

NOVA SOUTHEASTERN UNIVERSITY  
DR. PALLAVI PATEL COLLEGE OF HEALTH CARE SCIENCES  
2020-2025 STRATEGIC PLAN

*A Blueprint for Achieving Academic Excellence*

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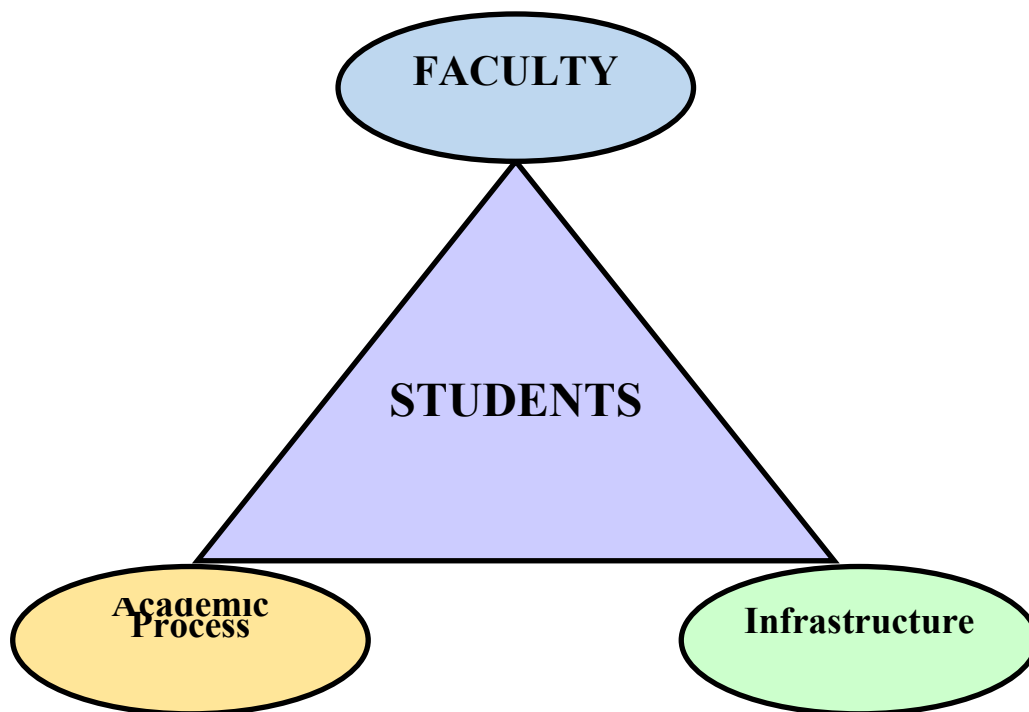
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**Dr. Pallavi Patel College of Health Care Sciences (PCHCS)  
Strategic Plan 2020**

***A Blueprint For Achieving Academic Excellence***



**Dr. Pallavi Patel College of Health Care Sciences (PCHCS)**  
**Strategic Plan 2020 - 2025**

**TABLE OF CONTENTS**

COLLEGE OF HEALTH CARE SCIENCES MISSION STATEMENT .....	1
PREAMBLE .....	2
GOALS AND OUTCOMES .....	3
Continuing Pursuits/Faculty Outcomes .....	3
Continuing Pursuits/Student Outcomes .....	4
Continuing Pursuits/Academic Process Outcomes .....	5
Continuing Pursuits/Infrastructure Support Outcomes .....	5
ACTION PLAN.....	7
Goal 1.....	7
Goal 2.....	8
Goal 3.....	9
Goal 4.....	11
APPENDICES.....	13
NOVA SOUTHEASTERN UNIVERSITY PHILOSOPHY/MISSION.....	14
HEALTH PROFESSIONS DIVISION MISSION STATEMENT.....	14
NOVA SOUTHEASTERN UNIVERSITY STRATEGIC PLAN.....	15
Mission.....	15
Vision.....	15
Values.....	16
Essential Planning Priorities.....	17

## **Pallavi Patel College of Health Care Sciences 2020 Strategic Plan**

### **MISSION STATEMENT**

In the spirit of improving and maintaining optimum health conditions in the community, the College of Health Care Sciences prepares professionals with the skills necessary for the diagnosis, treatment and prevention of diseases, for the support of the populace in maintaining proper health and safety, for the management of rehabilitative processes, and for the education of the community in understanding the interdependency of health, environment, social and political factors. The College of Health Care Sciences endeavors to train both graduate and undergraduate professionals in the art and science of improving the quality of life in the community.

## **PREAMBLE**

The PCHCS Strategic Plan, titled, *A Blueprint for Achieving Academic Excellence*, is geared towards the attainment and preservation of academic excellence in all programs in the PCHCS. It is acutely linked to four important elements: our Faculty, the Academic Processes, the Infrastructure, and our students. There are also critical factors associated with each, which when fully integrated in all of the college's programs, will be recognized as important markers of progress in the achievement of academic excellence.

