

Aultman College of Nursing and Health Sciences
Strategic Plan Goals 2010-2014

Approved BOD 11/10/09

I. Improve viability as an institution of higher education.

- A. Achieve independence from Walsh. (2010)
 - 1. Develop the academic infrastructure to support General Education
 - a) Secure science labs 12/2010
 - b) Develop staffing plan that aligns with strategic plan 3/2010
 - c) Implement a fully functioning LRC 8/2010
 - 2. Develop the operational (campus) plan to support independence 3/2010
 - a) Assess campus facility needs such as buildings, classrooms, student housing, student social areas, faculty/staff offices, faculty/staff social areas, learning support areas, and library
 - b) Evaluate admissions requirements and process to ensure they support enrollment and program growth
 - c) Assess and expand current student services (social, academic, administrative)
 - 1) Develop a core (essential) student services model for ACNHS
 - 2) Identify additional services
- B. Evaluate capital needs for science labs vs. new building and for building the third floor. (3/2010)
- C. Increase the President's executive-level interaction with internal and external peers. (2010)
- D. Improve faculty/staff visibility and involvement in hospital and community affairs and supporting professional development/advanced study. (2010-13)
- E. Identify and address culture and trust challenges within the College. (2010-13)
 - 1. Identify staff development/training needs and models available to address them
 - 2. Deliver training and replicate for all staff.
- F. Prepare for future HLC visits by ensuring the infrastructure is in place to support them. (2010-14)
 - 1. December, 2009 (Rad Tech)
 - 2. 2012 (BSN completion)
 - 3. 2013 (Regular Accreditation visit)
 - 4. 2014 (Bachelor completion in Health Sciences)
- G. Plan for strategic Board recruitment. (12/2010)
 - 1. Replacement planning for vacancies

II. Develop the academic infrastructure to support growth.

- A. Expand academic programs and curriculum. (2010)
 - 1. Define online curriculum (7/1/2010)
 - 2. Purchase and implement LMS for all academic courses (8/2010)
 - 3. Build IT infrastructure by hiring staff and developing technology plans (academic and administrative) (8/2010)
 - 4. Develop a plan to enhance faculty responsibility for student outcomes 7/1/2010

- B. Develop a plan to cultivate current and initiate new internal and external strategic partnerships. (12/2010)
 - 1. Hospital adult education providers
 - 2. External clinical sites
 - 3. Community agencies (e.g., Employment Source)
 - 4. Other higher education institutions

- C. Review the College organizational chart and governance model and evaluate their ability to support planned growth and operations. (3/2010)

III. Build financial and marketing capacity to support growth.

- A. Determine the corporate financial plan relative to Medicare pass through and how profit can be reinvested in student scholarships. (3/2010)

- B. Plan and execute a fundraising strategy (including engaging consultant) (3/2010)

- C. Develop the Marketing and Public Relations function that supports planned growth and development. (7/1/2010)

- D. Ensure consistency and accuracy of all published information. (3/2010)

- E. Develop the recruiting function to support planned enrollment and program growth. (3/2010)

- F. Develop a plan to expand alumni engagement. (3/2010)

- G. Develop a plan to capture revenue from hospital employee tuition reimbursement. (7/1/2010)

- H. Develop a the grant writing function (benchmark, consultant, plan) (3/2010)

IV. Identify core academic and non-academic quality measures and develop procedures for data collection and reporting.

- A. Ensure CAMS can support data gathering and reporting. (7/1/2010)
- B. Establish core academic assessment measures. (7/1/2010)
- C. Structure academic assessment to include learning outcomes for all courses. (2010-12)
- D. Ensure that quality assessment aligns with academic and operational plans (Mission/Vision/Values). (2010)

V. Define what it means to be “student-centered” in our institutional operations and professional behaviors.

- A. Identify best practices in student-centered operations and behaviors. (3/2010)
 - 1. Collect and analyze data from other institutions.
 - 2. Identify student-centered operations and behaviors we should emulate (benchmarks).
- B. Analyze ACNHS operations and behaviors against identified benchmarks. (3/2010)
 - 1. Survey stakeholders for perceptions
 - 2. Determine which/how operational tasks, actions, and behaviors directly and indirectly affect students
 - 3. Compare operational analysis to the benchmarks and identify gaps
- C. Make recommendations to align operations and behaviors with benchmarks. (3/2010)

NOTE: Environmental scanning (benchmarking) is implicit in these objectives and will occur even if not explicitly stated as an action step.