

**Strategic Plan, 2003--2008
College of Health and Human Performance
University of Florida**

Our **VISION**: To be a model of excellence in teaching, research, and service.

Our **MISSION**: Provide recognized programs of excellence in teaching, research, and service that focus on assisting individuals, families and communities to promote health and prevent disease while enhancing quality of life across the lifespan.

Goals for 2003 - 2008

Goal 1	Each academic department will consistently rank in the “Top 3” among peer institutions based on established benchmarks.
Goal 2	Increase competitive external funding for research through contracts and grants.
Goal 3	Continue to strengthen and enhance the College’s national and international reputations.
Goal 4	Strengthen and enhance the quality of the college’s academic programs.
Goal 5	Promote cultural diversity and internationalization in teaching, research, and service.

Goal 1: Rank consistently in the “Top 3” among peer institutions based on established benchmarks.
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Objective	Strategy	Responsibility	Status
1.1 Increase the number and quality of PhD students.	<p>1.1.1 Recruit qualified, diverse PhD applicants.</p> <p>1.1.2 Seek additional funding, including partnership funding, to support PhD students.</p> <p>1.1.3 Help PhD graduates find positions in the best academic and professional positions available.</p> <p>1.1.4 Advise PhD students for timely completion of degree programs.</p> <p>1.1.5 Enhance research opportunities for PhD students.</p>	<p>Department Chairs and faculty HHP Office of Research & Academic Affairs</p> <p>Graduate School, faculty</p>	<p>1.1 Since Fall 03 graduate enrollment has increased by 44 (275 to 319); with most of the growth at the PhD level. Mean GPA and GRE have remained at a consistent levels.</p> <p>1.1.2 Graduate student support continues to be a focal point for development—For 2005 – 06 HHP will award ~\$40,000 in scholarships and fellowships. PhD stipend will be increased to minimum of \$12,000 in 2006-07.</p>
1.2 Provide resources for faculty to develop excellence in teaching and research.	<p>1.2.1 Develop guidelines for effective mentorship.</p> <p>1.2.2 Provide mentoring development programs for faculty.</p> <p>1.2.3 Provide incentives to senior faculty to mentor junior faculty.</p> <p>1.2.4 Ensure junior faculty have the opportunity to mentor graduate students.</p>	Deans, Department Chairs, faculty	<p>1.2.1 Guidelines drafted to meet requirement of UF May 2004 policy</p> <p>1.2.2 Encourage participation in campus faculty development programs.</p> <p>1.2.3 Confirm inclusion in faculty assignment.</p> <p>1.2.4 Department policies have been reviewed, junior faculty are provided these opportunities.</p>
1.3 Use identified benchmark criteria to annually measure improvements in	<p>1.3.1 Number and quality of scholarly publications (refereed articles, books, book chapters).</p> <p>1.3.2 Number of invited and refereed</p>	Office of Institutional Research, Deans, Department Chairs,	<p>Benchmark data collected July 2005 – addresses 1.3.4, 1.3.5, 1.3.5, 1.3.7 only. Results posted at http://www.ir.ufl.edu/compare/hh0405.pdf</p>

<p>productivity, and to evaluate performance as compared to peer programs and institutions per the University's schedule.</p>	<p>presentations – international, national, regional. 1.3.3 Number and prestige of recognitions and awards received by students and faculty. 1.3.4 Mean dollars of external funding per faculty member per year. 1.3.5 Number of undergraduate and graduate degrees awarded per faculty member per year. 1.3.6 Quality of graduate students as measured by GPA, GRE scores, publications, presentations, and awards. 1.3.7 Ratio of graduate students per graduate faculty member.</p>	<p>faculty</p>	<p>1.3.1, 1.3.2, 1.3.3 – data is being collected by HHP office of Research and Academic Affairs. 1.3.6 see 1.1 1.3.7 current ratio exceeds UF – 1:22</p>
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Goal 2: Increase competitive external funding for research through contracts and grants.