Appropriately, these markers will be emphasized as our programs adopt the values embodied in the university's mission, that being, "...fostering intellectual inquiry, leadership, and commitment to community through engagement of students and faculty members in a dynamic, life-long learning environment."

Importantly, to fulfill its mission, the PCHCS will work to attract and retain the brightest and best faculty while encouraging and supporting them to choose paths that allow for program growth, personal growth, and skill development. Additionally, the college will aim to attract, retain, and graduate highly qualified students while creating and maintaining a learning environment that promotes respect for and appreciation of best academic practices, including sound outcomes assessment. The mission of the PCHCS will only be fully realized if all programs are provided with the most practicable technology, adequate space and equipment, and other vital infrastructure supports that facilitate efficient and effective programming within each unit.

## **Dr. Pallavi Patel College of Health Care Sciences**

### **GOALS AND OUTCOMES**

#### **GOALS**

**Goal #1:** Implement a comprehensive program to attract and retain highly qualified faculty

#### **Continuing Pursuits/Faculty Outcomes**

- ❖ Faculty salaries will be at the median with a target of the 75<sup>th</sup> percentile of peer institutions.
- ❖ Benchmark other universities' benefits packages, other than salaries, including cost of living, tuition reimbursement, merit raises, and promotion policies and revising our compensation package to be competitive with the benchmarks so as to attract and retain highly qualified faculty.
- ❖ Continue offering faculty development courses through the Center for Academic and Professional Excellence to develop current faculty in the areas of Teaching and Learning, Leadership and Management, and Research. Consider opening the Center for Academic and Professional Excellence to other colleges and programs within the university.
- ❖ Continue to develop and/or hire noted and diverse faculty scholars whose appointments would enhance the functioning and reputation of the PCHCS programs.
- ❖ Continue to develop Programs' Best Practices, publishing them in reports, posters, newsletters, and HPERS and presenting them at PCHCS faculty meeting presentations and at PCHCS seminars.
- ❖ Using benchmarking and the developing programmatic evaluation process, develop user-friendly, program/discipline-specific faculty practice guidelines to define faculty workload.
- ❖ Continue to offer faculty development seminars appropriate to individual PCHCS professions that feature teaching experts in diverse subject matters. Offer these experts' seminars to other colleges in the university.

- ❖ Recognize faculty members' achievements in Teaching, Scholarship, and Service through public proclamations, displays, and letters.
- ❖ Create a process to ensure faculty have adequate support for research, IRB process management, and grant management.
- ❖ Facilitate simulation and interprofessional education throughout the College to support professional development to engage faculty for enhanced student learning.
- ❖ Ensure sufficiency of faculty in each department bearing in mind the allowance for clinical release time and release time for faculty scholarship/research.
- ❖ Optimize technology and other support services functioning so as to help faculty complete their jobs rather than hinder them, including services at the regional campuses.

**Goal #2:** Implement a comprehensive program to attract, retain, and graduate highly qualified students

#### **Continuing Pursuits/Student Outcomes**

- ❖ As applicable, each department identify, recruit, and enroll a diverse student body, guided by PCHCS enrollment targets.
  - a. Use all available market and institutional research resources to identify students who represent the best fit for PCHCS programs.
  - b. Create or enhance efficient and productive recruiting programs that ensure strategic enrollments are met.
  - c. Develop a comprehensive marketing and communication plan that reaches our target audiences and improves marketplace visibility.
  - d. Continue to improve and implement new strategic processes that increase efficiency and timeliness of admissions.
- ❖ will provide evidence of recruitment activities that include strategies to increase diversity and minority representation among the student body.
- ❖ The mean program scores for PCHCS post-baccalaureate matriculates will be:
  - a. Minimum 3.0 GPA
  - b. Minimum GRE score that approximates the scores acceptable at peer programs/institutions.



- c. Appropriate preparation for entry into the health care professions as evidenced by prior experience/exposure to the health care environment
- ❖ All programs will provide a system of student mentoring (e.g. senior students may be assigned as mentors to junior students).
- ❖ Students will be paired with clinician mentors, as applicable.
- ❖ Optimize student engagement and support student learning through interprofessional and simulation activities to enhance student outcomes.
- ❖ All PCHCS students will be supported with academic counseling as needed to include study and test taking skills and coping with test anxiety.
- ❖ Programs will be in place to appropriately recognize high achieving students, including availability of scholarships.
- ❖ Programs will adopt best practices for a holistic approach to admissions consistent with their respective discipline.

**Goal #3:** Implement an academic review process to ensure preeminent programming in the PCHCS

Implement an academic review process that is sensitive to national professional accrediting mandates and ensures academic excellence.

### **Continuing Pursuits/Academic Process Outcomes**

- ❖ Implement an academic review process incorporating, where appropriate, national professional accrediting standards to ensure academic excellence and continuous accreditation.
- ❖ Program curriculum committees will meet regularly to a) review the curriculum, b) make recommendations based on outcome assessment and program evaluation, and c) ensure application of pedagogically sound teaching strategies appropriate to course objective.

