

Montana State University – College of Nursing

MUS Strategic Plan 2013: <http://www.mus.edu/data/StratPlan/StrategicPlan.asp>

Goal 1: Access & Affordability

Increase the overall educational attainment of Montanans through increased participation, retention and completion rates in the Montana University System.

Goal 2: Workforce & Economic Development

Assist in the expansion and improvement of the state's economy through the development of high value jobs and the diversification of the economic base.

Goal 3: Efficiency & Effectiveness

Improve institutional and system efficiency and effectiveness.

MSU Mission Statement & Strategic Plan: <http://www.montana.edu/strategicplan>

Montana State University, the State's land-grant institution, educates students, creates knowledge and art, and serves communities, by integrating learning, discovery, and engagement.

Goals

- **Learning:** MSU prepares students to graduate equipped for careers and further education.
- **Discovery:** MSU will raise its national and international prominence in research, creativity, innovation and scholarly achievement, and thereby fortify the university's standing as one of the nation's leading public research universities.
- **Engagement:** Members of the Montana State University community will be leaders, scholars and engaged citizens of their local, national and global communities, working together with community partners to exchange and apply knowledge and resources to improve the human prospect.
- **Integration:** By integrating learning, discovery and engagement, and by working across disciplines, the MSU community will improve the world.
- **Access:** Montana State University is committed to widening access to higher education and ensuring equality of opportunity for all.
- **Stewardship:** As steward of a land-grant institution, MSU will responsibly manage its human, physical, economic and environmental resources in an open and sustainable manner.

VISION of College of Nursing

MSU College of Nursing will be internationally recognized for innovation, discovery, excellence and leadership in education, research and practice.

MISSION of College of Nursing

Our mission is to enhance the health of the people of Montana, our nation, and the global community by providing leadership for professional nursing through excellence in education, research, practice and service.

<p>Goal #1. <u>TEACHING/LEADERSHIP: LEADERS IN NURSING PRACTICE</u></p> <p>To inspire baccalaureate and graduate students, within a diverse, challenging, and engaging learning environment, to become leaders in the practice of professional nursing.</p>	<p>Goal #2. <u>TEACHING/INTERACTIVE LEARNING ENVIRONMENT</u></p> <p>To create an interactive environment in which faculty and students discover, learn, and integrate knowledge into nursing practice.</p>	<p>Goal #3. <u>DISCOVERY OF KNOWLEDGE: RESEARCH AND SCHOLARLY ACTIVITIES</u></p> <p>To serve as leaders in nursing by generating, translating, and disseminating knowledge through research and scholarly activities.</p>	<p>Goal #4. <u>OUTREACH: PROMOTION OF HEALTH AND WELLNESS</u></p> <p>To promote health and wellness through professional practice, collaboration, consultation, civic engagement, education and leadership.</p>
1.1 Offer high quality undergraduate and graduate curriculum based on professional and accreditation standards	2.1 College of Nursing curriculum reflects the world at-large with diversity, national and international initiatives and standards.	3.1 Enhance, value and support research and scholarship.	4.1 Foster and support outreach through service learning, community service, research, leadership, and practice at the local, national, and international levels.
1.2 Develop and/or provide access to electives that allow students to have a diverse, challenging, and engaging experience. Includes recognizing and encouraging student-inspired learning opportunities.	2.2 Establish new and innovative partnerships to advance the MSU College of Nursing vision.	3.2 Increase the number and dollar amount of research grants submitted from the College of Nursing to expand depth and understanding of the problems/questions/hypotheses focused on by college researchers.	4.2. Establish a reputation of faculty as experts in health education / health promotion locally, nationally, and internationally.
1.3 Instill a culture of leadership where leadership, evidence-based practice, scholarship, and innovation are fostered and valued in the classroom, clinical learning setting, and point of care.	2.3 Use state of the art technology and informatics to optimize teaching outcomes and enhance student success across all campuses.	3.3 Triple the research and refereed publication productivity college-wide over a period of five years.	4.3. Promote a culture of wellness for faculty, staff and students.
1.4 Seamless* nursing education supported between ADN-BSN-MN-DNP. Includes successful promotion of the value of BSN/MN/DNP in Montana.	2.4 Clinical track faculty develop scholarly products that contribute to the depth and understanding of evidence based practice.	3.4 Standards and expectations for research in the College of Nursing increased in the tenure and promotion guidelines (Policy E-1).	4.4 Integrate staff into the outreach mission of the College.
1.5 Recruit, retain and value diversity (e.g. gender, age, and ethnicity) among students, staff, and faculty.		3.5 Create opportunities for faculty and students to collaborate in scholarly activities across all levels of nursing education.	4.5 Succession concerns are addressed.
1.6 Retain undergraduate students.		3.6 Promote translational research.	
1.7 Integrate staff into the teaching mission of the College.		3.7 Integrate staff into the research mission of the College.	