Objective	Strategy	Responsibility	Status
<p>2.1 Increase the total number of external contract and grant applications submitted by faculty each year.</p>	<p>2.1.1 Create a new Assistant Dean for Research and Graduate Studies position in the Dean’s Office to promote graduate study and increase grant and contract activity.</p> <p>2.1.2 Assign support staff to facilitate the process of identifying and applying for grants and contracts.</p> <p>2.1.3 Maintain detailed records of faculty grant and contract activity per year.</p>	<p>Dean</p> <p>Associate Dean for Research and Academic Affairs; Department Chairs</p> <p>Office of Research and Academic Affairs</p>	<p>2.1.1 Dr. Bill Chen appointed July 2004; .75 FTE. Fall 2005 dedicated funds to support external review of grant proposals process for interested faculty.</p> <p>2.1.2 Determined this may best be accomplished at department level; 2 of 3 departments now have grants specialists.</p> <p>2.1.3 Data bank created; 34 of 69 projects (49%) were funded 2003-04; 31 of 41 (76%) projects were funded in 2004-05.</p>
<p>2.2 Focus the College’s research and scholarly activities to align with the interdisciplinary priority areas for research outlined in the University of Florida Strategic Plan</p>	<p>2.2.1 Annually review the College Strategic Plan, particularly research activities, in relation to the University of Florida Strategic Plan, and modify College activities to ensure alignment with the University’s Plan.</p>	<p>Deans, Department Chairs, Faculty</p>	<p>2.2.1 2003-04 review completed, plan revised as needed. Fall faculty meeting 2005, HHP plan reviewed by faculty; 2005 update completed.</p>

	<p>2.2.2 Support faculty to develop innovative research proposals consistent with the University of Florida Strategic Plan.</p> <p>2.2.3 Reward faculty innovations in research that match priorities outlined in the University of Florida Strategic Plan.</p>	<p>Deans, Department Chairs</p> <p>Deans, Department Chairs</p>	<p>2.2.2 College level seed money grants process developed by Associate Dean for Research funded via HHP-IDC account; implemented 2004 - 05 \$32,561 awarded. \$30,000 set aside for 2005-06. Funds have been allocated to support external grant reviews to enhance competitiveness.</p> <p>2.2.3 HHP bonus plan developed, implemented to reward all areas of external funding. (\$144,660 was paid out in faculty bonus, \$5,364,498 was award amount for 2004-05)</p>
<p>2.3 Increase total faculty FTE allocated to funded projects.</p>	<p>2.3.1 Ensure that faculty with research assignments receive the time and support necessary to succeed.</p> <p>2.3.2 Ensure accountability for faculty FTE devoted to pursuing and conducting research and funded projects.</p>	<p>Deans, Department Chairs</p>	<p>2.3.1 Ongoing</p> <p>2.3.2 Ongoing</p>
<p>2.4 Increase faculty collaboration, across department lines, in seeking and conducting externally funded grants and contracts.</p>	<p>2.4.1 Reward collaborative activities in the tenure and promotion process, and in faculty annual evaluations.</p> <p>2.4.2 Encourage faculty collaboration, across department lines.</p>	<p>Deans, Department Chairs, faculty</p>	<p>2.4.1 In review</p> <p>2.4.2 Ongoing, continue to identify and develop these projects. \$10,000 set aside for 2006-07 seed money grants for cross – department collaborative projects.</p>

	<p>2.4.3 Provide opportunities for faculty and graduate students, within and outside the College, to discuss potential opportunities for collaboration.</p>	<p>Department Chairs, faculty, graduate students</p>	<p>2.4.3 Aging initiatives; Prairie View after school program with COE; AT contract with Shands and UAA. Expertise Development NSF proposal with other SUS institutions.</p>
<p>2.5 Recruit established, productive faculty in research areas of strategic importance to the College.</p>	<p>2.5.1 Develop a plan to identify research areas of strategic importance to the College and plan recruitment activities to attract faculty in those areas.</p>	<p>Deans, Department Chairs, faculty</p>	<p>2.5.1 Areas identified -- addictive behaviors; sport-tourism; alcohol research; exercise psychology. Ongoing.</p>

Goal 3: Continue to strengthen and enhance the College’s national and international reputation.

