



Mission Statement

The Bouvé College of Health Sciences strongly supports the mission of Northeastern University as a practice-oriented, student-centered, urban research institution. The College is committed to the goals of the institution, which include excellence in education, excellence in research and scholarship, access to educational opportunity, and a strong professional orientation that includes the cooperative education model. Each of the health sciences within the College supports these aims both individually and collectively.

The mission of the Bouvé College of Health Sciences is to be a center of excellence in health professional education, research, and service. The structure of the college fosters cross-disciplinary interaction among faculty and students, encourages innovation in the education of both entry-level and advanced practice health professionals, and recognizes the autonomy of each profession. The College strives to educate individuals to develop skills to be effective health care providers and to instill in our graduates a commitment to life-long learning. The College builds partnerships with health care delivery systems and the community in order to assure that Bouvé students and faculty have access to practice sites that prepare our graduates to meet the health care needs of our urban neighbors and society. The College provides access to health professional education for a diverse student body and strives to have a faculty that reflects varied backgrounds and a worldwide perspective.

The College is committed to the generation and advancement of knowledge to improve the health and health care services of individuals and communities through basic and applied research.

Unit Goals 2000 - 2001



Northeastern
UNIVERSITY BOSTON

Bouvé College of Health Sciences

November 26, 2001

Background:

These goals were developed with substantial input from Bouvé College's faculty, staff and administration. They provide clear and measurable objectives to ensure that Bouvé College of Health Sciences reaches its overarching goal of becoming a national model for excellence in health science in research, teaching and service. Our attainment of this goal will help to ensure that Northeastern University will become one of the top 100 institutions in the United States by 2010. Attaining these goals will only result from a collaborative effort by administration, faculty, and staff from all of the Schools and Programs of the College.

The planning process is intended to provide a blueprint for our efforts to achieve excellence. It becomes the framework for interaction between the College and the University as well as internally between the Schools and the College. These plans will form the basis for annual discussions of goals and work plans for each unit. Progress in meeting these goals will also be used in annual discussions of resource needs, budgets and in evaluation of the accomplishments of the College's administration, faculty and staff.

Bouvé College Goal 1

Aspiration

Bouvé College of Health Sciences will reach its goal of excellence in health care education by 2010

Objective	Indicators
<p>Administration and Faculty approve College's Unit Plan by Fall 2001.</p> <p>The plan will be aligned with University Action and Assessment Plan and specify the action steps necessary to achieve goals by 2010.</p> <p>The College Goals and Plan will clearly embody the College Mission and Vision Statement.</p> <p><i>Develop priorities and set future directions.</i></p> <p><i>Develop specific measures of progress including baselines, targets and benchmarks.</i></p> <p><i>Develop and gather data from benchmark institutions.</i></p> <p><i>Develop regular process of formative and summative evaluation to assure goals are being met.</i></p> <p><i>Incorporate goals and strategies from all units.</i></p> <p><i>Approve Implementation plan following consultation with faculty, staff and administration.</i></p> <p><i>Review progress annually.</i></p>	<p>1.1 Plan accepted by President Freeland</p>

Bouvé College Goal 2

NATIONAL

Attract undergraduate and graduate students from across the nation who are characterized by academic achievement and ethnic and socio-economic diversity appropriate for a national university.

Objective	Indicators
<p>Assistant Dean for First-Year Services and Enrollment will develop a comprehensive recruitment plan in collaboration with the College's Schools and the Office of Enrollment Management for undergraduate enrollment.</p> <p><i>Develop undergraduate program-specific marketing materials in collaboration with Enrollment Management.</i></p> <p><i>Identify and facilitate stronger financial aid resources for all health professional students.</i></p> <p>Graduate Dean, with Vice Provost of Graduate Education, will develop similar plan for graduate program.</p> <p>Develop challenging but achievable enrollment targets that are consistent with the University Action and Assessment Plan and the University Planning Committee.</p> <p>Realign curriculum to ensure that Bouvé College provides ease of access to health careers for first-time students and undergraduate transfer students.</p> <p><i>Implement plan to provide multiple entry points into college curriculum</i></p> <p><i>Implement improved "open option" curriculum and advising</i></p> <p><i>Implement improved transfer student program</i></p>	<p>2.1 Completed Plan for undergraduates developed Fall 2001</p> <p>2.2 Completed Plan for graduate programs developed Winter 2002</p> <p>2.3 Enrollment Targets developed Fall 2001.</p> <p>2.4 Each college program reviewed for transfer options by Spring 2002.</p> <p>2.5 Open Option task force issues report to the College by Spring 2002.</p> <p>2.6 New transfer student marketing plan, policies and procedures implemented Spring 2002.</p>

Bouvé College Goal 2 (Con't)

NATIONAL

Attract undergraduate and graduate students from across the nation who are characterized by academic achievement and ethnic and socio-economic diversity appropriate for a national university.