GOAL 1. TEACHING/LEADERSHIP: LEADERS IN NURSING PRACTICE

To inspire baccalaureate and graduate students, within a diverse, challenging, and engaging learning environment, to become leaders in the practice of professional nursing.

STRATEGY	ACTION/TACTICS	MEASUREMENT	RESOURCES	OVERSIGHT	PRIORITY
1.1 Offer high quality undergraduate and graduate curriculum based on professional and accreditation standards.	1.1.a Academic programs remain rigorous, evidence based, current, and are delivered using sound pedagogical principles	Accreditation retained; first time pass rates remain at or above 90% for NCLEX-RN and graduate certification exams	Existing	UAAC, GAAC, Associate Deans, Campus Directors, Dean	3
	1.1.b Components (e.g. levels, courses, options) of the curriculum evaluated on an ongoing basis; comprehensive curriculum evaluation done at strategic time points to meet university, professional, and accreditation standards	Assessment of student learning outcome data tracked and submitted as required MROs review every 3 years, staggered schedule Faculty course meetings, twice per year -inclusive of part-time faculty (e.g. workshops at beginning or end of the year)	Faculty time, UAAC time Possible extra half day of time for review CCNE accreditation standards, AACN baccalaureate, master's, NONPF Criteria, CNL standards, and DNP essentials documents	Faculty work groups, UAAC, GAAC	3
	1.1.c Systematically evaluate capacity of undergraduate (traditional and accelerated) and graduate programs	Faculty and clinical capacity adequate to support student enrollment in undergraduate and graduate programs	Existing	Associate Deans, Dean	3
1.2 Develop and/or provide access to electives that allow students to have a diverse, challenging, and engaging experience. Includes recognizing and	1.2.a Develop at least 2 additional college wide elective nursing courses	At least two electives developed by May 2014	Existing, MSU small grant awards that support teaching (when available) Fiscal and human resources for teaching of elective courses	UAAC & GAAC, Dean	2

STRATEGY	ACTION/TACTICS	MEASUREMENT	RESOURCES	OVERSIGHT	PRIORITY
encouraging student-inspired learning opportunities.	1.2.b Evaluate and redistribute (as appropriate) required credits in curriculum to other existing courses, new required courses, or elective courses	December 2013	Existing	UAAC & GAAC	2
1.3 Instill a culture of leadership where leadership, evidence-based practice, scholarship, and innovation are fostered and valued in the classroom, clinical learning setting, and point of care.	1.3.a Assess/evaluate current content and experiences across the curriculum related to leadership and evidence-based practice	Spring 2013	Existing	UAAC & GAAC	3
	1.3.b Integrate leadership concepts into course descriptions or objectives at all levels of the curriculum	December 2013	Existing	UAAC & GAAC	3
	1.3.c Capture, share, celebrate, and publicize student, faculty and staff accomplishments with peers and beyond	Accomplishments publicized in, for example, Bobcat Nurse, posters, regional newspapers, MSU and College homepages, President's Monday Morning Memo – spring 2012	Existing	Asst. to the Dean, Dean, Major Gifts Officer, Faculty	3
	1.3.d Support leadership development opportunities for faculty	Faculty engaged in leadership development activities increase by 10% each year	Existing	Campus Directors	3
	1.3.e Promote faculty certification (e.g. APRN, clinician, nurse educator) through a tracking mechanism	The number of faculty holding professional certification will increase by 25% over five years	Existing	Campus Directors	2