- ❖ PCHCS programs will identify strategies such as external curriculum tracking programs or annual review processes to develop an ongoing process of course, program, and outcomes assessment
- ❖ The college-wide Curriculum Committee will review curricula recommendations made by PCHCS program curriculum committees (made up of program faculty) to ensure academic excellence and integrity.
- ❖ Promote, enhance, and acknowledge interprofessional education, practice, and collaboration as part of the academic review process.
- ❖ Each PCHCS program will review student-learning outcomes annually, integrating support from the college's Evaluation and Assessment Specialist.
- ❖ A test construction expert will provide at least one seminar annually to assist faculty in strengthening their test writing and test preparation skills.
- ❖ PCHCS policy manuals for students and faculty will be reviewed and updated annually.
- ❖ PCHCS programs will maintain a first-time pass rate on national examinations at or above state and national levels.
- ❖ PCHCS programs will annually review its attrition / graduation rate consistent with accreditation standards, where applicable.

**Goal #4:** Implement systems that ensure that all programs in the PCHCS are provided the most practicable technology, adequate space and equipment, and other vital supports to facilitate efficient and effective programming within each unit.

#### **Continuing Pursuits/Infrastructure Support Outcomes**

- ❖ Each program will have access to the most current and effective technological tools in support of curriculum design and preparation as well as classroom instruction.
- ❖ Educational technologies will be available in a consistent and complementary manner at all locations where instruction is provided and appropriately supported.

- ❖ A majority of PCHCS faculty will be satisfied with the support offered through the Office of Innovation & Information Technology as measured by routine evaluation with timely feedback.
- ❖ The Student Handbook, Catalog, and Program Brochures will be available electronically to students and other stakeholders prior to the beginning of each school year.
- ❖ Regularly scheduled classes will have adequately assigned space in a timely manner before the beginning of classes.
- ❖ The PCHCS will provide dedicated space, funds, and necessary equipment to support research as required by accrediting bodies.
- ❖ The PCHCS will allow up to 20% of weekly workload hours, when deemed appropriate by Chairs and Directors, for faculty to conduct research, pursue scholarly work, provide clinical services, and/or experiential learning activities such as interprofessional events and simulation modalities.
- ❖ The PCHCS will expand its access to technologies that support and enhance simulation to provide effective and efficient instruction based on current educational constructs.
- ❖ The PCHCS will continue to expand use of distant technologies both for administrative and instructional purposes consistent with baseline measures for online coursework.

## **ACTION PLAN**

### **Goal #1**

Implement a comprehensive program to attract and retain highly qualified staff

- |                       |   |
|-----------------------|---|
| • <b>ACTION:</b>      | Assess salary surveys from available sources                                    |
| • <b>RESPONSIBLE:</b> | Program Directors collect data and report to the Dean                           |
| • <b>OUTCOME:</b>     | Recommend competitive salaries for faculty based on the median of peer programs |
| • <b>STATUS:</b>      | Ongoing   |
- 
- |                       |  |
|-----------------------|--|
| • <b>ACTION:</b>      | Develop pathways that enhance career development for faculty |
| • <b>RESPONSIBLE:</b> | Office of Professional Development                           |

• <b>OUTCOME:</b>	A Leadership & Management Academy will train faculty who are desirous of assuming leadership roles in the PCHCS
• <b>STATUS:</b>	Originally implemented in 2012 and ongoing
• <b>ACTION:</b>	Develop pathways for enhancing faculty teaching and learning
• <b>RESPONSIBLE:</b>	Office of Professional Development
• <b>OUTCOME:</b>	Teaching & Learning Academy will provide faculty with tools to implement best practices in teaching and learning
• <b>STATUS:</b>	Originally implemented in 2011 and ongoing
• <b>ACTION:</b>	Develop pathways for enhancing faculty research
• <b>RESPONSIBLE:</b>	Office of Professional Development
• <b>OUTCOME:</b>	The Research Academy will help faculty further develop and improve their skills in conducting research, writing grants. The academy will support current, and faculty new to academia, in teaching evidence-based practice by exposing them to activities and resources that are currently available
• <b>STATUS:</b>	Ongoing
• <b>ACTION:</b>	Develop pathways that enhance career development for staff
• <b>RESPONSIBLE:</b>	Office of Professional Development
• <b>OUTCOME:</b>	The Academy for Career Enrichment will provide staff with intentional professional development courses to improve their leadership and office management skills.
• <b>STATUS:</b>	Ongoing
• <b>ACTION:</b>	Target select faculty applicants whose hiring would enhance The reputation of the college/ programs
• <b>RESPONSIBLE:</b>	Programs' Search and Screen Committees
• <b>OUTCOME:</b>	Noted faculty scholars will be recruited, to enhance the functioning and reputation of the PCHCS.
• <b>STATUS:</b>	Ongoing
• <b>ACTION:</b>	Assist junior faculty in their adjustment to the academic environment
• <b>RESPONSIBLE:</b>	Program Directors & assigned faculty mentors
• <b>OUTCOME:</b>	A faculty mentoring program will be established and executed
• <b>STATUS:</b>	In progress and ongoing. Best practices from several programs have been shared among all programs.
• <b>ACTION:</b>	Encourage and support faculty clinical practice
• <b>RESPONSIBLE:</b>	Chairs & Directors
• <b>OUTCOME:</b>	Faculty practice guidelines will be developed that are integrated