Objective	Strategy	Responsibility	Status
<p>3.1 Develop an image and a message for the College to be promoted on campus and external to campus.</p>	<p>3.1.1 Secure competent marketing professional to help create an image and a message for the College; develop alumni relations.</p> <p>3.1.2 Appoint a contact person in the Dean’s Office to lead the marketing effort.</p> <p>3.1.3 Appoint individuals in each department and auxiliary unit to form a College Public Relations Committee chaired by the Dean’s Office appointee.</p> <p>3.1.4 Enlist the College Advisory Council in developing plans to promote the College’s image and message in Florida, regionally, nationally, and internationally.</p>	<p>Dean, Department Chairs, Director of Communications, Advisory Council</p> <p>Dean</p> <p>Department Chairs</p> <p>HHP Advisory Council; Communications Director; Department Chairs; Deans</p>	<p>3.1.1 Hired full time Director of Communications for PR/Publications, Alumni Events</p> <p>3.1.2 Completed Director of Communications</p> <p>3.1.3 Two of 3 departments have identified contact person.</p> <p>3.1.4 Ongoing with Advisory Council members from the US; HHP has taken leadership role with Healthy Gators 2010 initiative. College materials have been shared with the World Health Organization; International Olympic Committee; Beijing Institute; joined the Paris Research Center.</p>
<p>3.2 Increase the number of exchange agreements with international universities for faculty and students.</p>	<p>3.2.1 Work with the University of Florida International Center to identify potential exchange agreement opportunities.</p>	<p>Deans, Department Chairs, Faculty, UFIC</p>	<p>3.2.1 Prior to 2003, 5 International Agreements. As of 2005, 6 new (total 11) and 2 pending.</p>

	<p>3.2.2 Encourage faculty to discuss potential exchange agreements with international colleagues when appropriate.</p> <p>3.2.3 Allocate additional funding to support international professional travel.</p>		<p>3.2.2 Three of the 6 above resulted from faculty initiatives with international colleagues.</p> <p>3.2.3 Support allocated in 2004-05 ~\$11,500; faculty focus on research collaborations.</p>
<p>3.3 Increase the number of study-abroad opportunities for undergraduate and graduate students.</p>	<p>3.3.1 Work with the University of Florida International Center to identify opportunities for study-abroad for undergraduate and graduate students.</p> <p>3.3.2 Support and reward faculty who develop study-abroad opportunities for undergraduate and graduate students.</p>	<p>Office of Student Affairs, Department Chairs, Faculty</p> <p>Department Chairs, International Center</p>	<p>3.3.1 Spring break in Greece offered since 2003; two Rome groups in 2005; Geneva – WHO and Lausanne - IOC in May 2005. Taiwan will be offered in 2006. New programs proposed include Brazil, Ireland, England. Investigating off-book status to benefit college.</p> <p>3.3.2 Nine month faculty receives additional compensation.</p>
<p>3.4 Offer international certificate programs for visiting scholars or through distance education.</p>	<p>3.4.1 Publicize international certificate opportunities for visiting scholars or through distance education through the Office of Distance, Continuing, and Executive Education.</p>	<p>Department Chairs, Director of Communications, Outreach Coordinator</p>	<p>3.4.1 Health Education & Behavior Certificate program for international visitors 3 awarded in 2004-05.</p>
<p>3.5 Develop online and distance education courses and degree programs for delivery to both domestic and international students.</p>	<p>3.5.1 Consult with the Office of Distance, Continuing, and Executive Education for assistance in developing distance education programs.</p>	<p>Education Outreach Coordinator, Department Chairs, faculty</p>	<p>3.5.1 Currently offering Medical Terminology, G & UG serving 400 students; investigating 3 new courses; 2 potential degree programs.</p>

