

**Moving from Good to Great:  
Planning a Future Worthy of the Past  
Strategic Plan 2006-2010**

Department of Health and Exercise Science

College of Applied Human Sciences

Colorado State University



## Strategic Plan 2006-2010

### Vision

The Department of Health and Exercise Science will be a premier 21<sup>st</sup> century department focused on improving our national and international ranking in research while achieving distinction for academic and outreach programs.

### Mission

The mission of the Department of Health and Exercise Science is to discover new knowledge through excellence in research in the areas of health and exercise science and to disseminate that knowledge through academic and outreach programs. Physical activity, wellness, and disease prevention concepts are central to the mission.



The Discovering Healthy Lifestyles tagline describes our commitment to the discovery of new knowledge, and the dissemination of that knowledge through academic and outreach programs.

### Department Goal

We are committed to our goal of producing nationally and internationally recognized research programs and graduates that focus on helping people protect, maintain, and improve their health and quality of life throughout the lifespan.

## Core Values

- Assure alignment with the CAHS and CSU strategic plans and missions.
- Assure alignment of our vision, mission, and goals with performance evaluations, merit, and tenure and promotion.
- Act with integrity and mutual respect. “Not equal gifts but equal contribution of effort;” there is genuine respect among faculty and staff for each person’s contribution.
- Expect accountability among faculty, staff, and students.
- Encourage and reward innovation in research, teaching and service (synergy).
- Promote freedom of expression.
- Demonstrate inclusiveness and diversity.
- Promote a student-centric environment.
- Employ a consumer focus.

## Objectives of the Department

- A. To discover knowledge in health and exercise science through **research** by
1. Producing nationally and internationally recognized research and scholarship.
  2. Conducting theoretical, basic and applied research.
  3. Recruiting, developing and retaining nationally and internationally known faculty.
  4. Developing and maintaining world-class research facilities.
  5. Active and aggressive external grant writing to support research programs.
  6. Producing high quality graduate student research theses and dissertations.
  7. Providing high quality undergraduate research experiences.
- B. To **disseminate** current and relevant information via quality academic programs; to provide quality and meaningful hands on experiences for undergraduate and graduate students; and to provide high quality and meaningful outreach programs to
1. Undergraduate majors who specialize in the departmental concentrations.
  2. Students who wish to obtain a graduate degree in health and exercise science.
  3. Non-majors who are enrolled in departmental courses.
  4. Individuals and groups seeking education at a distance via the Division of Continuing Education.
  5. Faculty, staff and community members via programs like the Adult Fitness Program, Faculty and Staff Fitness Program, Youth Sport Camps, and the Heart Disease Prevention Program.
  6. New populations through the development of new high quality outreach programs for specific populations.
  7. The community through public lectures and other means of dissemination.
  8. Working professionals through continuing education courses, conferences and workshops.
  9. The University “Wellness Cluster” in the Office of Student Affairs.

C. To provide high quality professional **service** through

1. Service as officers and participation as active members of professional groups.
2. Service as professional peer reviewers for journals and funding agencies.
3. Service on CSU, CAHS and HES committees.
4. Community service on professionally related boards, task forces, work committees and coalitions.

### **PROGRAM HIGHLIGHTS 1996-2006**

**To plan for the future, we must first review the key advances from the past.**

The Department name was changed from Exercise and Sport Science to ***Health and Exercise Science*** in order to reflect the new health related emphasis of the department and degree programs.

The Graduate Program was completely revised based upon the new direction of the department and input from alumni of the program.

The undergraduate curriculum (concentrations in health promotion and sports medicine) was revised and reduced to 120 credits.

Holding true to our mission, we led a successful campus wide effort for the inclusion of health and wellness in the new all university core curriculum.

In response to student feedback and in order to streamline departmental advising efforts, we established the position of Coordinator of Undergraduate Advising and Internships.

Graduate and undergraduate students have received a number of academic honors, and several have been commencement speakers.

The quality of our graduate students has consistently improved during this period, in part due to enhanced recruiting efforts and enhancements in our graduate faculty. Average verbal and quantitative combined GRE scores increased from 1020 in 1993 to 1178 by 2001, and currently the average is the highest in the CAHS.

Eight new tenure line faculty were strategically hired during this period to strengthen our research infrastructure in clinical biomechanics, neurophysiology, cardiovascular physiology, integrative biology, cellular bioenergetics and epidemiology. Start-up packages of over \$2,000,000 have been provided to attract these high quality researchers.

External funding for this period (\$3,910,511) has increased dramatically over the previous 10-year period. (Presently, HES faculty members hold external grants totaling \$2,158,698, with anticipated research expenditures of \$600,000+ for FY06-07.)

Development efforts increased from approximately \$15,000 during the previous 8-year period to \$1,000,000+ during 1996-2004.

The dedication of the Human Performance Clinical/Research Laboratory in May 2000 was a highlight of this period. This 1.8 million dollar facility houses a million plus dollars worth of state of the art research equipment and infrastructure.

Faculty are actively involved in leadership roles at the national and international level in prestigious scientific societies.

Over 3.5 million dollars have been invested in remodeling South College Gym, Moby B-wing, Moby A130 teaching lab, and the Moby C-wing weight room and cardio area during this period.

Faculty have received numerous campus teaching and research awards during this time period.

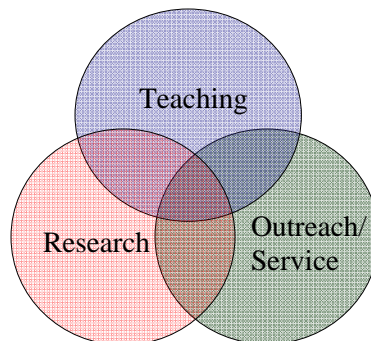
Outreach programs have been upgraded and continue to experience unprecedented growth. These include Adult Fitness, Faculty and Staff Noon-Hour Fitness program, Youth Sports Camps and the Heart Disease Prevention Program (established in May 2000). These programs generate in excess of \$500,000 annually.

The department code has been revised with performance expectations clearly delineated.

A PhD Program in Bioenergetics is under review with an anticipated start date of Fall 2007.

### **STRENGTHS**

HES has a core value and strength of truly integrating the tripartite mission of the university (teaching, research and outreach/service). See illustration below.