<ul style="list-style-type: none"> <li>• <b>STATUS:</b></li> </ul>	<p>into faculty workload guidelines (or policies) for faculty practicing clinically within the established faculty workload guidelines</p> <p>Faculty who engage in practice one day a week will have that work incorporated into the workload guidelines under the “Scholarship” category</p>
<ul style="list-style-type: none"> <li>• <b>ACTION:</b></li> <li>• <b>RESPONSIBLE:</b></li> <li>• <b>OUTCOME:</b></li> </ul>	<p>Encourage and support faculty service and scholarship commitments.</p> <p>Chairs/ Program Directors</p> <p>All faculty will annually participate in service activities from 1 or more of the following categories: profession, department/college/university, and community</p> <p>The PCHCS will allow at least 20% of weekly workload hours for faculty scholarship, clinic work, service, etc. Establish a mentoring program for publication</p>
<ul style="list-style-type: none"> <li>• <b>STATUS:</b></li> </ul>	<p>This outcome has been implemented and is ongoing</p>
<ul style="list-style-type: none"> <li>• <b>ACTION:</b></li> <li>• <b>RESPONSIBLE:</b></li> <li>• <b>OUTCOME:</b></li> </ul>	<p>Faculty will be nationally and internationally recognized for achievements in teaching, scholarship, and service</p> <p>Academic Affairs/Faculty</p> <p>Faculty members’ achievements in Teaching, Scholarship, and Service will be recognized through public proclamations, displays, and letters</p>
<ul style="list-style-type: none"> <li>• <b>STATUS:</b></li> </ul>	<p>Ongoing. Faculties work is highlighted at PCHCS faculty meetings, Chairs/Directors meetings, and award ceremonies</p>
<ul style="list-style-type: none"> <li>• <b>ACTION:</b></li> <li>• <b>RESPONSIBLE:</b></li> <li>• <b>OUTCOME:</b></li> </ul>	<p>Arrange biannual seminars with noted and prominent experts in selected PCHCS professions.</p> <p>Office of Professional Development/Academic Affairs</p> <p>Faculty development seminars will be offered that feature teaching experts and/or subject-matter experts in selected PCHCS professions</p>
<ul style="list-style-type: none"> <li>• <b>STATUS:</b></li> </ul>	<p>Ongoing. Faculty development seminars are routinely offered throughout the year in PCHCS and other HPD units. Topics include Teaching strategies, Instructional Technology, ADA requirements, and E-portfolio creation</p>

## Goal #2

Implement a comprehensive program to attract, retain, and graduate highly qualified students to serve the health care needs of a global society.

- **ACTION:** Use all available market and institutional research resources to identify students who represent the best fit for PCHCS programs.
- **RESPONSIBLE:** Director of Admissions and Outreach, Chairs, and Program Directors

• <b>OUTCOME:</b>	Use market and institutional research to guide marketing, recruitment, and admissions processes and decisions. Research will be reviewed annually and updated as necessary.
• <b>STATUS:</b>	Ongoing
• <b>ACTION:</b>	Create or enhance efficient and productive recruiting programs that ensure strategic enrollments are met.
• <b>RESPONSIBLE:</b>	Director of Admissions and Outreach
• <b>OUTCOME:</b>	Recruitment programs are coordinated (personnel and financial) to ensure maximum efficiency and effectiveness.
• <b>STATUS:</b>	In development
• <b>ACTION:</b>	Develop a comprehensive marketing and communication plan that reaches our target audiences and improves marketplace visibility.
• <b>RESPONSIBLE:</b>	Director of Admissions and Outreach
• <b>OUTCOME:</b>	Increase awareness and engagement with prospective through accepted students via digital, print, and out of home mediums.
• <b>STATUS:</b>	In development
• <b>ACTION:</b>	PCHCS programs will publish admission standards that are thorough and rigorous and that reflect current requirements of peer institutions
• <b>RESPONSIBLE:</b>	Programs' Admissions Committee
• <b>OUTCOME:</b>	The mean program scores for PCHCS post-baccalaureate matriculates will be: Minimum 3.0 GPA. Minimum GRE score that approximates the scores acceptable at peer programs/institutions.
• <b>STATUS:</b>	Implemented and ongoing
• <b>ACTION:</b>	Create or enhance efficient and productive recruiting programs that ensure strategic enrollments are met
• <b>RESPONSIBLE:</b>	Director of Admissions and Outreach
• <b>OUTCOME:</b>	Recruitment programs are coordinated (personal & financial) to ensure maximum efficiency and effectiveness
• <b>STATUS:</b>	In development
• <b>ACTION:</b>	Each PCHCS program will design a mentoring process that focuses on retention, progression, and graduation of competent health care professionals
• <b>RESPONSIBLE:</b>	Program Chairs/Directors and CSP Chairs
• <b>OUTCOME:</b>	Each program will design and implement a mentoring method
• <b>STATUS:</b>	Completed and ongoing
• <b>ACTION:</b>	Programs will be in place to appropriately recognize high

