

The College of Human Resources & Education Strategic Plan

Vision: The College of Human Resources & Education is a community of learners dedicated to enriching the quality of life by developing leadership, discovery, and human-service solutions through progressive instructional environments responsive to all our stakeholders in West Virginia and beyond.

Mission: The mission of the College of Human Resources & Education at West Virginia University is to

- Offer sound and accessible preprofessional and professional preparation at undergraduate and graduate levels;
- Provide scholarly contributions, leadership, and service at state, national, and international levels;
- Contribute to the instructional, intellectual, economic, social, and cultural diversity missions of the University.

Through our human resources and professional education programs, we will strive to

- Develop maximal potential of individuals and groups for learning, living, and working;
- Enhance the emotional, intellectual, and adaptive capabilities of children and adults across the life span and in a variety of settings;
- Promote life-long learning of capable, knowledgeable, caring professionals through initial, advanced, and continuing education;
- Respect the dignity of each person and all cultures. (September 21, 2001)

Collective Beliefs: The culture of every effective organization is driven by a set of beliefs shared by its members. Based on responses to questions concerning individual beliefs about service to West Virginia and the nation, the following list of shared beliefs was compiled.

1. Our collective works in the College of Human Resources & Education are an important service to the people of West Virginia, the nation, and the global community.
2. Everyone has a stake in what we do, and providing optimal service means that we are dedicated to cooperating with, caring for, and being responsive to all whom we serve.
3. We deliver rigorous programs that facilitate teaching and learning so our graduates will be up to the challenge of enhancing the quality of life for others.
4. It is our responsibility to model leadership in applied research, scholarship, service, teaching, and learning to accomplish our mission and achieve our shared vision.

Goal 1: Attract and graduate high-quality students

Objective A: Enhance our academic programs

Strategy 1. Develop new off-campus cohorts and collaborative programs that use non-traditional methods to meet students' needs

Strategy 2. Expand the development of E-learning across and among programs

Strategy 3. Initiate new degree programs and certifications

Key Indicators: Number of new programs offered to attract high-quality students

Objective B: Market the courses and programs of the college

Strategy 1. Examine existing print and web-based materials

Strategy 2. Revise print and web-based materials

Strategy 3. Track inquiries, applications, and enrollment data

Key Indicators: Changes in materials and increases in the number of inquiries and applications and increase in enrollment

Objective C: Increase undergraduate and graduate student enrollments and diversity

Strategy 1. Recruit students to niche programs

Strategy 2. Target underrepresented groups

Key Indicators: Amount of diversity in enrollment

Objective D: Increase in graduation rates of underrepresented groups

Strategy 1. Provide academic support to facilitate persistence towards graduation

Key Indicators: Graduation rates of underrepresented groups

Goal 2: Recruit and retain high-quality faculty committed to the land-grant mission

Objective A: Recruit new faculty who are committed to the land-grant mission and who represent diverse groups

Strategy 1. Recruit as broadly as possible

Strategy 2. Increase visibility of the institution through professional affiliations within the discipline

Key Indicators: Number of faculty hired and diversity represented

Objective B: Enable productivity

- Strategy 1. Increase support provided to faculty for grants and research
- Strategy 2. Provide support for instruction through the Faculty Academy
- Strategy 3. Provide support for faculty professional service to the state and region and outcomes produced

Key Indicators: Amount of support provided

Objective C: Build academic culture

- Strategy 1. Provide a forum for faculty and doctoral students to present research
- Strategy 2. Support faculty and doctoral student travel and research
- Strategy 3. Support faculty service and collaborative efforts with external practitioners throughout the state

Key Indicators: Number of research presentations, support, and service provided

Goal 3: Enhance the educational environment for student learning

Objective A: Invest in the College's infrastructure and technology

- Strategy 1. Provide appropriate technology to support instruction and learning
- Strategy 2. Provide resources to faculty and students to enhance teaching and learning

Key Indicators: Amount invested to support infrastructure, technology, and student learning

Objective B: Develop learning communities and programs to support students

- Strategy 1. Develop new off-campus cohorts and collaborative programs that use non-traditional methods to meet students' needs
- Strategy 2. Develop student-to-student and faculty-to-student mentoring relationships

Key Indicators: Number of programs offered and learning communities supported

Goal 4: Promote discovery and exchange of knowledge and ideas

Objective A: Provide opportunities for ongoing discussion and exchange of cultural and scientific ideas

Strategy 1. Sponsor conferences and forums that promote the exchange of knowledge and ideas

Strategy 2. Provide electronic dissemination of conferences and forums

Key Indicators: Number of traditional and electronic conferences and forums provided

Objective B: Emphasize experiential learning opportunities for faculty

Strategy 1. Provide sustained professional development opportunities through the HR&E Faculty Academy on the use of instructional technology

Strategy 2. Establish communities of practice for faculty

Key Indicators: Amount of support provided and the number of activities undertaken

Objective C: Emphasize experiential learning opportunities for students

Strategy 1. Provide enhanced opportunities in field and clinical experiences, internships, action research projects, and capstone projects

Strategy 2. Support student professional organizations that provide leadership opportunities

Key Indicators: Number of opportunities/experiences and the support for student organizations

Objective D: Increase publications and external funding related to research and scholarship

Strategy 1. Provide support and resources to enhance publications of faculty research

Strategy 2. Provide support for faculty to attend the grant writing workshop and/or apply for mentorship

Strategy 3. Provide resources to support faculty during the application process

Key Indicators: Number of grant applications, publications, and presentations

Goal 5: Improve West Virginia's health, economy, and quality of life

Objective A: Become an active partner with communities through outreach efforts

Strategy 1. Improve education and service delivery through collaboration with public school professionals and human services professionals

Strategy 2. Offer model programs to improve education and increase community involvement

Key Indicators: Number of collaborative efforts and programs delivered

Objective B: Provide services to meet the needs of the state's citizens

- Strategy 1. Offer clinic services through the Speech, Hearing, and Reading Clinics
- Strategy 2. Offer consultation on accommodations in the workplace

Key Indicators: Number of services provided, clients served, and consultations provided

Objective C: Collaborate with policymakers to improve West Virginia health, economy, and quality of life

- Strategy 1. Communicate findings of teaching, service, and research efforts to the state's policymakers

Key Indicators: Number of faculty participating on committees and policy groups, and the number of policy papers published

Objective D: Assist HR&E employees to improve and maintain their health

- Strategy 1. Offer annual worksite health screenings (through PEIA Pathways to Wellness) and at least two follow-up programs and additional lunch and learn sessions that correspond to the screening results
- Strategy 2. Achieve participation rates of 50 employees for the health screening, 20 employees for each follow-up program, and an average of 10 employees at the lunch and learn sessions
- Strategy 3. Promote and support physical activity for HR&E employees
- Strategy 4. Enhance opportunities for employees to increase physical activity during and surrounding the work day

Key Indicators: Number of employees participating and the number of programs offered