HES offers coursework and practical experiences to facilitate preparation of undergraduates for a wide variety of allied health career opportunities.

Graduate student experiences provide expertise in research on prevention of chronic and age-related diseases.

The HES research environment includes basic, translational, and clinical applications in the area of chronic and age-related diseases.

Our interdisciplinary research collaboration model matches priorities of the CSU strategic plan and the NIH research roadmap.

Medical community collaboration is strong (e.g., Heart Center of the Rockies, PVHS).

Well-established outreach programs including Adult Fitness, Noon Hour Fitness, Youth Sports Camps, and the Heart Disease Prevention Program provide an ideal and well-received platform for disseminating important information and education about lifestyle and prevention of chronic and age-related diseases, while providing hands-on learning opportunities for students.

HES continues to use and refine a process for continuous and systematic improvement of programs in academic and administrative support areas.

HES is a participant in the University's Living Learning Communities program which assists students in succeeding both academically and socially.

HES has a solid business plan with revenue streams from grants, contracts, entrepreneurial programs and development.

HES has earned the trust of the CSU administration which fosters better start-up investment and funding for special initiatives.

## **OPPORTUNITIES and CHALLENGES**

### **External**

There are a number of demographic and chronic disease trends that will drive research, teaching, and outreach.

- The largest growing section of the US population includes the "Baby Boomers," who are moving from working age to retirement age
- The global and domestic obesity epidemic
- The increase in Type II Diabetes prevalence
- The epidemic of physical inactivity in the US and other nations
- The rising costs of health care in the US
- Health disparities continue to increase
- Kinesiology has recently (2006) been recognized as a scholarly discipline by the National Research Council

## **Internal**

There are a number of university and department demographic and strategic planning trends that will impact research, teaching, and outreach.

- The number of HES undergraduate majors continues to increase
- The University Strategic Plan (USP) focuses on growing the honors program
- The USP focuses on recruiting international students
- The USP focuses on interdisciplinary research and superclusters
- The USP calls for establishing more PhD programs in areas of strength

## **KEY PLANNING ASSUMPTIONS**

Key planning assumptions used in preparation of our strategic plan include the following:

1. The recent passage of Referendum C will likely not lead to significant increases in state revenue for CSU.
2. Student enrollment will continue to grow rapidly unless we impose caps.
3. Differential tuition will not be approved in the immediate future.
4. Annual faculty/staff increases will continue to lag behind peer institutions.
5. Academic and research facilities will be utilized at or above capacity and state funds to alleviate this limitation will not be available in the foreseeable future.
6. HES will continue to try to do more with less.

## EXECUTIVE SUMMARY

The strategic planning discussions of 2006 have addressed 13 key objectives that parallel the University and College strategic plans addressing Teaching and Learning, Research and Discovery, Service and Outreach, and Resources and Support. Sociocultural diversity is infused throughout the objectives. The Department of Health and Exercise Science will focus on the following key objectives in the time period of 2006-2010:

### KEY OBJECTIVES:

1. Assure Excellence in Academic Programs
2. Create Distinctive Undergraduate Experiences
3. Enhance the Quality of Graduate Education
4. Foster Excellence in Research, Scholarship and Creative Artistry
5. Improve Discovery Capabilities
6. Focus Research in Areas of Institutional Strength and Societal Need
7. Engage Citizens through Community Involvement
8. Prepare and Empower Learners Outside the Campus Environment
9. Expand Fundraising and Marketing
10. Build Necessary Infrastructure
11. Nurture Human Capital
12. Guarantee Financial Stability
13. Monitor Plan Progress

For each of these key objectives, goals and strategies have been developed that will move the Department of Health and Exercise Science forward. These goals and strategies are listed after each of the key objectives in the plan that follows. In addition, timelines, metrics, benchmarks, and comments have been included to provide guidance and accountability in accomplishing these goals.

\*On the following table, asterisks represent goals that have been designated by the CAHS as mandatory for inclusion in this plan.



Department of Health and Exercise Science  
Strategic Plan 2006-2010

**TEACHING AND LEARNING**

**Key Objective 1: Assure Excellence in Academic Programs**

Goal	Strategy	Timeline/Metric/Comments (Responsible Party)
<p><b>*Goal 1.1</b></p> <p><b>Coordinate departmental program of continuous assessment and improvement</b></p>	<ul style="list-style-type: none"> <li>• Use assessment to enhance learning outcomes</li> <li>• Re-evaluate outcomes objectives for assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Annually. (Outcomes Assessment Committee)</li> <li>• Annually. (Outcomes Assessment Committee)</li> </ul>
<p><b>*Goal 1.2</b></p> <p><b>Improve the majors/tenure track faculty ratio by growing the base number of faculty</b></p>	<ul style="list-style-type: none"> <li>• Move department toward CAHS majors-to-tenure track faculty ratio average</li> <li>• Seek to reduce majors' class size to facilitate learning and writing outcomes</li> <li>• Decrease student-to-GTA ratio in laboratory sections</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing. <i>The HES majors : tenure track faculty ratio is currently 75:1. The CAHS average is 36:1. The University ratio is 18:1.</i></li> <li>• Ongoing. Seek differential tuition to support all strategies in Goal 1.2 (Department Head)</li> <li>• AY 07-08. Develop a plan to maximize the number of tenure track faculty who teach undergraduate courses. (Department Head)</li> <li>• Ongoing. Recruit Special Appointment faculty in health promotion and sports medicine (Department Head and Concentration Directors)</li> </ul>

