These are all examples of strategies and tactics used to address strategic goals.



Where are we **GOING?**



THE 2010 STRATEGIC PLANNING The 2010/2011 COHS strategic planning process was an intensive faculty/staff exercise that included many community stakeholders. Numerous college-wide and related sub-group meetings were conducted over a seven-month period to fully engage the faculty and staff in the future direction of the COHS. As faculty and staff made progress with the plan, the community was invited to help confirm and refine the process and outcomes of our work. The details and sequencing of the effort is described on the COHS website at hs.boisestate.edu/strategicplan/overview/.

THE 2016 PLANNING PROCESS



STARTING WITH FACULTY/STAFF CONVERSATIONS More recently, the COHS is working with the College of Business and Economics (COBE) and Health Services to create the healthiest learning environment in America. Additional work has been initiated with community partners to create a road map for addressing mental health issues in Idaho. These efforts enable the university faculty and students to engage in programming designed to address health and well-being while addressing significant societal issues.



2016 & BEYOND



Based on focus group information, a group of 16 leaders within the COHS were asked to engage in six facilitated half-day planning sessions that were framed around focus group results. The sessions addressed a number of strategic concerns including:

<p>CORE VALUES</p> <p>VISION</p> <p>MISSION</p> <p>GOALS</p> <p>OBJECTIVES</p> <p>STRATEGIES</p>	<p>what <i>we believe</i></p> <p>where <i>we are going</i></p> <p>what we do <i>to achieve our vision</i></p> <p>areas we address <i>to realize our vision</i></p> <p>specific initiatives we address <i>to realize our goals</i></p> <p>how we address <i>our objectives and goals</i></p>
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FEEDBACK GENERATED THROUGH THE LEADERSHIP TEAM OF 16 The information from the leadership sessions was shared with groups within the COHS based on the leader’s supervisory responsibilities. The sharing of information gave faculty and staff across the college the opportunity to review and have input into the creation of the document. Additionally, results of all meetings were shared with all benefited COHS employees through email. Therefore, employees could participate with their workgroup or privately through email.



COLLEGE-WIDE EFFORTS Some portions of the plan, such as developing and refining the COHS core values, required the presence and participation of the entire college. In these instances the entire college was broken into workgroups during college-wide meetings so input could be generated from all employees. Drafts were generated based on these processes and additional feedback was generated based on votes, tallies, and qualitative feedback.

After numerous iterations, items within the planning document were finalized. The 2016 plan is based on this iterative process.





How will we get **THERE?**

The 2016 strategic planning update required a definable destination with a map explaining how we will reach our aspirational vision. Our plan was initiated by first identifying our core values so that we could articulate what we collectively believe as a college. Next, the faculty and staff generated a vision that fit within the Boise State strategy, our community, and the future of health care. Our vision is bold in that we aspire to be the leader in educating professionals who advance life-long health in global communities. Next, our mission or “what we do” was articulated to describe broadly how we go about reaching our vision. These activities helped align the college so that we had a common focus and direction.

Once the direction was set, the remainder of the plan was created to refine our efforts and processes into manageable portions. This portion of the document outlines execution and action through clearly articulated goals, objectives, and strategies/tactics. The action section of the document is guided by developing goals and delegating responsibility for what needs to be addressed. College goals are further refined into objectives that create more faculty and staff involvement. The objectives are addressed through a series of targeted strategies and tactics. This process is directed at moving the needle toward our vision and is measured through key performance indicators so that we can gauge and evaluate progress on an on-going basis. In short, the plan guides the quality faculty and staff in the COHS who will ultimately address the vision.

“Our vision is **bold** in that we aspire to be the leader in educating professionals who advance life-long health in global communities.”

CORE VALUES

The core values shown below represent the ideals that we believe must be incorporated into all that we do. Most of the values that faculty and staff identified reflect the way we go about our work but were not formally identified or articulated. In select cases, these values were more aspirational and needed to become a part of how we work. Stating what we believe to guide our work was an essential step in the planning process.

WE BELIEVE...