	<p>3.5.2 Consult with the Office of Distance, Continuing, and Executive Education to conduct market research to determine potential interest in bachelor's and master's degree programs delivered through distance education.</p> <p>3.5.3 Support and reward faculty willing to participate in developing and delivering distance education degree programs.</p>	<p>Office of DCE, Education Outreach Coordinator, faculty</p> <p>Deans, Department Chairs</p>	<p>3.5.2 Identified potential for worksite health promotion and tourism.</p> <p>3.5.3 Revenue sharing formula has been developed & implemented</p>
<p>3.6 Explore the feasibility and interest in developing outreach programs involving education, research, and service to underserved areas, nationally and internationally.</p>	<p>3.6.1 Increase collaboration with campus-based outreach groups such as Peace Corps, AmeriCorps, Coca Cola Ambassadors, and Alternative Spring Break.</p> <p>3.6.2 Explore additional collaborations through the UF International Center.</p> <p>3.6.3 Identify opportunities for faculty and students to conduct collaborative research projects in underserved areas, nationally and internationally.</p>	<p>Deans, Department Chairs, Office of Student Affairs, Education Outreach Coordinator</p>	<p>3.6.1 Ongoing – Office of Student Affairs is now tracking this data.</p> <p>3.6.2 Discussion re participation in Beijing center has begun; visit will be planned for spring 2006; joined the Paris Research Center.</p> <p>3.6.3 Ongoing</p>
<p>3.7 Develop collaborative relationships with other academic units across campus.</p>	<p>3.7.1 Maintain a current list of collaborative activities conducted by the faculty.</p> <p>3.7.2 Strengthen affiliations with other colleges that share the vision and mission of the College.</p>	<p>Associate Dean – Research & Academic Affairs, Department Chairs, faculty</p>	<p>3.7.1 Identified collaborations include medicine; liberal arts and sciences; medicine; nursing; public health and health professions; education; agricultural and life sciences; journalism; sea grant and the aging institute.</p> <p>3.7.2 Initiation of the Healthy Gators 2010 provides excellent opportunities for future</p>

	3.7.3 Assist faculty to identify opportunities for collaborative research and to initiate the appropriate contacts.		collaborative efforts, see www.healthygators.hhp.ufl.edu . 3.7.3 Ongoing
3.8 Collaborate with peer institutions to develop research projects, including opportunities to bring undergraduate and master's students to the University of Florida and recruit those students for the College graduate programs.	3.8.1 Contact colleagues at peer institutions to determine the potential for conducting collaborative research projects. 3.8.2 Publicize collaborative research projects through alumni communications, professional organization newsletters, web pages, and other media outlets.	Department Chairs, faculty Faculty, Director of Communications	3.8.1 Ongoing- Expertise Development; Rio Clara in Brazil; Taiwan. 3.8.2 Since August 2004, 75 press releases; 150 news clips. E-news for alumni 6 issues; fall 2005 annual report. Center for Exercise Science published a "view book" of research activities.
3.9 Encourage and identify ways to increase the gifts to the college through the University of Florida Foundation (UFF).	3.9.1 In cooperation with the UF Alumni Association develop an alumni network program. 3.9.2 In cooperation with the UFF increase activities to identify potential donors and involve the College Advisory Council in inviting potential donors to participate in supporting the College. 3.9.3 Secure funding to increase Endowed/Term Professorships	Director of Communications, Director of Development, Advisory Council Dean and Director of Development	3.9.1 Email list serve for alumni has been developed in cooperation with alumni association. Hosted 6 alumni socials around the state. 3.9.2 Advisory council members have provided solid leads for development officer. One proposal for \$1 mil has been presented; 2 additional are in development. 3.9.3 Currently 1 Endowed Professor; UFF faculty challenge is now focal point for development efforts.

<p>3.10 More effectively use the college's auxiliary programs to support the college's mission.</p>	<p>3.10.1 Identify opportunities for Living Well program staff to participate in professional development.</p> <p>3.10.2 Encourage research projects through Living Well for undergraduate and graduate students.</p>	<p>Dean, Director of Living Well</p> <p>Faculty, Director of Living Well</p>	<p>3.10.1 Funding has been provided to support staff development for LW.</p> <p>3.10.2 Ongoing – funding of \$49,000 secured from Gatorade fund to update aerobic equipment at Living Well to enhance research opportunities and ongoing projects. Wellsource and Microfit assessments have provided additional opportunities for research as well as recruitment to Living Well.</p>
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Goal 4: Strengthen and enhance the quality of the college’s academic programs.