Goal	Strategy	Timeline/Metric/ <i>Comments</i> (Responsible Party)
<p><b>*Goal 1.3</b></p> <p><b>Focus on enrollment management</b></p>	<ul style="list-style-type: none"> <li>• Establish enrollment goals based on a comprehensive plan developed by the department, college, and university</li> <li>• Develop a communication plan to target populations of diverse, out of state, and high achieving students from recruitment to graduation</li> </ul>	<ul style="list-style-type: none"> <li>• AY 06-07. Develop plan for enrollment caps for implementation AY 07-08 unless differential tuition is approved (Department Head and Faculty)</li> <li>• AY 06-07. Establish an ad-hoc committee of faculty and students to develop a plan for advising, retention and diversity to monitor trends and recommend necessary strategies and programs (Department Head)</li> </ul>
<p><b>*Goal 1.4</b></p> <p><b>Establish and maintain a state-of-the-art learning environment</b></p>	<ul style="list-style-type: none"> <li>• Upgrade current teaching laboratory (A-130) and add additional teaching laboratory space</li> <li>• Maintain state-of-the-art teaching facilities and technology</li> <li>• Acquire classroom space based on curriculum and enrollment needs</li> </ul>	<ul style="list-style-type: none"> <li>• AY 06-07. Seek differential tuition to support all strategies in Goal 1.4 (Department Head and Dean)</li> <li>• Ongoing. Tap the Honors Program compensation pool to support all strategies in Goal 1.4 (Department Head)</li> <li>• AY 08-09. Develop a program plan based on enrollment growth (Department Head)</li> </ul>
<p><b>*Goal 1.5</b></p> <p><b>Participate in quality off-campus educational programs</b></p>	<ul style="list-style-type: none"> <li>• Determine the need for an increase in distance education class offerings</li> <li>• Develop a plan to participate in the Alumni College</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Presently 1 course is offered through distance education</i></li> <li>• AY 08-09. Conduct a market analysis for expanding distance education (Department Head, Faculty, and Continuing Education)</li> </ul>
<p><b>Goal 1.6</b></p> <p><b>Provide high quality academic and career advising to undergraduate students</b></p>	<ul style="list-style-type: none"> <li>• Continue to increase the quality of peer advisors</li> <li>• Increase academic year staffing with the equivalent of a full-time academic advisor</li> <li>• Develop a web-based undergraduate advising manual for students</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing. Weekly meetings with peer advisors (Advising Coordinator)</li> <li>• AY 06-07. Hire the equivalent of a full-time academic advisor (Department Head)</li> <li>• Ongoing. A list serve of all HES students will be utilized for e-mailing 1) faculty and</li> </ul>

Goal	Strategy	Timeline/Metric/ <i>Comments</i> (Responsible Party)
<p><b>Goal 1.6 (continued)</b></p> <p><b>Provide high quality academic and career advising to undergraduate students</b></p>	<ul style="list-style-type: none"> <li>• Develop retention strategies for students (especially diverse) based on report by the CSU Retention Working Group (April, 2006)</li> </ul>	<p>peer advisor office hours, 2) campus resources available to students, 3) updated advising materials, 4) reminders of academic scheduling dates, 5) Majors Club meetings, and 6) Professional speakers/seminar announcements (Key Advisors)</p> <ul style="list-style-type: none"> <li>• Ongoing. Students receiving a semester GPA below 2.5 will be mailed a letter including a reminder that advisors are available to students, a list of campus resources for assistance, and information on the availability of study sessions for historically difficult classes (Key Advisors)</li> <li>• Ongoing. Representatives from the HELP/Success Center, Ingersoll Tutoring Hall, Learning Assistance Center, Academic Advancement Center and Counseling Center will be invited to conduct a workshop for HES Faculty and Peer Advisors on “methods for assessing student abilities and experiences, and making appropriate recommendations” (Key Advisors)</li> <li>• AY 06-07. (Key Advisors and Department Head)</li> </ul>
<p><b>Goal 1.7</b></p> <p><b>Provide high quality teaching</b></p>	<ul style="list-style-type: none"> <li>• Provide incentives and rewards for excellence in teaching</li> <li>• Improve the use of Instructional Technology</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing. Based on annual evaluations (Department Head)</li> <li>• Ongoing. (All Instructors)</li> </ul>

Goal	Strategy	Timeline/Metric/Comments (Responsible Party)
<p><b>Goal 1.7 (continued)</b></p> <p><b>Provide high quality teaching</b></p>	<ul style="list-style-type: none"> <li>• Decrease class sizes to enhance teaching and learning</li> <li>• Decrease majors/tenure track faculty ratio</li> <li>• Seek diversity within faculty and graduate assistants</li> <li>• Use assessment outcomes to enhance teaching and learning</li> <li>• Develop a forum for sharing “best practices” among faculty</li> <li>• Provide qualified (certified) instructors and GTAs for majors technical courses</li> <li>• Use diversified staffing model (master teachers) in health promotion and sports medicine</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing as needed. Increase the number of course sections (Department Head)</li> <li>• AY 07-08. Cap the number of majors based on differential tuition (Department Head)</li> <li>• Ongoing. (Department Head, Graduate Director and Search Committees)</li> <li>• Ongoing. (Outcomes Assessment Committee)</li> <li>• Bi-annual forum for sharing “best practices” among faculty at department retreats. (Department Head)</li> <li>• Ongoing. (Activity Program Director and Department Head)</li> <li>• Ongoing. (Department Head)</li> <li>• Ongoing. Seek differential tuition to support all strategies under Goal 1.7 (Department Head)</li> </ul>
<p><b>Goal 1.8</b></p> <p><b>Manage impact of gtPathways</b></p>	<ul style="list-style-type: none"> <li>• Examine College Health and Wellness requirement</li> <li>• Update Health Promotion and Sport Medicine curricula</li> </ul>	<ul style="list-style-type: none"> <li>• Fall 2006. (Department Head)</li> <li>• AY 06-07. (Concentration Directors)</li> </ul>