- Our **passion** for knowledge and health is best marked by the **innovation** and **creativity** of all our efforts.
- **Compassion** and **care** for people fuel our work and the work of our students.
- **Respect** toward all people must be continually demonstrated through **communication, inclusion, and transparency.**
- **Collaboration** and **teamwork** are essential ingredients in **quality** teaching and research.
- Demonstrating **integrity** through our **professionalism, honesty** and **excellence.**

VISION (where we are going)

The Boise State University College of Health Sciences is the leader in educating professionals who advance life-long health in global communities.

MISSION (what we do to achieve our vision)

Our mission is to unify people and align resources in an integrated education model and an environment of collaborative community problem solving where progressive research and teaching engage and empower people to optimize resources and advance life-long health.





GOALS

TEACHING

To ensure high quality teaching and student success to optimize life-long health.

RESEARCH

To create an environment conducive for impactful and meaningful health scholarship that contributes to life-long health.

INFRASTRUCTURE

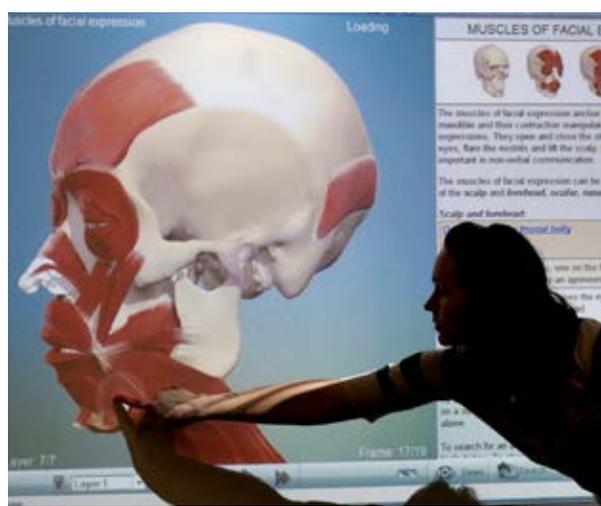
To create effective work flow and structures that enable the COHS to enhance teaching and scholarship outputs that contribute to life-long health.

SERVICE

To ensure that faculty and students engage within and outside the university to promote life-long health.

TEAM LEADER

Each goal was assigned a team leader who is ultimately responsible for a college goal. Many other individuals will engage in addressing objectives, strategies, and tactics but ultimately this individual will be responsible for the college goal. Collectively, attainment of these goals will lead to actualizing our vision of advancing life-long health in global communities.



OBJECTIVES

Under each goal there are objectives listed that will guide faculty and staff as they address the four college goals. For instance, under the goal of high quality teaching and student success, objectives were developed to address the goal in manageable parts. Objectives included increasing freshman student retention rates at Boise State, implementing processes to support high quality teaching, scaling programs that lead to increased revenue and reputation, increasing six-year graduation rates and partnering to develop relevant programming with other colleges and universities. Collectively, these objectives will enable the faculty and staff to address the goal of high quality teaching and student success. The objectives will then be executed through strategies and tactics.



STRATEGY/TACTICS

Strategies and tactics are provided to show how faculty and staff can address our objectives. For instance, a tactic that will be used to address the objective of increased freshman student retention will be to increase advising staffing and contact between freshman students and faculty. These actions along with other strategies and tactics will allow faculty and staff to address the objective and ultimately the goal.



KEY PERFORMANCE INDICATORS

Key Performance Indicators or KPI's are measures and reporting tools that are used to gauge our progress in addressing objectives and ultimately our goals. For instance, the performance indicator of increased freshman retention will be the fate data that tracks the movement of freshman students within colleges and programs after their freshman year. Our target is a two percent increase in freshman retention each year for the COHS. Depending on KPI outcomes, faculty and staff will determine if adjustments are needed with the strategies and tactics.



COHS WORK PLAN

The plan includes the COHS goals, objectives, strategies/tactics, KPI's and team leaders. This document includes a substantial work effort in a focused and parsimonious fashion. It also provides a guide for executing and evaluating the COHS strategic plan in a comprehensive and focused manner.