Objective	Strategy	Responsibility	Status
<p>4.1 Enhance the quality of graduate degree programs.</p>	<p>4.1.1 Maintain appropriate accreditation for graduate degree programs.</p> <p>4.1.2 Review the requirements for all graduate degree programs, approved concentrations, and internal specializations.</p> <p>4.1.3 Conduct exit surveys of graduate program graduates each semester.</p> <p>4.1.4 Conduct surveys of College graduate program alumni at 3-5 year intervals to identify program strengths and areas for improvement.</p> <p>4.1.5 Survey employers and prospective employers to determine skills desired for entry level and advanced level employment.</p> <p>4.1.6 Maintain records of pass/fail rates on certification and credentialing examinations.</p> <p>4.1.7 Conduct a cost/benefit analysis (time, effort, resources) of all graduate degree programs.</p>	<p>Department chairs, faculty</p> <p>HHP Academic Affairs, Department Chairs, faculty</p> <p>Department graduate coordinators</p> <p>Graduate School, HHP Academic Affairs, department graduate coordinators</p> <p>Department Chairs, graduate coordinators</p> <p>Deans, Department Chairs, graduate coordinators</p>	<p>4.1.1 Determined to drop the accreditation for the master’s level AT program based on recommendation of the faculty.</p> <p>4.1.2 HEB has completed this process; PhD program set for FBOE program review fall 2006. Review process has begun under the direction of Associate Dean for Research & Academic Affairs.</p> <p>4.1.3 In process</p> <p>4.1.4 HHP Academic Affairs will develop a survey for this purpose</p> <p>4.1.5 Needs to be completed for fall 2006 program review</p> <p>4.1.6 Determined N/A for graduate level</p> <p>4.1.7 Initial review has begun, to be completed in the 2006 graduate program review process.</p>

	<p>4.1.8 Integrate development of information technology skills in the graduate curriculum.</p> <p>4.1.9 Establish a College library that meets the needs of graduate students. (Faculty determined that a reading room with web access might be a better use of space and meet the needs of students).</p> <p>4.1.10 Assist graduate students in applying for scholarships, fellowships, and awards.</p> <p>4.1.11 Assist minority graduate students in applying for McKnight Foundation fellowships.</p> <p>4.1.12 Increase the number of post-doctoral positions.</p> <p>4.1.13 Increase funding for graduate student professional travel.</p> <p>4.1.14 Increase funding for conducting graduate program symposia.</p> <p>4.1.15 Use the Stanley Lecture to promote interest in research and graduate study.</p>	<p>Faculty, IT support</p> <p>Dean, Department Chairs</p> <p>Department Graduate coordinators, faculty</p> <p>Department Chairs, faculty</p> <p>Deans, Department Chairs</p> <p>Deans, Department Chairs, Development Officer, Communications Director</p> <p>Associate Dean, Department Graduate Coordinators, faculty</p>	<p>4.1.8 Ongoing, Health Informatics Lab for HEB; use of GIS for TRSM; biomechanical analysis in APK are examples.</p> <p>4.1.9 Received \$100,000 contribution and state match of \$50,000 to create the Betty C. Stevens Reading Room</p> <p>4.1.10 M. Mann, PhD student in HEB recognized with Vanderwerf Award http://www.ucet.ufl.edu/awards/graduate/04-05/mann.shtml</p> <p>4.1.11 No McKnight Fellows at this time; 1 PhD student from the FAMU feeder program..</p> <p>4.1.12 2003-04 = 4 2004-05 = 3 2005-06 = 4</p> <p>4.1.13 Funds provided 2003-04 = ~\$6000 2004-05 = ~ \$6000 Available 05-06 = ~\$ 6000</p> <p>4.1.14 Development opportunity; held research poster reception spring 2005. Stevens Visiting Scholar funds are used to host symposia speakers.</p> <p>4.1.15 Lecture in 2005 (Dr. Russ Pate – obesity and adolescents) was well-publicized; increase efforts for 2006.</p>
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	<p>4.1.16 Increase participation in the Graduate School's Graduate and Professional Student Forum.</p> <p>4.1.17 Continue to identify undergraduate students with potential to enter the graduate program and encourage them to apply.</p> <p>4.1.18 Provide faculty the opportunity to explore innovations in their areas of expertise and facilitate curricular revisions designed to enhance the quality of the program.</p>	<p>Office of Student Affairs, faculty</p> <p>Deans, Department Chairs, Faculty</p>	<p>4.1.16 Ongoing – need to develop tracking process</p> <p>4.1.17 Department chairs send letters to encourage consideration of graduate school for identified students; OSA encouraging combined degree programs. (need tracking system)</p> <p>4.1.18 No action</p>
<p>4.2 Enhance the quality of undergraduate degree programs.</p>	<p>4.2.1 Maintain appropriate accreditation for all undergraduate degree programs.</p> <p>4.2.2 Review the requirements for all undergraduate degree programs, approved concentrations, specializations, minors, and certificates.</p> <p>4.2.3 Conduct exit surveys of undergraduate program graduates each semester.</p> <p>4.2.4 Conduct surveys of College undergraduate program alumni at 3-5 year intervals to identify program strengths and areas for improvement.</p>	<p>Deans, Department Chairs, undergraduate coordinators, faculty</p> <p>Deans, Department Chairs, Office of Student Affairs, Undergraduate Coordinators, faculty</p> <p>University Office of Institutional Research</p> <p>Office Student Affairs, Department, Undergraduate Coordinators</p>	<p>4.2.1 Accreditations up to date except for AT program -- site visit October 2005.</p> <p>4.2.2 Initial review has resulted in shifting of resources to areas of higher demand.</p> <p>4.2.3 Results are compiled annually at the departmental level; information is used to modify programs as needed. (See annual SACS updates).</p> <p>4.2.4 University conducts the survey; data available at (http://www.ir.ufl.edu/survey.pdf).</p>