**Key Objective 2: Create Distinctive Undergraduate Experiences**

Goal	Strategy	Timeline/Metric/ <i>Comments</i> (Responsible Party)
<p><b>*Goal 2.1</b></p> <p><b>Maintain excellent internship programs, practica and clinical experiences</b></p>	<ul style="list-style-type: none"> <li>• Develop a senior level supervised teaching experience for high-achieving students (e.g., link senior level students to assist in lab sections)</li> <li>• Continue to develop and nurture relationships with internship and practicum sites and supervisors</li> <li>• Maintain relationship with AmeriCorps (expand to include Sports Medicine students)</li> </ul>	<ul style="list-style-type: none"> <li>• AY 06-07. (Concentration Directors)</li> <li>• Each Semester. Evaluation of experiences by site supervisor, student, and faculty supervisor (Assistant Department Head)</li> <li>• Ongoing. (Key Advisors)</li> </ul>
<p><b>*Goal 2.2</b></p> <p><b>Support Track I and II Honors Programs</b></p>	<ul style="list-style-type: none"> <li>• Enhance advising and mentoring for Track I and II Honors students</li> <li>• Increase course offerings and opportunities to fulfill Honors options</li> <li>• Pursue and track Honors Program resources to support teaching, mentoring, and student travel to conduct and present research and study abroad</li> <li>• Incorporate mentoring of Honors Theses as part of annual evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• AY 06-07. Assign a faculty member to be the Department Honors Director (Department Head)</li> <li>• Ongoing. (Department Honors Director and Department Head)</li> <li>• Ongoing. (Department Honors Director and Financial Officer)</li> <li>• AY 06-07. (Department Head)</li> </ul>
<p><b>*Goal 2.3</b></p> <p><b>Incorporate an external review process as part of six-year reviews</b></p>	<ul style="list-style-type: none"> <li>• Develop a pool of external reviewers capable of examining the curriculum, research, and outreach programs</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing. (Department Head)</li> </ul>

Goal	Strategy	Timeline/Metric/Comments (Responsible Party)
<p><b>*Goal 2.4</b></p> <p><b>Encourage students to participate in HES, CAHS, and CSU service activities</b></p>	<ul style="list-style-type: none"> <li>• Examine adding students to HES committees and decision-making activities</li> <li>• Consider establishment of HES Student Leadership Council</li> <li>• Encourage HES students to participate on the CAHS Student Leadership Council</li> <li>• Continue to involve students in HES Outreach/Service Activities</li> <li>• Involve students in HES development and alumni activities</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing. (Concentration Directors and Department Head)</li> <li>• AY 06-07. (Department Head)</li> <li>• Ongoing. (Concentration Directors and Department Head)</li> <li>• Ongoing. (Concentration Directors)</li> <li>• Ongoing. (Development Team)</li> </ul>
<p><b>*Goal 2.5</b></p> <p><b>Promote undergraduate research opportunities by providing faculty incentives</b></p>	<ul style="list-style-type: none"> <li>• Tap university resources to support research mentoring experiences</li> <li>• Include undergraduate research mentoring as part of annual and six-year evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing. (Concentration Directors and Department Head)</li> <li>• AY 06-07. (Department Head)</li> </ul>
<p><b>*Goal 2.6</b></p> <p><b>Develop and target diversity in undergraduate populations</b></p>	<ul style="list-style-type: none"> <li>• Develop recruitment and retention strategies</li> <li>• Enhance communication with CSU advocacy offices</li> <li>• Enhance Living and Learning experiences with the Division of Student Affairs</li> <li>• Pursue minority scientific training grant support for diverse students</li> <li>• Hire diverse students in work-study and student hourly positions within the department</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing. (Concentration Directors and Department Head)</li> <li>• Ongoing. (Department Head)</li> <li>• Ongoing. (Undergraduate Director)</li> <li>• Ongoing. (All Faculty)</li> <li>• Ongoing. (Staff and Department Head)</li> </ul>

Goal	Strategy	Timeline/Metric/Comments (Responsible Party)
<p><b>*Goal 2.7</b></p> <p><b>Promote international opportunities for students and faculty</b></p>	<ul style="list-style-type: none"> <li>• Establish forum for promoting international opportunities among faculty and students</li> <li>• Promote international faculty research collaborations and partnerships</li> <li>• Seek shared resource models with College and VP for Research offices for faculty international research travel</li> </ul>	<ul style="list-style-type: none"> <li>• AY 07-08. (Key Advisors and Department Head)</li> <li>• Ongoing. (Department Head)</li> <li>• Ongoing. (Department Head)</li> </ul>
<p><b>Goal 2.8</b></p> <p><b>Promote participation in interdisciplinary programs (e.g., Biomedical Engineering, Gerontology)</b></p>	<ul style="list-style-type: none"> <li>• A list serve of all HES students will be utilized for e-mailing at the beginning of each semester</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing. (Concentration Directors)</li> </ul>
<p><b>Goal 2.9</b></p> <p><b>Provide opportunities for professional certification for students</b></p>	<ul style="list-style-type: none"> <li>• Examine accreditations/endorsements for undergraduate emphases</li> <li>• Explore opportunities to serve as certification site</li> <li>• Examine curricular changes to allow student certification (e.g., personal trainer, Health Fitness Instructor)</li> </ul>	<ul style="list-style-type: none"> <li>• Annually. (Concentration Directors and Department Head)</li> <li>• Fall 2006. (Concentration Directors and Department Head)</li> <li>• AY 06-07. (Concentration Directors and Department Head)</li> </ul>

**Key Objective 3: Enhance the Quality of Graduate Education**

Goal	Strategy	Timeline/Metric/Comments (Responsible Party)
<p><b>Goal 3.1</b></p> <p><b>Assure the quality of graduate academic offerings</b></p>	<ul style="list-style-type: none"> <li>• Provide rigorous contemporary content linked with current faculty research</li> <li>• Re-evaluate all graduate degree programs, including prerequisites, core courses, electives, and clinical experiences</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing. (Graduate Faculty)</li> <li>• Ongoing. Linked to graduate exit interview/PRISM. (Assessment Coordinator and Department Head)</li> </ul>
<p><b>*Goal 3.2</b></p> <p><b>Assure the quality of graduate research mentoring</b></p>	<ul style="list-style-type: none"> <li>• Implement policies to assure quality of theses and dissertations</li> <li>• Establish rigorous research requirements for completion of PhD program (e.g., publication, grant writing)</li> </ul>	<ul style="list-style-type: none"> <li>• AY 06-07. (Graduate Faculty)</li> <li>• AY 06-07. (Graduate Faculty)</li> </ul>
<p><b>Goal 3.3</b></p> <p><b>Assure the quality of graduate academic and career advisement and professional development</b></p>	<ul style="list-style-type: none"> <li>• Provide pedagogical training and supervision for GTAs</li> <li>• Require teaching experiences in the PhD program</li> <li>• Mentor students on professional skills</li> <li>• Provide centralized academic advisement from recruitment through mentor selection</li> <li>• Continue active recruitment/retention plans to support diversity among students</li> <li>• Continue to upgrade the HES graduate advising manual</li> <li>• Involve graduate students and alumni in curriculum development</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing. (Activity Program Director)</li> <li>• AY 07-08. (Graduate Faculty)</li> <li>• Ongoing. (Graduate Faculty)</li> <li>• Ongoing. (Graduate Program Director)</li> <li>• Ongoing. (Graduate Program Director, Department Head, Graduate Faculty)</li> <li>• Annually. (Graduate Program Director)</li> <li>• Ongoing. (Graduate Program Director)</li> </ul>