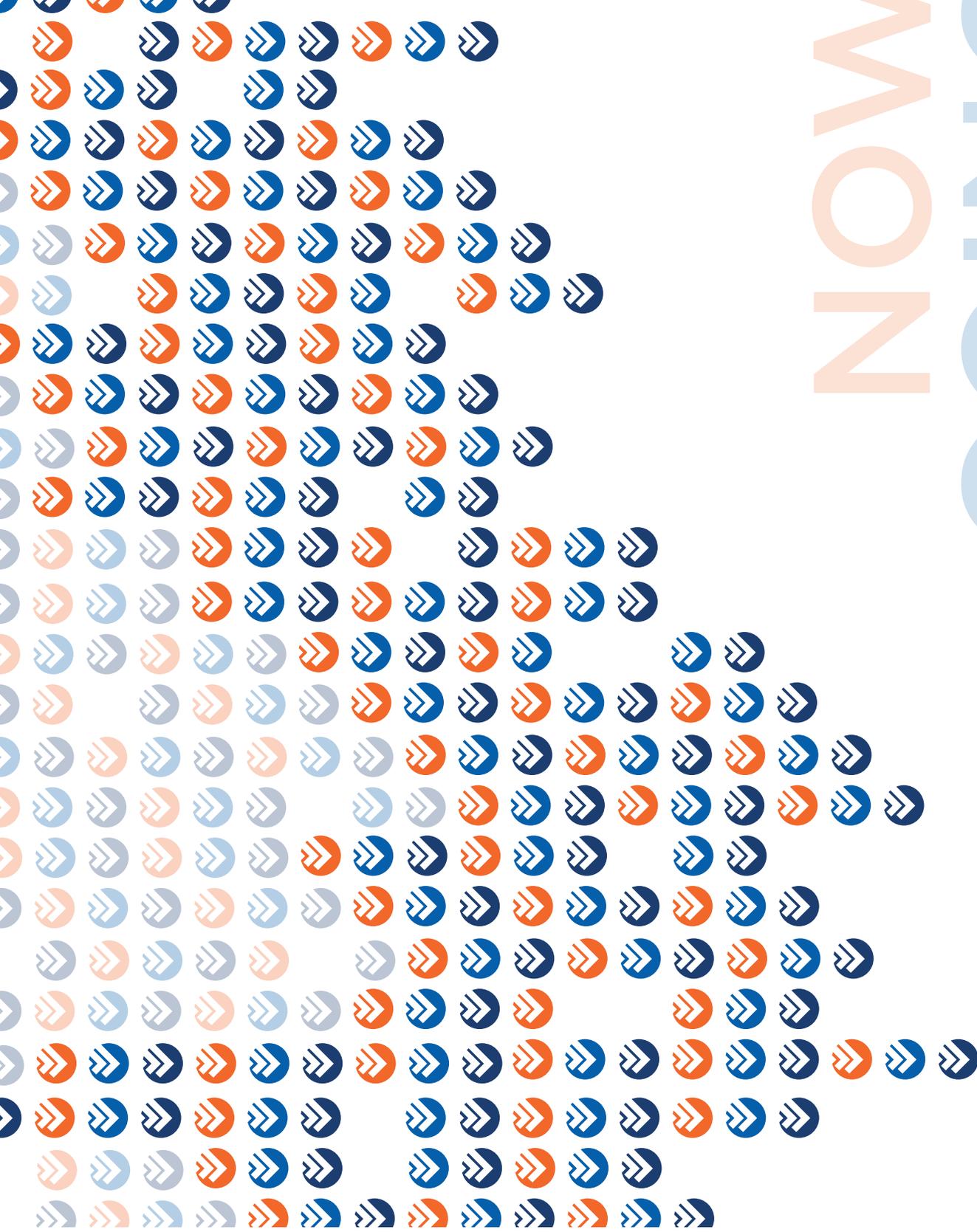
SUMMARY

The COHS has experienced substantial growth and success between 2010 and 2016. The enhancements can be seen in the size of the college, the new and existing educational programs that make the college distinctive, and the dramatic growth in scholarly activities. These efforts are complemented by close ties with community and health professionals through service delivered throughout the college. In the coming years, the college will continue to grow needed programs in a cost conscious fashion while creating new knowledge that contributes to lifelong health. The college is dedicated to refining infrastructures to maximize resources through effective workflows and structures that enable us to realize our vision of being the leaders in educating professionals who advance life-long health.



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