STRATEGY	ACTION/TACTICS	MEASUREMENT	RESOURCES	OVERSIGHT	PRIORITY
1.4 Seamless nursing education supported between ADN-MN, BSN-DNP, and MN-DNP. Includes successful promotion of the value of BSN/MN/DNP in Montana.	1.4.a Participate in state-wide efforts through the Center to Advance Health through Nursing (CAHN) to create seamless nursing education from AD to DNP	AD-MN, BSN-DNP, and MN-DNP supported	Existing	Dean, Associate Deans (UG, Grad), UAAC, GAAC	2
	1.4.b Cost-effectively implement an ADN – MN program	Fall 2015	Dependent on funding mechanism	Dean, Associate Deans (UG, Grad), UAAC, GAAC, Dir of Admin and Finance, MSU and Board of Regents approval required	3
	1.4.c Implement DNP (post BSN and post MSN)	Approximately 25 DNP students begin studies - fall 2013; 60% graduate after three years of full-time study	\$100,000 increase base dollars beginning in AY '15-'16	Dean, Associate Deans (UG, Grad), UAAC, GAAC	3
1.5 Recruit, retain and value diversity (e.g. gender, age, ethnicity) among students, staff, and faculty.	1.5.a Continue to support & obtain resources for a continuation of Caring for Our Own Program (CO-OP)	Meet grant deadlines for support for continued funding met	HRSA funding for undergraduate CO-OP through June 30, 2014; Indian Health Service funding through July 30, 2013 funding for graduate student support sought in 2012-2013 academic year; private donors	CO-OP Associate Director, Dean, Director of Admin & Finance, Major Gifts Officer	3
	1.5.b Educate and collaborate with pre-nursing advisors or guidance counselors with a special emphasis on those outside MSU as well as junior high and high schools	Once/semester meeting occurs with pre-nursing advisors, guidance counselors, and/or distant campus advisors	Existing and potential grant funding	CO-OP Associate Director, CO-OP Outreach Coordinator, Distant Campus Directors, Faculty	1

STRATEGY	ACTION/TACTICS	MEASUREMENT	RESOURCES	OVERSIGHT	PRIORITY
	1.5.c Strategically recruit and retain diverse faculty and students to promote diversity	15% of student body is male by January 2016 10% of faculty is male by January 2016	Existing resources; the American Assembly for Men in Nursing (AAMN) organization and continuation or expansion of the “Men in Nursing” elective course; utilize resources offered through ADVANCE	Search Committee; Associate Deans; Dean; Campus Directors; campus ADVANCE grant personnel	2
1.6 Retain undergraduate students.	1.6.a. Maintain or exceed a graduation rate (% of nursing majors who complete the upper division of the curriculum in four semesters) at 90% or higher through close faculty advising.	Annually	Existing	Campus Directors, Assoc Dean for Undergrad Programs, Faculty	1
	1.6.b Refer undergraduate students not admitted to upper division to University Studies and other routes at MSU and other MUS Schools for advisement	Semi-annually after each upper division cycle	Existing	Assoc Dean for Undergraduate Programs, Undergraduate Program Assistant	1
1.7 Integrate staff into the teaching mission of the College.	1.7.a. Staff interactions with students reflect active engagement with the priorities of the teaching mission	Staff support of student success will be assessed by their supervisor and reflected on their annual evaluation	Existing	Dir of Admin and Finance, Dean, Faculty Association President, Assoc Dean for Research and Graduate Education, Assoc Dean for Undergraduate Programs	2
	1.7.b Include staff at components of the beginning-of-the-year retreat year and end-of-the-year faculty meetings	75% of staff attend components of beginning and end of year retreats	Existing	College of Nursing Director of Admin and Finance,, Dean	2

GOAL 2. TEACHING/INTERACTIVE LEARNING ENVIRONMENT

To create an interactive environment in which faculty and students discover, learn, and integrate knowledge into nursing practice.

STRATEGY	ACTION/TACTICS	MEASUREMENT	RESOURCES	OVERSIGHT	PRIORITY
2.1 CON curriculum reflects the world at-large with diversity, national and international initiatives and standards.	2.1.a Establish a formalized process for immersion experiences that can be used in existing clinical courses	May 2012	Existing resources	UAAC GAAC	3
	2.1.b Identify and include relevant recommendations from interdisciplinary healthcare organizations throughout curriculum (dental, respiratory, pharmacy, engineering, EHHD, etc.)	MRO review process IFS (Individual Faculty Syllabus) review process	CCNE accreditation standards, AACN baccalaureate essentials document Master Evaluation Plan for the College of Nursing, Policy A-9	MRO process UAAC IFS review process GAAC	3
	2.1.c Facilitate meetings of course faculty to share resources, strategies, and clinical opportunities	Twice per year Include part-time faculty	MROs Course syllabi	UAAC GAAC	3
	2.1.d Develop one interdisciplinary course (elective or required) or course experience in collaboration with faculty from other disciplines at MSU or beyond	Course developed in 2013; offered by the end of 2014	Existing, Potential resources from AHEC in course development	Campus Directors UAAC GAAC	3
2.2 Establish new and innovative partnerships to advance the MSU CON vision.	2.2.a Create and promote professional relationships with community/agency partners to identify workforce needs and new learning sites for students.	Two new sites will be identified per campus by May 2013	Faculty, Campus Directors, AHEC	Campus Directors, FNP and FPMHNP Coordinators, CNL faculty	3

