

**College of Science and Health
2015 – 2020 Strategic Plan
November 4, 2015**

Preamble

The following College of Science and Health (COSH) Strategic Plan is the result of 30 months of discussions with, and input from, the department chairs at College Councils meetings and faculty and staff at two all College Meetings. The initial step in this plan was the development of a Strategic Direction document. The strategic direction was discussed with the College Council, revised, and subsequently shared with the faculty of the COSH for their input. The Strategic Direction was adjusted accordingly and used as the foundation for the Strategic Plan.

The second step in the process was a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis for the individual departments and the college as a whole. All 123 full-time faculty and staff were emailed the link to complete an anonymous SWOT instrument. Of these, 71% (n=88) completed SWOT analyses for their departments and the COSH.

The individual department SWOT data were analyzed and the resulting reports disseminated to the chairs of the departments to be shared with their respective faculty and staff. The results will be used as the basis for departmental planning.

The results of the initial COSH SWOT were shared with the faculty and staff of the college. To further refine the results, they were asked by department, to identify the top three items in each of the COSH SWOT categories. The results of this further refinement were infused into the Strategic Direction resulting in the following Strategic Plan.

The goals were reviewed and revised at the last College Council Retreat leading to this Strategic Plan. The goals in the College of Science and Health Strategic Plan support and are guided by the William Paterson University 2012-2022 Strategic Plan.

COSH Strategic Goals

Goal I – To become the college of first choice among our peer institutions for students who apply to regional colleges and universities that are seeking careers in STEM or health disciplines

Goal II – To provide real world experiences to all students in all majors.

Goal III – To support life-long alumni relationship with COSH in collaboration with Alumni Relations and Institutional Advancement

Goal I – To become the college of first choice among our peer institutions for students who apply to regional colleges and universities that are seeking careers in STEM or health disciplines

In supporting **University Strategic Goal #1 – to Offer Academic Programs of the Highest Quality**, the COSH will increase the enrollment yield in the STEM and health professions to a level equal to or greater than that of the university.

Goal I will be accomplished by:

1. Review and modify existing programs and develop new programs based on comprehensive analysis, including assessment outcome data and issues of currency, relevance, and workforce demands.
2. Encouraging high academic performance among all students in COSH majors
 - a. Articulate departmental student success plans to include academic support, intrusive advisement, mentoring, and other discipline-specific interventions, where possible.

Fall 2015 -
Spring 2016

Fall 2016

Fall 2015-
Spring 2017

<ul style="list-style-type: none"> b. Develop and implement departmental academic benchmarks for student success (retention, progression toward degree) to convey academic performance expectations, support student success, advise students toward majors that are appropriate to student ability and interest and lead to timely graduation c. Establish and maintain academic benchmarks for programs with certification/licensure requirements d. Initiate protocol for referring students who do not meet departmental academic performance criteria to a major more consistent with their academic strengths, and thereby increasing the likelihood of their academic success. e. Meet or exceed university-wide benchmarks for student success measurements – retention and four-and six-year graduation rates. 	<p>Fall 2016</p> <p>Fall 2015</p>
<p>3. Establishing department specific evidence-based benchmarks for assessing student aptitude for programs with external accreditation and/or licensing bodies.</p> <ul style="list-style-type: none"> a. Develop alternative options for students who fail to meet benchmarks and assertively advise these students in order to minimize repeated courses, unsuccessful academic performance, dismissal from majors and extended time to graduate or withdrawal from the university. b. Identify prerequisite UCC courses (knowledge, skills) found to be critical to success in COSH. c. Track student performance in the prerequisite UCC courses, provide academic support options for students who demonstrate a lack of proficiency in the prerequisite courses, and assertively advise these students to support student success, retention and timely progression to graduation. 	<p>Spring 2016</p>
<p>4. Promote the College of Science and Health in alignment with the marketing and promotional campaign of the University</p> <ul style="list-style-type: none"> a. Work with Marketing and Public Relations to highlight the breath and quality of the programs in the COSH. b. Identify students, faculty and programs in the COSH that can be developed by Marketing and Public Relations in support of the marketing and promotional campaign of the University 	<p>Fall 2016- Spring 2017</p>
<p>5. Enhancing articulation agreements with other colleges, universities and professional programs.</p> <ul style="list-style-type: none"> a. Identify COSH programs and institutions that support articulations. b. Review course curricula for equivalency. c. Develop articulation agreements to assure that transferring students are prepared to succeed in and progress through their respective curricula in a timely manner. d. Implement articulation agreements 	<p>Fall 2015</p>