	<p>4.2.5 Survey intern site supervisors, employers and prospective employers to determined skills desired for entry-level employment.</p> <p>4.2.6 Maintain records of pass/fail rates on certification and credentialing examinations.</p> <p>4.2.7 Conduct a cost/benefit analysis (time, effort, resources) of all undergraduate degree program specializations.</p> <p>4.2.8 Integrate development of information technology skills in the undergraduate curriculum.</p> <p>4.2.9 Establish a College library that meets the needs of undergraduate students. (Faculty determined that a reading room with web access might be a better use of space and meet the needs of students).</p> <p>4.2.10 Assist undergraduate students in applying for scholarships, fellowships, and awards.</p> <p>4.2.11 Assist minority undergraduate students in applying to the University Scholars and McNair Scholars programs.</p>	<p>Deans, Department Chairs, UG Coordinators, faculty</p> <p>Deans, Department Chairs, Faculty</p> <p>Deans, Department Chairs,</p> <p>Office of Student Affairs, faculty</p> <p>Deans, Development Officer</p>	<p>4.2.5 OSA will work with department intern coordinators to complete this task</p> <p>4.2.6 Pass rates for students completing certification exams: 95% CHES; 100% FTCE/SAE; 57.17% NATABOC (National Average 44.85%)</p> <p>4.2.7 Data points are being defined and structure for review developed. (Note – overall ROI as computed by College of Business is 190%)</p> <p>4.2.8 Increased technology in health-informatics; GIS in natural resources, tourism and community health; biomechanics.</p> <p>4.2.9 Received \$100,000 contribution and state match of \$50,000 to create the Betty C. Stevens Reading Room</p> <p>4.2.10 (need data)</p> <p>4.2.11 2002-03 = 1 McNair Scholar 2003-04 = 2 McNair Scholars 2004-05 = 5 McNair Scholars</p>
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	<p>4.2.12 Establish enrollment caps in each major, concentration, specialization, and minor.</p> <p>4.2.13 Periodically reevaluate enrollment caps based on needs of the College and University.</p> <p>4.2.14 Adjust universal tracking criteria to meet the College's enrollment goals.</p>	<p>Office of Student Affairs, Department Undergraduate Coordinators, faculty</p> <p>Department Coordinators, faculty, Office of Student Affairs</p>	<p>2005-05 = 6 McNair Scholars</p> <p>4.2.12 Caps have been established; are being maintained. TUG = ~1600</p> <p>4.2.13 Fall 2005 admits to UF are ~600 more than anticipated; increased course offerings with funding from the Provost office.</p> <p>4.2.14 GPA and course adjustments have been made and are continually monitored.</p>

Goal 5: Promote cultural diversity and internationalization in teaching, research, and service.