Goal	Strategy	Timeline/Metric/Comments (Responsible Party)
<p><b>Goal 3.4</b></p> <p><b>Establish the PhD program in Bioenergetics and continue involvement with collaborative interdisciplinary graduate academic programs</b></p>	<ul style="list-style-type: none"> <li>• Implement PhD program in Bioenergetics by Fall, 2007</li> <li>• Participate in the development of the PhD program in Biomedical Engineering</li> <li>• Participate in development of the multi-institutional MPH program</li> <li>• Evaluate the Exercise Science and Nutrition joint program for enhancement and/or discontinuation</li> <li>• Interface PhD, MPH and MS courses to assure quality and efficiency of offerings</li> <li>• Explore new graduate degree options (e.g., 4+1, Plan C, Certificate programs)</li> </ul>	<ul style="list-style-type: none"> <li>• AY 06-07. (Department Head and Graduate Faculty)</li> <li>• Ongoing. (Department Head, Graduate Faculty)</li> <li>• Ongoing. (Department Head, Graduate Faculty)</li> <li>• Spring 2007. (ESN Coordinator, Graduate Faculty)</li> <li>• Ongoing. (Graduate Program Director, Graduate Faculty, and Department Head)</li> <li>• AY 08-09. (Graduate Program Director, Department Head, and Graduate Faculty)</li> </ul>
<p><b>Goal 3.5</b></p> <p><b>Pursue strategies to increase GTA, GRA, and GSA financial support</b></p>	<ul style="list-style-type: none"> <li>• Leverage graduate fellowship funds to facilitate recruitment of GTA, GRA, and GSAs</li> <li>• Split funding sources (e.g., GTA + GRA) in order to stretch limited resources and allow teaching experiences for GRAs.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing. (Department Head)</li> <li>• Ongoing. (Department Head, Graduate Director, and PIs)</li> </ul>

## RESEARCH AND DISCOVERY

### Key Objective 4: Foster Excellence in Research, Scholarship, and Creative Artistry

Goal	Strategy	Timeline/Metric/Comments (Responsible Party)
<p><b>Goal 4.1</b></p> <p><b>Achieve institutional, national, and international excellence in research and scholarship</b></p>	<ul style="list-style-type: none"> <li>• Increase external funding                             <ul style="list-style-type: none"> <li>○ Support/encourage faculty to develop innovative research proposals consistent with the CSU strategic plan</li> <li>○ Encourage/reward collaborative proposals within our faculty across the campus, including superclusters</li> <li>○ Support and reward faculty receiving external support</li> <li>○ Enhance seed grant support to faculty linked to external funding opportunities</li> <li>○ Enhance grant-writing training/support</li> <li>○ Provide support staff for grant writing efforts</li> <li>○ Provide bridge support for “between grants” circumstances</li> <li>○ Provide travel grants for specific research outcomes</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing. Increase research expenditures 50% by 2010. (Faculty)                             <ul style="list-style-type: none"> <li>○ Ongoing. (Department Head)</li> <li>○ Ongoing after establishing plan in AY 06-07. (Research Advisory Committee and Department Head)</li> <li>○ Ongoing. (Department Head)</li> <li>○ Ongoing after establishing plan in AY 06-07. (Research Advisory Committee and Department Head)</li> <li>○ Ongoing. (Department Head)</li> <li>○ Ongoing after establishing plan in AY 06-07. (Research Advisory Committee and Department Head)</li> <li>○ Ongoing. (Department Head)</li> <li>○ Ongoing. (Department Head)</li> </ul> </li> </ul>

Goal	Strategy	Timeline/Metric/Comments (Responsible Party)
<p><b>Goal 4.1 (continued)</b></p> <p><b>Achieve institutional, national, and international excellence in research and scholarship</b></p>	<ul style="list-style-type: none"> <li>• Increase the quantity and quality of faculty research publications commensurate with peer institutions</li> <li>• Position HES to take advantage of new research facilities: interdisciplinary research, superclusters, shared equipment and space</li> <li>• Enhance development efforts to support research</li> <li>• Develop short “career enrichment experiences” for faculty to acquire additional research skills</li> <li>• Secure permanent funding or endowment for the research seminar series (to enhance collaborations, successful grant reviews, and acquisition of new skills)</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing. Increase publications 20% by 2010 and use PRISM rubric for quality assessment (Faculty and Assessment Committee)</li> <li>• Ongoing. (Research Advisory Committee and Department Head)</li> <li>• Ongoing. (Development Team)</li> <li>• Ongoing after establishing plan in AY 06-07. (Research Advisory Committee)</li> <li>• AY 06-07. (Department Head)</li> </ul>

**Key Objective 5: Improve Discovery Capabilities**

Goal	Strategy	Timeline/Metric/Comments (Responsible Party)
<p><b>Goal 5.1</b></p> <p><b>Grow the base of research faculty and graduate research assistants commensurate with higher levels of external funding</b></p>	<ul style="list-style-type: none"> <li>• Recruit established and productive faculty in research areas consistent with CSU/CAHS strategic plan, encouraging diversity</li> <li>• Position ourselves to hire research faculty who are self-funded</li> <li>• Leverage strategic research faculty hires when lines are available, emphasizing current and targeted areas of research</li> <li>• Position the department to obtain new faculty lines through the superclusters (e.g., Biomedical Engineering; Cell and Molecular Biology)</li> <li>• Retain quality research faculty (assumption is high quality teaching and service as well)</li> <li>• Increase the number/quality of PhD/MS students               <ul style="list-style-type: none"> <li>○ Recruit qualified graduate student (and post-doctoral fellow) applicants, encouraging diversity</li> <li>○ Seek additional graduate student funding</li> <li>○ Train graduate students (MS, PhD) and post-doctoral fellows to seek funding</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing. (Faculty and Department Head and CAHS)</li> <li>• Ongoing. (Faculty and Department Head)</li> <li>• Ongoing after establishing plan in AY 06-07. (Research Advisory Committee and Department Head)</li> <li>• Ongoing. (Research Advisory Committee and Department Head)</li> <li>• Ongoing after establishing plan in AY 06-07. (Department Head and CAHS Dean)</li> <li>• Ongoing. (Graduate Faculty)               <ul style="list-style-type: none"> <li>○ Ongoing. (Graduate Director and Faculty and Department Head)</li> <li>○ Ongoing. (All Faculty)</li> <li>○ Ongoing. (Graduate Faculty)</li> </ul> </li> </ul>