- **RESPONSIBLE:** achieving students, including availability of scholarships  
Department Chairs; Program Directors; Dean's Office;  
Scholarship Committee
  - **OUTCOME:** Recognition by professional honor societies; Recognition by  
Alpha Eta Honor Society; Support by PCHCS Scholarship awards;  
Chancellor's Scholarships
  - **STATUS:** Ongoing
- 

### Goal #3

Implement, sustain, and progress as needed an academic review process ensuring preeminent programming in the PCHCS

- **ACTION:** Ensure curriculum rigor and quality programming in all  
programs in the PCHCS
  - **RESPONSIBLE:** Office of Academic Affairs
  - **OUTCOME:** A college-wide curriculum committee will review the curricula  
of all PCHCS programs
  - **STATUS:** The PCHCS Curriculum Committee has been established. It  
consists of curriculum chairs of all programs in the college. The  
Chairperson is Dr. Melba Ovalle
- 
- **ACTION:** The PCHCS will implement sound instructional design systems  
that establishes academic rigor as the norm across all programs.  
Internationally recognized for achievements in teaching, scholarship,  
and service.
  - **RESPONSIBLE:** Office of Professional Development/Academic Affairs
  - **OUTCOME:** Programs will have instructional designs that emphasize high  
levels of learning such as Bloom's Taxonomy of Cognitive Dimension  
and other appropriate tools.  
Programs will identify the foundational learning theories (behaviorism,  
constructivism, cognitivism, etc.) upon which their instructional designs  
are based.  
A test construction expert will provide at least one seminar annually to  
assist faculty in strengthening their test writing and test preparation  
skills.
  - **STATUS:** All programs are reviewed annually by the Office of Academic  
Affairs and that review of instructional designs and foundational learning  
theories is ongoing.  
Test construction etc. is part of the course, "The Art and Science of  
Teaching and Learning" and is available via the T & L Academy.
- 
- **ACTION:** The PCHCS will implement practical unambiguous academic  
Policies that promote quality and a strict adherence to university  
policies.
  - **RESPONSIBLE:** Office of Academic Affairs
  - **OUTCOME:** Student Handbook policies will be reviewed annually and



	updated as necessary. PCHCS faculty policies will be reviewed annually and updated as necessary
• <b>STATUS:</b>	Ongoing
• <b>ACTION:</b>	Each PCHCS program in coordination with the Office of Academic Affairs, will implement ongoing outcome measures and analyses.
• <b>RESPONSIBLE:</b>	Program Chairs/Directors and Office of Academic Affairs
• <b>OUTCOME:</b>	Each PCHCS program will have an established Outcomes Committee or an Individual assigned to review outcomes. PCHCS programs will maintain a first-time pass rate on national examinations at or above state and national levels. All programs will conduct an exit survey to gather and analyze data on teaching, clinical, and overall program evaluation. Each program will annually review its attrition / graduation rate consistent with accreditation standards, when applicable. All programs should engage in outcome studies with a goal of producing an outcome report annually
• <b>STATUS:</b>	Ongoing

#### Goal #4

Ensure that all PCHCS programs are provided appropriate technology, adequate space, equipment and other vital supports to facilitate efficient and effective instruction within each unit.

• <b>ACTION:</b>	Each program will have access to the most current and effective technological tools in support of curriculum design and preparation as well as classroom instruction. At the bi-monthly Chairs' and Directors' meeting, technology will be an ongoing standard agenda item for individuals to share relevant and contemporary information with respect to technology to support curriculum
• <b>RESPONSIBLE:</b>	Office of Information Technology; Vendors
• <b>OUTCOME:</b>	Each program will have available the most current and effective technology for all academic programming including the classroom
• <b>STATUS:</b>	All departments will continue to monitor requirements and assure that these are reflected in budgets and in curriculum planning.
• <b>ACTION:</b>	Educational technologies will be available in a consistent and complimentary manner at all locations where instruction is provided, and appropriately supported
• <b>RESPONSIBLE:</b>	Office of Information Technology/ Office of Academic Affairs
• <b>OUTCOME:</b>	All faculty in the PCHCS will be satisfied with the support offered through Office of Information Technology as measured by routine surveys and follow-up
• <b>STATUS:</b>	OIIT project / event tracking will document requests for support



