

Framework for CHHS Strategic Plan, 2024-2026



Guiding Statements

These guiding statements were developed via a collaborative process that included representation from all of our college's academic units to reflect our focus on establishing the College of Health and Human Services as an accredited School of Public Health.

The college's *vision* is community-responsive health and human service systems equipped to improve population health across the lifespan.

The college's *mission* is to promote quality health and human service education, research, policy, and advocacy/leadership for population health, wellbeing and delivery of healthcare in an urbanizing world.

The college's *goals* that describe strategies to accomplish the defined mission:

Goal 1 (instructional): Develop students' capacity to promote health equity through experiential learning and interprofessional education.

Goal 2 (research): Engage in research and data-informed advocacy to improve the quality of public health and human services to support lifelong health and wellbeing.

Goal 3 (service): Engage with community partners to address complex population health problems.

Goal 4 (diversity): Support the health and human services workforce's preparedness for serving urbanizing regions and diverse populations.¹

¹ The Council on Education for Public Health stipulates in the [2024 Criteria](#) for accreditation of schools of public health that schools' guiding statements "must address the unit's approaches and aspirations for each of the following: advancing the field of public health through instruction, scholarship, and service; promoting student success through instruction, scholarship, and service; and preparing students to work with diverse populations and communities." Our approach follows the UNC System policy on ["Equality Within the University of North Carolina"](#) which defines diversity as "the ways in which individuals vary, including, but not limited to, backgrounds, beliefs, viewpoints, abilities, cultures, and traditions that distinguish one individual from another."

Introduction

The College of Health and Human Services is in the process of developing a new strategic plan that responds to our current organizational and institutional landscapes and directly reflects our most compelling priorities. The processes and rationales for the current effort are discussed in more detail in a summary of the college's Spring 2024 strategic planning retreat which is available [here](#).

The priority areas (~"strategic priorities") and strategic opportunities (~"objectives") identified in the college's spring retreat serve as a starting framework for the college's new strategic plan. In the coming months, the CHHS Dean's Office will facilitate opportunities for CHHS faculty and staff to engage in input to shape further development of this plan. The resulting plan and a summary of available baseline data for the plan's objectives will become part of the college's required annual report to the Office of Assessment in May 2024. This plan is expected to drive investments and decisions through Spring 2026.

By Spring 2026, the university is expected to have achieved the "R1: Doctoral Universities – Very High Research Activity" classification from the Carnegie Commission on Higher Education and the college is expected to have earned CEPH accreditation as a school of public health. Thus, in Spring 2026, a major update of the college strategic plan to articulate priorities for the period from 2026-2031 will be warranted.

Strategic Priority 1. Expand CHHS research portfolio to align with university-level R1 status.

Objective 1a. Provide targeted research opportunities and training for CHHS researchers.

Objective 1b. Evaluate model & distribution of research-active positions/unit to ensure sufficient research-capacity across academic units.

Objective 1c. Promote collaboration across academic units.

Objective 1d. Provide support for research mentoring mechanisms.

GOAL 1

Linkage(s) with University-level Strategic Plan, 2021-2031 -- “[Shaping What’s Next](#)”

- Goal B1. Achieve national prominence as an emerging, top-tier research university.
- Goal B4. Enhance the academic reputations of all colleges and foster signature areas of research, scholarship and creative discovery.
- Goal B5. Bolster interdisciplinary, 11 intra-institutional and inter-institutional, and global collaborations to address complex challenges.
- Goal C1. Fulfill our role as North Carolina’s urban research university to benefit our city, region and beyond by co-producing transformative solutions to societal issues and challenges.

Linkage(s) with [CHHS Initial Application Submission](#) for school-level CEPH accreditation

- Goal 2. Engage in research and data-informed advocacy to improve the quality of public health

Strategic Priority 2. Expand access to nursing program enrollment and degree completion to address labor force shortages.

Objective 2a. Enhance capacity of laboratory and classroom spaces to provide infrastructure needed to expand program cohorts.

Objective 2b. Revise graduate curricula (*Note: as primary responsibility for curricular changes rests with faculty, objective will be addressed at the academic unit level*)

Objective 2c. Repurpose CHHS-controlled spaces to expand simulation and other core facilities.

GOAL 2

Linkage(s) with University-level Strategic Plan, 2021-2031 -- “[Shaping What’s Next](#)”

- Goal A2. Ensure equity, accessibility, affordability and student success using the “Charlotte Model.
- Goal A3. Prepare students to thrive in a changing world.
- Goal A5. Provide graduate students and postdoctoral trainees with high-quality mentoring, teaching, research training and professional development.
- Goal C1. Elevate the University’s role as a talent and workforce cultivator to support community needs.

Linkage(s) with [CHHS Initial Application Submission](#) for school-level CEPH accreditation

- Goal 4 (diversity): Support the health and human services workforce's preparedness for serving urbanizing regions and diverse populations.

Strategic Priority 3. Integration of High-Impact Educational Practices across our academic programs.

Objective 3a. Re-envision Prospect for Success first year seminar course to align with evidence regarding student success.

Objective 3b. Facilitate mechanisms for peer mentoring for working students.

Objective 3c. Develop affordable, local study abroad type experience(s) to support IPE (e.g., “glocalization”).

GOAL 3

Linkage(s) with University-level Strategic Plan, 2021-2031 -- “[Shaping What’s Next](#)”

- Goal A1. Provide students a unique, comprehensive, intellectually rigorous education — referred to as the “Charlotte Model” — to be delivered through enhanced pedagogy and transformative co-curricular experiences and integrated with robust student success measures.
- Goal A3. Prepare students to thrive in a changing world.
- Goal C1. Elevate the University’s role as a talent and workforce cultivator to support community needs.

Linkage(s) with [CHHS Initial Application Submission](#) for school-level CEPH accreditation

- Goal 1 (instructional): Develop students' capacity to promote health equity through experiential learning and interprofessional education.

Strategic Priority 4. Establishing CHHS as a CEPH-accredited school of public health (SPH).

Objective 4a. Support the reconfiguration of the Department of Public Health Sciences into two academic units (Epidemiology and Community Health; Health Management and Policy).

Objective 4b. Refine and finalize the SPH guiding statements (mission, vision, etc.) for the CEPH self-study due in September 2025.

GOAL 4

Linkage(s) with University-level Strategic Plan, 2021-2031 -- “[Shaping What’s Next](#)”

- Goal B3. Expand postbaccalaureate education, doctoral studies and postdoctoral training and achieve the highest recognition for exemplary programs.
- Goal B4. Enhance the academic reputations of all colleges and foster signature areas of research, scholarship and creative discovery.
- Goal C1. Elevate the University’s role as a talent and workforce cultivator to support community needs.

Linkage(s) with [CHHS Initial Application Submission](#) for school-level CEPH accreditation

- All elements