Goal	Strategy	Timeline/Metric/Comments (Responsible Party)
<p><b>Goal 5.2</b></p> <p><b>Construct new and update existing laboratories and other research facilities and services to serve the needs of a growing research program</b></p>	<ul style="list-style-type: none"> <li>• Expand HPCRL</li> <li>• Secure funds for maintaining existing equipment</li> <li>• Acquire new equipment to enhance research capabilities</li> <li>• Formalize our “footprint” in the Hartshorn Health Center and other developments (PVHS, Metabolomics facilities)</li> <li>• Systematically reevaluate departmental relationship with library facilities/services to optimize research capabilities</li> <li>• Aggressively pursue core facility and equipment opportunities (internal and external)</li> <li>• Develop/market our HES core research services</li> <li>• Implement a plan to assure physician coverage for research</li> </ul>	<ul style="list-style-type: none"> <li>• AY 06-07. Develop program plan and start. \$1,000,000 (Research Advisory Committee and Department Head)</li> <li>• Ongoing after establishing plan in AY 06-07. (Research Advisory Committee and Department Head)</li> <li>• Ongoing after establishing plan in AY 06-07. (Research Advisory Committee and Department Head)</li> <li>• AY 06-07. (Research Advisory Committee and Department Head)</li> <li>• Ongoing. (Faculty, Library Representative and Graduate Director)</li> <li>• Ongoing after establishing plan in AY 06-07. (Research Advisory Committee and Department Head)</li> <li>• Ongoing after establishing plan in AY 06-07. (Research Advisory Committee and Department Head)</li> <li>• AY 06-07. (Research Advisory Committee and Department Head)</li> </ul>
<p><b>Goal 5.3</b></p> <p><b>Enhance use of indirect costs to support research infrastructure and personnel</b></p>	<ul style="list-style-type: none"> <li>• Develop and implement a plan</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing after establishing plan in AY 06-07. (Research Advisory Committee and Department Head)</li> </ul>

**Key Outcome 6: Focus Research in Areas of Institutional Strength and Societal Need**

Goal	Strategy	Timeline/Metric/ <i>Comments</i> (Responsible Party)
<p><b>Goal 6.1</b></p> <p><b>Play a role in the development of a new supercluster focused on health and well-being</b></p>	<ul style="list-style-type: none"> <li>• Become the impetus for an emphasis on aging, obesity and chronic disease within a proposed health and well-being supercluster</li> <li>• Encourage synergy and facilitate collaborative and cooperative efforts among scholars with interests in aging, obesity and chronic disease prevention</li> </ul>	<ul style="list-style-type: none"> <li>• AY 07-08. If warranted, submit a proposal for a supercluster (Research Advisory Committee, FSHN, CAHS, and others)</li> <li>• Ongoing. (Faculty)</li> </ul>
<p><b>Goal 6.2</b></p> <p><b>Incorporate subpopulations (e.g., ethnic populations, medically underserved) at heightened risk for chronic diseases in study design and research proposals</b></p>	<ul style="list-style-type: none"> <li>• Collaborate with schools and medical and community health clinics in Northern Colorado for subject and participant recruitment</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing. (Faculty)</li> </ul>

## SERVICE AND OUTREACH

### Key Objective 7: Engage Citizens Through Community Involvement

Goal	Strategy	Timeline/Metric/Comments (Responsible Party)
<p><b>Goal 7.1</b></p> <p><b>Promote performance and innovation in service and outreach</b></p>	<ul style="list-style-type: none"> <li>• Promote faculty involvement in Department and University events</li>   <li>• Promote faculty involvement in service and outreach activities</li>   <li>• Encourage participation in article and grant review and professional society membership/offices</li>   <li>• Promote faculty involvement in community service and health and wellness initiatives (e.g., Healthier Communities Coalition, CanDO!, COPAN, Tobacco Prevention)</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing. Set expectation for involvement and attendance at student/faculty events, Homecoming Race, graduation, etc. (Department Head)</li>   <li>• Ongoing. Include on annual evaluation (Department Head)</li>   <li>• Ongoing. Include on annual evaluation (Department Head)</li>   <li>• Ongoing. Implement a plan for involvement in high-impact service (Department Head)</li> </ul>
<p><b>Goal 7.2</b></p> <p><b>Be recognized as the premier provider of comprehensive programs to enhance the well-being and health of communities and citizens in the region</b></p>	<ul style="list-style-type: none"> <li>• Enhance existing programs and events                             <ul style="list-style-type: none"> <li>○ Adult Fitness</li> <li>○ Heart Disease Prevention Program</li> <li>○ Faculty/Staff Noon Hour Fitness Program</li> <li>○ Homecoming Race</li> <li>○ Youth Sports Camps (After-School Program)</li> </ul> </li>   <li>• Review participation guidelines and emergency protocols</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing. (Program Directors and Department Head)</li>   <li>• Annually. Review and revise all documents and procedures (Program Directors and Department Head)</li> </ul>