Goal II – To provide real world experiences to all students in all majors.

In supporting **University Goal # 3 – Provide students with exceptional opportunities beyond the classroom**, the COSH will increase community, industry and governmental partnerships aimed at expanding the teaching-learning environment in real world experiences.

Goal II will be accomplished by:

- 1. Increase the number of undergraduate students who participate in scholarly research.**
 - a. Encourage all departments to have active research agendas and create opportunities for undergraduate students to participate in research outside of the classroom
 - b. Encourage faculty members to include undergraduate students as collaborators in their research, where possible
 - c. Increase the number of undergraduate students who are authors or co-authors of presentations and posters at state, regional, and national professional and scientific meetings and conferences
 - d. Increase the number of undergraduate students who are authors or co-authors of peer-reviewed scholarly publications

- 2. Increasing elective internship, externship, field experiences and/or practicum options and opportunities for majors in all departments.**
 - a. Assess feasibility of internships for each major
 - b. Develop curricular implementation plan for internships
 - c. Determine administrative coordination and oversight of internships at the departmental level
 - d. Develop course/s and obtain approvals to support real world experiences, as necessary
 - e. Revise major courses of study, as necessary
 - f. Implement internships, externships, field experience and or practicums as determined feasible.

- 3. Establishing the COSH as a recognized resource and/or collaborative partner with expertise to serve the community that may also serve as locations for real world learning experiences for students.**
 - a. Identify areas where COSH can better serve the needs of the community
 - b. Determine existing community service needs
 - c. Conduct internal needs assessment

Ongoing

Fall 2015

Fall 2017

Fall 2019

- d. Conduct external needs assessment
- e. Identify service gaps that may be filled by the COSH
- f. Develop programs and implement services that align COSH strengths with community needs

Goal III – To support life-long alumni relationship with COSH in collaboration with Alumni Relations and University Advancement

In supporting **University strategic Goal # IV – Enhance the sense of community throughout and beyond the University**, the COSH will develop stronger alumni relations within departments and the college that creates a mutually beneficial relationship for delivering state-of-the-art offerings and fulfilling continuous learning needs beyond the awarding of degrees.

Goal III will be accomplished by:

1. Creation of a College Advisory Board

- a. Science Sub-Board
- b. Health Sub-Board

Fall 2016

Fall 2018

2. Hosting annual alumni events

- a. In collaboration with the Alumni Association, the College or one of its departments will plan at least one annual alumni activity.
- b. Each department is expected to plan at least one alumni activity over the life of this Strategic Plan
- c. Offer discipline specific continuing education programs in concert with the Office of Continuing Education

Fall 2015-2020

3. Supporting efforts of Institutional Advancement

- a. Identify a contact person in each department to assist Institutional Advancement with information and insight for advancement activities
- b. Continue to work with Institutional Advancement on planning and implementation of University fundraising opportunities that touch upon the College

Fall 2015

Fall 2017

4. Collaborating with local COSH alumni community, industry and business leaders

On-going

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| <ul style="list-style-type: none">a. Develop new or revise existing curricular programming based on input from alumni leaders about present and future workforce needs.b. Provide continuing education and development of re-education programs for alumni and others in the various COSH disciplines to meet the needs of the local, regional, state and national workforce demands. | |
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