and resulting outcomes

<ul style="list-style-type: none"> <li>• <b>ACTION:</b></li> <li>• <b>RESPONSIBLE:</b></li> <li>• <b>OUTCOME:</b></li> <li>• <b>STATUS:</b></li> </ul>	<p>Meet with OIIT to review the main and regional campuses technology and support services needs</p> <p>Dean &amp; Chairs</p> <p>Technology and support services will be optimized so that faculty can complete their job responsibilities.</p> <p>Ongoing</p>
<ul style="list-style-type: none"> <li>• <b>ACTION:</b></li> <li>• <b>RESPONSIBLE:</b></li> <li>• <b>OUTCOME:</b></li> <li>• <b>STATUS:</b></li> </ul>	<p>The Student Handbook, Catalog, and Program Brochures will be available electronically to students and other stakeholders prior to the beginning of each school year</p> <p>Academic Affairs</p> <p>The Student Handbook, the Catalog, and the Program Brochures will be available during the orientation sessions for all entering students</p> <p>Contingent upon workflow from Office of Publications</p>
<ul style="list-style-type: none"> <li>• <b>ACTION:</b></li> <li>• <b>RESPONSIBLE:</b></li> <li>• <b>OUTCOME:</b></li> <li>• <b>STATUS:</b></li> </ul>	<p>All regularly scheduled classes will have adequately assigned space in a timely manner before the beginning of classes.</p> <p>Program Chairs/ Directors and The Events and Academic Support Systems</p> <p>All regularly scheduled classes will have adequately assigned Space one month before the beginning of classes.</p> <p>There has been adequate classroom space for all programs most of the time. Immediate feedback is provided to room scheduling as a conflict arises to allow them to resolve. Will continue to monitor.</p>
<ul style="list-style-type: none"> <li>• <b>ACTION:</b></li> <li>• <b>RESPONSIBLE:</b></li> <li>• <b>OUTCOME:</b></li> <li>• <b>STATUS:</b></li> </ul>	<p>The PCHCS will provide dedicated space, funds, and necessary Equipment to support research as required by accrediting bodies and/or as desired by faculty</p> <p>Dean's Office and Office of Research and Technology Transfer, PCHCS Research Committee</p> <p>The CHCS will provide dedicated space, funds, and necessary equipment to support research</p> <p>The PCHCS will support and monitor workload hours for faculty research.</p> <p>The PCHCS will support sabbatical leave for research purposes.</p> <p>Ongoing; more space is needed</p>

- **ACTION:** The PCHCS will allow up to 20% of weekly workload hours, when deemed appropriate, for faculty to conduct research, pursue scholarly work, and/or clinical services
- **RESPONSIBLE:** Dean's Office, Department Chairs/Program Directors
- **OUTCOME:** Faculty will have sufficient, appropriate opportunities to pursue research, scholarly pursuits or maintain clinical skills
- **STATUS:** Established

- 
- **ACTION:** The PCHCS will continue to expand use of distant technologies both for administrative and instructional purposes
  - **RESPONSIBLE:** Dean's Office, Academic Affairs
  - **OUTCOME:** Routine administrative interaction will be facilitated by communication technologies such as Skype, GoTo Training or other contemporary system. When appropriate, instruction will be provided via distant technologies to improve effectiveness and efficiency. Programs will share teaching resources via distant technology to allow student's access to quality educators
  - **STATUS:** Continuing to develop and explore. Programs to be in communication with each other about resource sharing

## **APPENDICES**

Nova Southeastern University Philosophy/Mission

Health Professions Division Mission Statement

Nova Southeastern University Strategic Plan  
Mission, Vision, Values, and Essential Planning Priorities

## **NOVA SOUTHEASTERN UNIVERSITY PHILOSOPHY/MISSION**

Nova Southeastern University, a private, not-for-profit institution, offers a diverse array of innovative academic programs at the undergraduate, graduate, and professional levels, complementing on-campus educational opportunities and resources with accessible distance learning programs, and fostering intellectual inquiry, leadership, and commitment to community through engagement of students and faculty members in a dynamic, life-long learning environment.

## **MISSION**

### **Health Professions Division**

The mission of Nova Southeastern University Health Professions Division is to train primary care health practitioners in a multidisciplinary setting, with an emphasis on medically underserved areas.

The institutional premise is that health professionals should be trained in a multidisciplinary setting and, whenever possible, with integrated education. The University trains students in concert with other health profession students so that the various disciplines will learn to work together as a team for the good of the public's health. During the didactic work, students share campus facilities and, in some cases, have combined classes. In their clinical experiences, they work together in facilities operated by the University.

Furthermore, the Division aims to educate health care practitioners who will eventually increase the availability of health care in areas of Florida that suffer from health care shortages. The Division aims to alleviate some of these shortages by exposing the entire student body to the needs, challenges, and rewards of rural, underserved urban and geriatric care. Existing curricula require all students to attend ambulatory care clerkships in rural or urban areas, or both, making Nova Southeastern University strongly oriented toward a pattern of training its students in areas

geographically removed from the health center itself, and to the care of indigent and multicultural population groups.