Objective	Strategy	Responsibility	Status
<p>5.1 Maintain or increase ethnic and racial diversity in all academic programs of the college, especially the PhD program.</p>	<p>5.1.1 Plan specific recruitment activities for members of minority groups enrolled as undergraduate students at the University of Florida and at other universities.</p> <p>5.1.2 Invite colleagues at peer institutions to assist in identifying and recruiting potential minority graduate students.</p> <p>5.1.3 Provide funding support for recruitment and retention of graduate students.</p> <p>5.1.4 Encourage faculty to participate in identifying and recruiting promising international students for the College's graduate programs.</p> <p>5.1.5 Coordinate and centralize information related to assistantships, fellowships, grants for minority students at the Dean's level.</p>	<p>Office of Student Affairs, Department UG coordinators Department Chairs, faculty Deans, Department Chairs, Graduate School</p> <p>Department Chairs, Faculty</p> <p>Office of Research & Academic Affairs</p> <p>Office of Research & Academic Affairs</p>	<p>5.1.1 Participate in university sponsored recruitment activities;</p> <p>5.1.2 To date no tracking process; anecdotal evidence that this occurs.</p> <p>5.1.3 Faculty are funded for conferences and other recruitment activities as requested.</p> <p>5.1.4 In process</p> <p>5.1.5 Data file is in development..</p>
<p>5.2 Maintain or increase ethnic and racial diversity of the College faculty and staff.</p>	<p>5.2.1 Recruit applicants from under-represented minority groups for faculty and staff positions.</p> <p>5.2.2 Make optimal use of University resources for recruiting members of ethnic and racial minority groups for faculty and staff positions.</p>	<p>Deans, Department Chairs, faculty, HR</p>	<p>5.2.1 In 2003-04 new hires included 2 WM; 2 WF; 1 BM; 1 AF in faculty positions; 2 WF; 1 HM in staff positions.</p> <p>5.2.2 Overall the college has had some success in recruitment from minority groups.</p>
<p>5.3 Publicize international activities of</p>	<p>5.3.1 Improve the international section of the College website.</p>	<p>Communications Director, IT personnel</p>	<p>5.3.1 In process.</p>

<p>the College through print and electronic media.</p>	<p>5.3.2 Include information for prospective international students in print materials developed by the college.</p>	<p>Communications Director</p>	<p>5.3.2 Materials developed for international travel and for international visitors.</p>
<p>5.4 Maintain and improve supportive environments for all aspects of cultural diversity.</p>	<p>5.4.1 Establish mentoring system to assist and support faculty and students from diverse backgrounds.</p> <p>5.4.2 Review collateral materials (e.g. brochures, website, etc.) to ensure they are supportive of the diversity goals.</p> <p>5.4.3 Encourage faculty and graduate students to participate in university sponsored programs on cultural and ethnic diversity.</p> <p>5.4.4 Expand the role of the college diversity committee to examine broader aspects of cultural diversity.</p> <p>5.4.5 Identify and track ongoing diversity initiatives and provide support to those initiatives with demonstrated potential to further the diversity goal.</p>	<p>Deans, Department Chairs, faculty, Associate Provost for Equal Opportunity and Faculty Development</p> <p>Communications Director, Department Chairs, faculty</p> <p>Deans, Department Chairs, faculty</p> <p>Dean, International & Diversity Committee</p> <p>Deans, Department Chairs, International & Diversity Committee</p>	<p>5.4.1 Faculty mentoring program in development; 6 faculty participate in the minority mentor program.</p> <p>5.4.2 Review complete; monitoring is ongoing.</p> <p>5.4.3 College faculty participate in the diversity round tables and UCET programs</p> <p>5.4.4 Charge has been revised</p> <p>5.4.5 Monitoring system in development</p>
<p>5.5 Increase and facilitate faculty and student participation in international activities.</p>	<p>5.5.1 Establish distance education programs targeted to international audiences.</p> <p>5.5.2 Provide additional support for visiting scholar, study abroad, and student exchange programs.</p> <p>5.5.3 Publish and present research at international conferences.</p>	<p>Deans, Department Chairs, faculty</p> <p>Deans, Department Chairs</p> <p>Faculty</p>	<p>5.5.1 Conversations initiated with Brazil; Taiwan; UFIC program in Beijing; Paris. (Paris agreement has been signed)</p> <p>5.5.2 In process</p> <p>5.5.3 2002-03 = 53 presentations; 2003-04 = 66.</p>