STRATEGY	ACTION/TACTICS	MEASUREMENT	RESOURCES	OVERSIGHT	PRIORITY
	2.2.b Identify and provide opportunities for active student involvement in healthcare policy activities	Opportunities exist (e.g. in courses, internships) for student involvement in policy activities at the local, state levels and beyond	Faculty, Administration, professional organizations	UAAC, GAAC, Campus Directors, FNP and FPMHNP Coordinators, CNL faculty	2
2.3 Use state of the art technology and informatics to optimize teaching outcomes and enhance student success across all campuses.	2.3.a Develop a mechanism for the assessment, goal identification, and outcome of technology needs	Mechanism established with ongoing meetings/discussions – December 2012; Evaluate hours of simulation per course	Faculty	Campus Directors	3
	2.3.b Ensure wireless network access to students and faculty in College controlled educational spaces	All classrooms have wireless access by December 2013	EFAC funds, Donor gifts, Major Gifts Officer	Dir of Admin and Finance, Information Technology Coordinator	3
	2.3.c Participate in University-based faculty development offerings that focus on teaching/learning	50% of Faculty will take advantage of Center for Faculty Excellence (CFE) programs annually	http://www.montana.edu/teachlearn/teachinglearningevents.htm	Campus Directors	3
	2.3.d Faculty and staff will use university resources (e.g. Center for Faculty Excellence, library, Extended University, Provost web site) for development regarding the use of technology, as appropriate and relevant to their position	25% of faculty will obtain a Certificate of Teaching Enhancement through the CFE by 2016 100% of faculty teaching online will participate in training that focuses on teaching online offered by Extended University	http://www.montana.edu/teachlearn/TLResources/CertificateofTeachingEnhancement.htm Existing	Campus Directors	3

STRATEGY	ACTION/TACTICS	MEASUREMENT	RESOURCES	OVERSIGHT	PRIORITY
	2.3.e Offer undergraduate courses online based on resources and student demand	Ongoing assessment of need for and student interest in online undergraduate course offerings	Existing University resources (e.g. Extended University)	UAAC, Campus Directors	3
	2.3.f Develop an evaluation tool to assess the interest, effectiveness and acceptability of interactive innovative teaching strategies	May 2013	Existing	Faculty task force–designated by UAAC, GAAC	3
2.4 Clinical track faculty develop scholarly products that contribute to the depth and understanding of evidence based practice.	2.4.a Clinical track faculty will develop or participate in evidence based practice projects (e.g. class related QI or QA project; consultation using evidence; small grant proposal to address a clinical issue; participation in committee in the clinical setting focusing on evidence for practice)	75% of clinical faculty participate in one activity/project per year	Existing	Campus Directors	3
	2.4.b Clinical faculty will disseminate their work through presentation or publication	10% increase in the number of faculty disseminating their work/year	Existing	Campus Directors	3

GOAL 3. DISCOVERY OF KNOWLEDGE: RESEARCH AND SCHOLARLY ACTIVITIES

To serve as leaders in nursing by generating, translating, and disseminating knowledge through research and scholarly activities.

STRATEGY	ACTION/TACTICS	MEASUREMENT	RESOURCES	OVERSIGHT	PRIORITY
3.1 Enhance, value, and support research and scholarship.	3.1.a Obtain external endowed seed grant funds and research faculty funds to support beginning and established researchers	Ongoing relationship building with donors	Existing resources designated to development	Dean, Major Gifts Officer	3
	3.1.b Increase the total number of tenured or tenure track faculty through a clearly defined search process and through encouraging CON faculty to seek the doctoral degree	A net increase of 3-4 tenure track faculty hired by 2016	Existing dollars	Search Committee; faculty; dean; Campus Directors; Associate Deans	3
	3.1.c Tenured/tenure track faculty will meet regularly with Associate Dean for Research and Graduate Education for consultation and assessment of progress	Meetings are requested by faculty and occur at least monthly	Existing	Associate Dean for Research and Graduate Education, Campus Directors	2
	3.1.d Faculty (tenured and tenure track) faculty meet annually with their Campus Director for consultation and assessment of research and scholarship goals	Annual meetings	Existing	Campus Directors	2
	3.1.e Faculty identify and express specific needs for statistical support	A clearinghouse of statistical resources established through the Office of Research by January 2014	Existing	Associate Dean for Research and Graduate Education	3