Goal	Strategy	Timeline/Metric/Comments (Responsible Party)
<p><b>Goal 7.2 (continued)</b></p> <p><b>Be recognized as the premier provider of comprehensive programs to enhance the well-being and health of communities and citizens in the region</b></p>	<ul style="list-style-type: none"> <li>• Target the HPCRL as Firefighter and Emergency Service Provider “Fitness Assessment Central” for the region</li> <li>• Expand the clinical capabilities and services of the HPCRL</li> <li>• Provide quality lecture series of relevant research and health topics to the public</li> <li>• Maintain quality of facilities and address issues related to cleaning and maintenance</li> <li>• Assure inclusion of diverse populations in all programs (ethnic and economic)               <ul style="list-style-type: none"> <li>○ Employ marketing strategies to diverse populations (e.g., website and publication photos)</li> <li>○ Develop strategies for the participation and access for low income participants</li> </ul> </li> <li>• Integrate evidence-based research approaches within all service programs</li> <li>• Target grants to support ongoing service programs</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing. Continue aggressive grant-seeking efforts (Program Director)</li> <li>• Ongoing. Examine potential avenues for expansion (Program Directors and Department Head)</li> <li>• AY 06-07. Decide on frequency and establish chairperson and committee (Department Head)</li> <li>• Ongoing. Establish maintenance plans (Program Directors and Operations Manager)</li> <li>• Ongoing. (Program Directors and Department Head)               <ul style="list-style-type: none"> <li>○ Ongoing. (Program Directors and I/T support)</li> <li>○ AY 07-08. Seek “scholarship” funds for each outreach service to provide access (Program Directors and Department Head)</li> </ul> </li> <li>• Ongoing. (Program Directors and Faculty)</li> <li>• Ongoing. (Program Directors)</li> </ul>



Goal	Strategy	Timeline/Metric/Comments (Responsible Party)
<p><b>Goal 7.3</b></p> <p><b>Leverage HES human resources to develop service programs to enhance student learning and generate revenue</b></p>	<ul style="list-style-type: none"> <li>• Increase undergraduate and/or graduate student/practicum involvement in Noon Hour, Adult Fitness, Heart Disease Prevention Program, Youth Sport Camps</li> <li>• Consider strategies to expand current programs               <ul style="list-style-type: none"> <li>○ Evaluate the cost/benefit of increased hours</li> <li>○ Increase offerings/programs</li> </ul> </li> <li>• Increase student-learner involvement</li> <li>• Employ effective marketing to promote programs</li> <li>• Offer certification preparation classes (e.g., personal training, aerobics) to students and community members</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing. Marketing within the department on a regular basis such as presentations to relevant classes/groups and email to majors (Department Head and Faculty)</li> <li>• AY 06-07. Establish a committee to review feasibility and goals (Department Head)</li> <li>• AY 07-08. Examine possibility of service-learning based course or other academic credit (Key Advisors)</li> <li>• Ongoing. (Program Directors)</li> <li>• AY 07-08. Survey to determine importance to students and appropriate certification to target (Key Advisors)</li> </ul>
<p><b>Goal 7.4</b></p> <p><b>Utilize HES programs to facilitate increased recognition and involvement from the community</b></p>	<ul style="list-style-type: none"> <li>• Develop efficient management strategies for educational programming and community tours of facilities and programs</li> </ul>	<ul style="list-style-type: none"> <li>• AY 06-07. Develop website application and information; develop standardized sessions (Key Advisors)</li> </ul>

**Key Objective 8: Prepare and Empower Learners Outside the Campus Environment**

Goal	Strategy	Timeline/Metric/Comments (Responsible Party)
<p><b>*Goal 8.1</b></p> <p><b>Participate in quality educational off-campus programs</b></p>	<ul style="list-style-type: none"> <li>• Determine the need for an increase in distance education class offerings</li> <li>• Develop a plan to participate in the Alumni College</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Presently 1 course is offered through distance education</i></li> <li>• AY 08-09. Conduct a market analysis for expanding distance education offerings (Department Head, Faculty, and Continuing Education)</li> </ul>
<p><b>Goal 8.2</b></p> <p><b>Engage CSU alumni and former employees</b></p>	<ul style="list-style-type: none"> <li>• Foster communication through the departmental newsletter</li> <li>• Expand web-based interactions                             <ul style="list-style-type: none"> <li>○ Develop web-based alumni network to foster communication, internship, mentoring, development, and career opportunities</li> </ul> </li> <li>• Strengthen connections with former faculty</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing. (Development Team)</li> <li>• AY 07-08. Expand newsletter to web-based publication (Development Team)                             <ul style="list-style-type: none"> <li>○ AY 07-08. Appoint web-communication coordinator (Development Team)</li> </ul> </li> <li>• Ongoing. (Development Team)</li> </ul>

## RESOURCES AND SUPPORT

### Key Objective 9: Expand Fundraising and Marketing

Goal	Strategy	Timeline/Metric/Comments (Responsible Party)
<p><b>Goal 9.1</b></p> <p><b>Increase annual development activities</b></p>	<ul style="list-style-type: none"> <li>• Enhance annual giving from alumni</li> <li>• Engage the external advisory committee in development planning</li> <li>• Engage retired faculty in department activities</li> <li>• Engage current students in development</li> <li>• Endow new student scholarship(s)</li> <li>• Nominate alumni, faculty, staff and students for awards</li> <li>• Establish a student research/travel fund</li> <li>• Endow the HES research seminar</li> <li>• Obtain an endowed chair position</li> </ul>	<ul style="list-style-type: none"> <li>• AY 06-07. (Development Team)</li> <li>• AY 06-07. (Department Head)</li> <li>• AY 06-07. (Development Team)</li> <li>• AY 06-07. (Development Team)</li> <li>• Ongoing. Increase by one annually (Development Team)</li> <li>• Ongoing. (Awards Committee)</li> <li>• AY 06-07. \$3000 annually (Research Advisory Committee, Honors Director and Department Head)</li> <li>• AY 06-07. \$200,000 (Department Head)</li> <li>• AY 08-09. Begin the process of securing \$3,000,000 (Development Team)</li> </ul>
<p><b>Goal 9.2</b></p> <p><b>Develop an HES master plan for development in alignment with the University Capital Campaign</b></p>	<ul style="list-style-type: none"> <li>• Develop and implement an HES Capital Campaign plan.</li> </ul>	<ul style="list-style-type: none"> <li>• AY 06-07. (CAHS Dean, CAHS Director of Development, and Department Head)</li> </ul>