In doing this, it developed training programs which address the primary care needs of the region's most medically underserved populations.

## **Nova Southeastern University** **Strategic Plan 2005** *(Updated 2016)*

### **Mission**

Nova Southeastern University, a private, not-for-profit institution, offers a diverse array of innovative academic programs at the undergraduate, graduate, and professional levels, complementing on-campus educational opportunities and resources with accessible distance learning programs, and fostering intellectual inquiry, leadership, and commitment to community through engagement of students and faculty in a dynamic, life-long learning environment.

### **Vision**

#### **An Independent Institution**

Because the University has maintained its independent status, not under the jurisdiction of the State University System, faculty, administration, and staff continue to provide students, the professions, and society an independent option for higher education. The benefit of this independence is a wider array of educational opportunities tailored to the needs of students. It is the clear intent of the Board of Trustees to maintain this independence.

#### **The Learning Environment**

The University will continue to focus on the student, educating competent and ethical professionals in a variety of fields and, at the same time, provide students with quality educational opportunities wherever they are located. Our commitment to the idea that education should not be time bound or place bound holds a high priority as the University enhances traditionally effective delivery of educational services through use of information technology and telecommunications. The University's continuing use of emerging technologies, educational resources, alternative sites, clusters, cohorts, and other means of delivery, will continue to demonstrate that higher education

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can provide effective quality learning opportunities regardless of students' locations, time constraints, or learning styles. The University facilities are attractive physically and provide a stimulating atmosphere for teaching and learning.

### **New Solutions to New Problems**

The University will continue to pursue multi-disciplinary approaches to teaching and the acquisition of knowledge. Increased integration of academic programs from undergraduate to graduate levels, as well as horizontally among centers, will be pursued to ensure synergistic solutions for both societal problems and professionals. At Nova Southeastern University, ideas are exchanged freely, and programs are created that respond to the needs of society enabling tomorrow's professionals to acquire not only traditional attributes - expertise, ethical sensibilities, and commitment to furthering professional and societal values - but also to deal with contemporary technology and the concomitant rapid rate of change, to apply and appreciate relevant findings and approaches of other disciplines, and to operate in a culturally diverse milieu.

### **Research and Development**

The University will continue to support the vital relationship between theory and practice. Through research and community service, the University will continue to develop effective quality educational delivery systems, impact the workplace, integrate and transcend traditional content, and create exciting educational structures. Community responsibility and service are important components of an educational program that prepare students to become active and contributing members of society.

### **An Open Learning Community**

As the 21st century opens, Nova Southeastern University will continue to provide educational access, opportunity, and challenge to our increasingly diverse student body. With minority enrollment now at 37 percent of total enrollment and projected to reach 40 percent within the next five years, Nova Southeastern University will be among those independent institutions with a highly diverse student population.

### **Values**

In the continual pursuit of excellence, the university holds to the following values that, together, provide the foundation for ongoing regional and professional accreditation, independence, and fiscal stability:

- ❖ Collaboration
- ❖ Community Service and Engagement
- ❖ Diversity

- ❖ Educational Access
- ❖ Efficiency
- ❖ Entrepreneurship
- ❖ Innovation
- ❖ Integrity
- ❖ Quality Academic Programs
- ❖ Scholarship and Research
- ❖ Student Engagement

### **Essential Planning Priorities**

The Board of Trustees has identified the following Essential Planning Priorities for the university:

#### **Enriching and Diversifying the Array of Academic Offerings and Delivery Modalities**

##### **Continuing Pursuits:**

- ❖ Establishing programs of preeminence
- ❖ Expanding the number and diversity of academic offerings in science, arts, and the humanities.
- ❖ Increasing the number and diversity of online programs certified by the Southern Regional Education Board
- ❖ Enhancing online course development activities
- ❖ Increasing the number and diversity of programs offered through the military
- ❖ Expanding inter-unit articulations, and cross disciplinary and joint degree programs
- ❖ Expanding vertical integration
- ❖ Expanding partnering with the public and private sectors on educational endeavors

- ❖ Expanding international programs

## **Ensuring Enhanced Levels of Student Achievement, Engagement, and Satisfaction**

### **Continuing Pursuits:**

- ❖ Full implementation of academic program review processes
- ❖ Enhanced emphasis on the outcomes of student learning
- ❖ Expanded coordination of military affairs university-wide
- ❖ Increased levels of student retention in each academic program
- ❖ Expanded residence hall facilities in response to student needs
- ❖ Continued assessment and development of laboratory space
- ❖ Continued enhancement of service provision to students through the Educational Student Centers
- ❖ Increase the number and satisfaction level of students participating in arts and cultural activities
- ❖ Increase the number and satisfaction level of students participating in NSU organizations
- ❖ Increase the level of student self-reported satisfaction with residential life facilities and activities
- ❖ Continued promotion and support of community involvement by students

## **Enhancing Scholarship and Research**

### **Continuing Pursuits:**

- ❖ Expansion of the President's Faculty Research and Development Grant Program and the Quality of Life Awards Program
- ❖ Continued increase in the total number of external grants and contracts.