STRATEGY	ACTION/TACTICS	MEASUREMENT	RESOURCES	OVERSIGHT	PRIORITY
3.2 Increase the number and dollar amount of research grants submitted from the College of Nursing to expand depth and understanding of the problems/ questions / hypotheses focused on by College researchers.	3.2.a Faculty write and submit more external to MSU grant applications	External grant submissions increased to 64 over a five year period: 2012 – 12 grants submitted 2013 – 13 grants submitted 2014 – 13 grants submitted 2015 – 13 grants submitted 2016 – 13 grants submitted	Tenure/tenure-track faculty writing grants, Office of Research assisting with grant development, block grant seed money, customized mock reviews of grants prior to submission, and submission guidelines (see college website for existing services)	Campus Directors, Associate Dean for Research & Graduate Education, Dean	3
	3.2.b Every tenure track/tenured faculty will submit a minimum of one external grant per year as PI until funded with a budget line for salary	Funded grants with salary support increase the amount of time faculty have for research through the buyout process	Tenured/tenure-track faculty writing grants, Office of Research assisting with grant development, block grant seed money, customized mock reviews of grants prior to submission, and submission guidelines (see college website for existing services)	Campus Directors, Associate Dean for Research and Graduate Education, Dean	2
3.3 Triple the research and refereed publication productivity college-wide over a period of five years.	3.3.a Faculty present research at professional conferences regionally, nationally, and internationally	Faculty submit for presentation all completed research; present when accepted	Tenured and tenure track faculty	Campus Directors; Associate Dean for Research and Graduate Education, Dean	3

STRATEGY	ACTION/TACTICS	MEASUREMENT	RESOURCES	OVERSIGHT	PRIORITY
	3.3.b Faculty write, submit, field critiques, resubmit, and publish manuscripts as first author	Increased dissemination of faculty work: 2012 – 15 publications published college-wide 2013 – 20 publications published college-wide 2014 – 25 publications published college-wide 2015 – 28 publications published college-wide 2016 – 30 publications published college-wide	Tenured/tenure-track faculty writing manuscripts; assistance from Office of Research	Campus Directors; Associate Dean for Research and Graduate Education, Dean	3
3.4 Standards and expectations for research in the College of Nursing increased in the tenure and promotion guidelines (Policy E-1).	3.4.a Collaborative faculty/administrative committee rewrites Policy E-1 (Role, Scope, Criteria, Standards and Procedures)	Policy E-1 reviewed and revised as needed by Provost deadline	TBD	Dean	3
3.5 Create opportunities for faculty and students to collaborate in scholarly activities across all levels of nursing education.	3.5.a Student compensation added to all grants submitted where appropriate (grant expectations defined in 3.2.a)	Tenured/tenure-track faculty writing grants	Existing	Associate Dean for Research and Graduate Education	3
	3.5.b Increase the number of faculty collaborating with students in scholarly activities	75% of faculty co-author a publication with a doctoral/capstone/ honors student; Undergraduate and graduate students involved when appropriate	Existing	Campus Directors in collaboration with Office of Research	2
	3.5.c Student attendance and presentation at research conference facilitated	At least 2 undergraduate students and 2 graduate students attend a research conference each year; at least 2 present	Existing	Associate Dean for Research and Graduate Education	2

STRATEGY	ACTION/TACTICS	MEASUREMENT	RESOURCES	OVERSIGHT	PRIORITY
	3.5.d Office of Research publicizes research opportunities for faculty, undergraduate, and graduate students (e.g. USP, INBRE, VPS, etc.)	Opportunities publicized to faculty	Existing	Associate Dean for Research and Graduate Education	2
3.6 Promote translational research.	3.6.a Establish three new researcher/clinician partnerships as translational research exemplars	There will be three researcher clinician partnerships established by Spring 2013	Existing	Associate Dean for Research and Graduate Education, Campus Directors, Dean	2
3.7 Integrate staff into the research mission of the College.	3.7.a Opportunities are provided for staff to learn about research in the College	At least one education opportunity related to research is provided to staff each year	Existing	Associate Dean for Research and Graduate Education, Director of Admin and Finance	2
	3.7.b Staff are included in components of the end-of-the-year faculty meeting	75% of staff attend end of year faculty meeting	Existing	Dean, Faculty Association President, and Director of Admin and Finance	2

GOAL 4. OUTREACH: PROMOTION OF HEALTH AND WELLNESS

To promote health and wellness through professional practice, collaboration, consultation, civic engagement, education and leadership.