Goal	Strategy	Timeline/Metric/ <i>Comments</i> (Responsible Party)
<p><b>Goal 9.3</b></p> <p><b>Enhance communication with internal and external constituencies</b></p>	<ul style="list-style-type: none"> <li>• Enhance the Alumni Messenger</li> <li>• Provide continuous updates for the web page</li> <li>• Employ a diversity strategy in all communications</li> <li>• Use CAHS and University communications and marketing infrastructure to disseminate the HES message</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing. (Development Team)</li> <li>• Ongoing. (Development Team)</li> <li>• Ongoing. (Development Team, Department and College)</li> <li>• Ongoing. (Department, College and University Communications and Marketing Teams)</li> </ul>

**\*Key Objective 10: Build Necessary Infrastructure**

Goal	Strategy	Timeline/Metric/Comments (Responsible Party)
<p><b>Goal 10.1</b></p> <p><b>Develop short- and long-term building plans for space needs</b></p>	<ul style="list-style-type: none"> <li>• Complete the program plan for the Clinical Research Center space in the Hartshorn expansion</li> <li>• Develop a master plan for academic and research space expansion                             <ul style="list-style-type: none"> <li>○ Complete design and funding plan for the Phase 1 expansion of the HPCRL</li> <li>○ Expand faculty office space in Moby-B second floor</li> <li>○ Complete design and financial plan for teaching/service space</li> </ul> </li> <li>• Upgrade equipment in the teaching lab A-130</li> </ul>	<ul style="list-style-type: none"> <li>• AY 06-07. (Department Head and Hartshorn Director)</li> <li>• AY 06-07. (Department Head and Faculty)                             <ul style="list-style-type: none"> <li>○ AY 06-07. \$1,000,000 (Department Head and Faculty)</li> <li>○ AY 06-07. (Assistant Department Head)</li> <li>○ AY 07-08. (Department Head and Faculty)</li> </ul> </li> <li>• AY 06-07 and beyond. <i>Differential tuition is essential</i> (Laboratory Committee and Department Head)</li> </ul>
<p><b>Goal 10.2</b></p> <p><b>Plan for continued and new Instructional Technology needs</b></p>	<ul style="list-style-type: none"> <li>• Conduct an annual audit of faculty computing hardware and software needs.</li> <li>• Conduct an annual assessment of classroom and teaching laboratory instructional technology needs.</li> <li>• Provide training for faculty and GTAs as instructional technology changes</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing. (Department Head, Staff and Faculty)</li> <li>• Ongoing. (Department Head, Staff and Faculty)</li> <li>• Ongoing. (Department Head, Staff and Faculty)</li> </ul>

**\*Key Objective 11: Nurture Human Capital**

Goal	Strategy	Timeline/Metric/Comments (Responsible Party)
<b>Goal 11.1</b> <b>Increase human resources throughout the department (staff, faculty, GTAs, RAs, GSAs, peer advisors, etc.)</b>	<ul style="list-style-type: none"> <li>• Seek increased base funding</li> <li>• Target diversity among all positions</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing. <i>Differential tuition is essential</i> (Department Head and Dean)</li> <li>• Ongoing. (Department Head and Search Committees)</li> </ul>
<b>Goal 11.2</b> <b>Enhance employee compensation</b>	<ul style="list-style-type: none"> <li>• Develop and implement a plan</li> </ul>	<ul style="list-style-type: none"> <li>• AY 06-07. (Department Head and Dean)</li> </ul>

**\*Key Objective 12: Guarantee Financial Stability**

Goal	Strategy	Timeline/Metric/ <i>Comments</i> (Responsible Party)
<b>Goal 12.1</b> <b>Obtain differential tuition</b>	<ul style="list-style-type: none"> <li>• Re-submit proposal</li> </ul>	<ul style="list-style-type: none"> <li>• AY 06-07. (Department Head and Dean)</li> </ul>
<b>Goal 12.2</b> <b>Increase scholarship endowments</b>	<ul style="list-style-type: none"> <li>• Market to alumni, former faculty, and others</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing. (Development Team, Department Head and College DOD)</li> </ul>
<b>Goal 12.3</b> <b>Develop new revenue generating programs and enhance profits from existing programs</b>	<ul style="list-style-type: none"> <li>• Develop an after school program focused on obesity prevention and physical activity promotion</li> <li>• Develop a personal trainer program outreach program-linked to student practicum experiences</li> <li>• Develop annual financial plans for service programs</li> <li>• Require a return on investment analysis for all proposals for new and existing programs and initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• AY 06-07. (Program Director)</li> <li>• AY 07-08. (Department Head and Faculty)</li> <li>• Ongoing. (Program Directors and Department Head)</li> <li>• Ongoing. (Department Head and Financial Officer)</li> </ul>

**\*Key Objective 13: Monitor Plan Progress**

Goal	Strategy	Timeline/Metric/ <i>Comments</i> (Responsible Party)
<p><b>Goal 13.1</b></p> <p><b>Assess the progress of HES in reaching strategic goals</b></p>	<ul style="list-style-type: none"> <li>• Integrate PRISM with the strategic plan</li> <li>• Collaborate with peer institutions and/or professional societies for benchmarking program quality</li> <li>• Develop a grid for monitoring progress and updating the plan</li> <li>• Incorporate an external review process as part of six-year reviews</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing. (Assessment Committee)</li> <li>• Ongoing. (Assessment Committee)</li> <li>• Ongoing. (Assessment Committee)</li> <li>• Ongoing. (Assessment Committee)</li> </ul>



## Appendix A

Throughout the HES Strategic Plan, the following benchmarks have been either included or inferred.

Benchmarks of Success:

1. Sponsored research funding (funding per FTE)
2. Publications (peer reviewed journal articles, chapters, books)
3. National rankings of academic programs
4. Accreditations, licensures and certifications
5. Student placement
6. Student graduation rates
7. University, regional, national and international awards and honors received by faculty and students
8. Student and faculty involvement in international experiences
9. Development success (annual giving, capital campaign)
10. Entrepreneurial programming and revenue growth
11. Outreach constituency growth
12. Diversity among faculty, staff, and students
13. Increase number of Graduate Teaching, Research, and Student Assistantships
14. Meet targets for PhD program enrollment as described in PhD proposal
15. Success in decreasing the majors-to-tenure track faculty ratio to the CAHS average
16. Reduce HES majors' class sizes