- ❖ Continued increase in the total dollar amount of external grants, contracts, and appropriations
- ❖ Increased collaboration with local governments and community based organizations in multi-entity sponsored funding in support of educational initiatives
- ❖ Continued pursuit of externally funded scientific research projects
- ❖ Expansion of programs dedicated to the sciences and research
- ❖ Expansion of facilities dedicated to the sciences and research
- ❖ Expansion of emphasis at the academic unit level on faculty scholarship
- ❖ Increased collaboration on scholarly endeavors among academic units
- ❖ Continued exploration of broadband high-speed connections
- ❖ Continued recruitment of faculty with established research credentials
- ❖ Continued support of faculty engagement in research
- ❖ Enhanced faculty/student collaboration in research
- ❖ Continued collaborative research efforts with public and private universities
- ❖ Pursuit of accreditation of NSU's Institutional Review Board through the Partnership for Human
- ❖ Research Protection, Inc.
- ❖ Continued enhancement of library holdings and database access
- ❖ Continued pursuit of training and funding opportunities available through the university's status as an Hispanic-Serving Institution

### **Enhancing Diversity Relative to Students, Faculty, Administration, Staff, Services, and Community Involvement**

#### **Continuing Pursuits:**

- ❖ Continue to increase minority representation among faculty, students, administration, and staff
- ❖ Continue to integrate multi-ethnic/racial and multi-cultural themes, concerns, and issues in the curricula of the various academic programs and in student activities/events
- ❖ Continue involvement and collaboration with local governmental, community, and economic development organizations
- ❖ Continued pursuit of a leadership role in educational organizations

## **Ensuring Financial Integrity and Efficiency**

### **Continuing Pursuits:**

- ❖ Extension of the Performance Based Budgeting process down to the cluster and class level
- ❖ Refinement of the benchmarking comparison process for all administrative and academic units
- ❖ Continued periodic assessment of academic unit growth projections relative to program development, student enrollment & persistence, faculty & staffing needs, & space and facility needs
- ❖ Continued assessment of facility needs through the Capital Improvement Planning process
- ❖ Continued assessment of investment performance of all university assets
- ❖ Continued enhancement of institutional bond ratings

## **Achieving Operational Efficiencies**

### **Continuing Pursuits:**

- ❖ Centralized processing for enrollment, allowing greater efficiencies so that academic centers can make more informed and expedient decisions
- ❖ Integration of mix-use research/office, retail, hotel/conference, financial, governmental, and residential “academical village” into the main campus
- ❖ Development and construction of a university center - a facility allowing the integration of athletics, student wellness/fitness, and the arts - with a desire to accommodate more effective student engagement
- ❖ Increased levels of student self-reported satisfaction with service provision
- ❖ Increased compatibility of academic program calendars
- ❖ Continued centralized use of technology to achieve financial and/or operational efficiencies

### **Enhancing University Endowment and Development**

#### **Continuing Pursuits:**

- ❖ Increase the university endowment and unrestricted philanthropy
- ❖ Increase the level of alumni philanthropy and direct engagement with NSU

### **Demonstrating Commitment to NSU's Mission and Values**

#### **Continuing Pursuits:**

- ❖ Establish an electronic Strategic Plan 2005 with readily accessible linkages to and from various entry points within NSU's web site
- ❖ Develop and broadly disseminate a brief brochure version of the Strategic Plan
- ❖ Expand the number and type of published materials that include the Mission and Values

- ❖ Develop and implement the use of posters, banners, and other devices to display the university's Mission and Values
- ❖ Develop student activities associated with individual Values
- ❖ Establish an employee award program based on demonstration of dedication to individual Values

## **Enhancing Economic and Venture Development**

### **Continuing Pursuits:**

- ❖ Establish an Office of Intellectual Property and Technology Transfer
- ❖ Develop and implement institutional policies and procedures related to intellectual property and technology transfer
- ❖ Create an institutional environment supportive of faculty, student, and staff interest in technology transfer and facilitative of broad commitment to its pursuit
- ❖ Identify and reallocate existing resources for the support of technology transfer initiatives that demonstrate potential benefits to the university and its collaborative organizations
- ❖ Support internal cross-discipline initiatives and multi-institutional endeavors that will facilitate institutional enhancement through economic development and technology transfer
- ❖ Establish a faculty development program designed to facilitate faculty pursuit of technology transfer initiatives
- ❖ Pursue collaborative ventures with the public and private sectors, including the State University System, that will facilitate mutually beneficial economic development, support joint technology transfer initiatives, and facilitate dissemination of research advances to the public.