STRATEGY	ACTION/TACTCS	MEASUREMENT	RESOURCES	OVERSIGHT	PRIORITY
4.1 Foster and support outreach through service learning, community service, research, leadership, and practice at the local, national, and international levels.	4.1.a Inventory existing research, clinical practice and service partnerships on community, state, national and international levels	Define “partnership” Inventory done by December 30, 2012	Existing	Associate Dean for Research and Graduate Education, Associate Dean for Undergraduate Programs, Campus Directors	1
	4.1.b Create a minimum of one new partnership at each campus or more as appropriate every year	One new partnership on each campus by Jan 2013, Each campus decides if the partnership(s) should be formal or informal	Existing	Campus Directors	2
	4.1.c Collaboratively develop one statewide, national and international partnership or more as appropriate in next the 3 years	One new statewide, national and one new international partnership by 2014	Existing	Executive Council, Campus Directors, Dean	2
	4.1.d Establish an endowment to support student participation in international service learning experiences	At least 20 students/year receive financial support based on need for international service learning opportunities by 2013	Existing development resources designated	Dean, Major gifts officer	3
	4.1.e One research active tenure track faculty will serve on an external health care agency research council at each campus site	By spring 2013 one nursing faculty from each campus will be on a council	Existing	Campus Directors and Dean	2

STRATEGY	ACTION/TACTCS	MEASUREMENT	RESOURCES	OVERSIGHT	PRIORITY
	4.1.f Students will provide community service	Junior and senior students provide 5 hours of community service each year	Existing	Faculty, Campus Directors	2
4.2 Establish a reputation of faculty as experts in health education/health promotion locally, nationally, and internationally.	4.2.a Develop a marketing plan for CON	Plan completed by July 1, 2012	Existing resources	Staff responsible or marketing	3
	4.2.b Interested faculty take advantage of practice opportunities and/or joint appointments consistent with MSU policies	Practice is encouraged; number practicing is tracked	Existing resources; university policy	Campus Directors, FAC, Dean	3
	4.2.c Investigate and establish, if feasible, a World Health Organization (WHO) chapter	MSU College of Nursing become a WHO chapter by January, 2014 http://www.who.int/collaboratingcentres/Factsheet_WH_OCC_2010_English.pdf	Existing resources	Community Health Specialty Group?	1

STRATEGY	ACTION/TACTCS	MEASUREMENT	RESOURCES	OVERSIGHT	PRIORITY
4.3 Promote a culture of wellness for faculty, staff and students.	4.3.a Foster health and wellness through self-accountability within the community of CON	<p>Investigate how CON can promote a healthy work environment (HWE) by December 2012</p> <p>Two possibilities: 1. AACN Standards HWE: Skilled communication, true collaboration, effective decision making, appropriate staffing, meaningful recognition, authentic leadership. 2. Chronicle of Higher Ed's Great Colleges to work for "inventory" (http://chronicle.com/article/Great-Colleges-to-Work-For/128312/)</p> <p>Plan and implement strategies to meet standards for healthy work environment by May 2013</p>	Existing resources	FAC, Campus Directors	3
	4.3.b Include a component of health promotion in-the CON activities on all campuses	Each campus identifies components of health promotion activities in their communities by July 1, 2013	Existing resources	Campus Directors	3
4.4 Integrate staff into the outreach mission of the College.	4.4.a Opportunities are provided for staff learning about outreach in the College	<p>At least one education opportunity regarding outreach is provided to staff each year</p> <p>Include staff at components of the beginning-of-the-year retreat year and end-of-the-year faculty meetings</p>	Existing	Dean, Faculty Association President, Director of Admin and Finance	2

STRATEGY	ACTION/TACTCS	MEASUREMENT	RESOURCES	OVERSIGHT	PRIORITY
4.5 Succession concerns are addressed.	4.5.a Develop a plan for faculty replacement to include capture of institutional knowledge from retiring faculty	Spring 2014	Existing	Faculty Affairs Committee	2