Objective	Indicators
<p>Assistant Dean for Enrollment, the Director of Graduate Admissions, and the College Executive Committee will develop a recruitment plan to increase the number of high-quality undergraduate and graduate students from diverse backgrounds.</p> <p><i>Identify and submit at least three proposals annually that relate to increasing diversity in the health sciences.</i></p> <p><i>Establish written articulation agreements with regional community colleges.</i></p> <p><i>Create link with minority serving institutions to attract graduate students.</i></p> <p><i>Create direct links with the Health Career Academy and high schools in the surrounding urban community to increase the number of qualified applicants to the College.</i></p> <p>Increase the number and amount of graduate stipends and assistantships.</p> <p><i>Allocate stipends and assistantships equitably according to need and achievement.</i></p> <p><i>Advocate for additional assistantships from the Provost to support increased graduate enrollment.</i></p> <p><i>Advocate for an increase in the amount of the assistantships for SGAs.</i></p>	<p>2.7 Plan developed Winter 2002.</p> <p>2.8 College Diversity Committee draft recommendations by Fall 2001 for increasing enrollment of students from diverse backgrounds.</p> <p>2.9 Graduate School will collect baseline data Fall 2001.</p> <p>2.10 Additional stipends and assistantships were allocated Fall 2001.</p>

Bouvé College Goal 2A

NATIONAL/ENROLLMENT

Bouvé College will enroll students who meet or exceed all University Enrollment targets.

Objective	Indicators (Table 2A.1)			
		Bouvé Fall 2001 Baseline	Bouvé Target	NU Target
<p>Meet or exceed all university enrollment targets by 2004, working within the context of trends in the health care workforce.</p> <p>Dean for Graduate School and Directors/Chairs of graduate programs will develop similar indicators for graduate enrollment.</p> <p>Baseline data on race, ethnicity and income in health professions programs nationally to be developed using data from professional organizations and federal government by 2002.</p>	Applicants	1396	TBD	TBD
	Acceptance Rate	80%	60%	60%
	Yield	31%	33%	29%
	SAT Score	1117	1150 by 2004	1150 by 2004
	HS GPA	3.3	3.5	
	Geographic Distribution	44% from Mass	37% from MA	<40% from MA
	Income Distribution		10-15% from low income populations	10-15% from low-income populations
	African American	4.3%	Exceed national average for health professions programs by 10% by 2004	Exceed national average for college freshmen by 10% by 2004
	Asian	8.6%	Exceed national average for health professions programs by 10% by 2004	Exceed national average for college freshmen by 10% by 2004
	Hispanic	3.5%	Exceed national average for health professions programs by 10% by 2004	Exceed national average college freshmen by 10% by 2004
	International	1.7%	10% greater than Fall, 1998 level by 2004	10% greater than Fall, 1998 level by 2004

Bouvé College Goal 3

NATIONAL/CURRICULUM

Bouvé College's curriculum becomes a national model for education in the health sciences.

Objective	Indicators
<p>College Core Review and evaluate the college curriculum in the basic sciences.</p> <p>Develop a college core curriculum in the basic sciences.</p> <p>Develop a college interdisciplinary core that provides a foundation for learning in the health sciences and supports student success.</p> <p style="padding-left: 40px;"><i>Design a program of study that incorporates the recommendations of the Pew Commission.</i></p> <p style="padding-left: 40px;"><i>Review first and second year curricula to eliminate duplication and to ensure that all programs offer appropriate service courses.</i></p> <p>Interdisciplinary Provide opportunities for the development of multidisciplinary and interdisciplinary courses, seminars and programs of study.</p> <p>Review proposal for interdisciplinary Ph.D.</p> <p style="padding-left: 40px;"><i>If approved, develop specific time frame for implementation.</i></p> <p>Establish a plan that advances interdisciplinary work with a reward system.</p> <p>Outcomes Assessment Develop college-wide plan for outcomes assessment that monitors student learning.</p> <p>Assessment plan monitors employer, student and faculty satisfaction with student learning.</p> <p>Identify recommended outcomes for each stage of the educational process: core basic sciences, professional education, clinical experience, and co-op.</p> <p>Develop guidelines and implementation strategy for discipline-based assessments.</p>	<p>3.1 College curriculum reviewed beginning with the core basic sciences in 2001-2002.</p> <p>3.2 College interdisciplinary committee reports on interdisciplinary courses, seminars and programs to college by Spring 2002.</p> <p>3.3 Number of collaborative/multidisciplinary/interdisciplinary research and scholarship efforts increase by 2 per year.</p> <p>3.4 Number of interdisciplinary/multidisciplinary publications increase by 2 per year.</p> <p>3.5 College assessment coordinator appointed Fall 2001</p> <p>3.6 Assessment plan developed by 2002-2003.</p> <p>3.7 Increase undergraduate student satisfaction with their education by 10% over the 1999 baseline based on Program, College and University surveys by 2005.</p> <p>3.8 Gather data on student satisfaction with graduate programs by Winter 2002.</p>

Bouvé College Goal 4 NATIONAL/PROGRAM EXCELLENCE

Bouvé College programs reach the highest levels of excellence.

Objective	Indicators (Table 4.1)			
<p>Develop comprehensive performance measures that can be used to assess our progress.</p> <p>Collect data that includes baseline and target measures appropriate for Tier 1 and Tier 2 institutions.</p> <p>Integrate measures into an effective college assessment plan that monitor the full range of the educational process.</p> <p>Programs will assess the quality of their research relative to national recognition in their professional field.</p> <p>Based on that assessment they will develop goals and strategies for achieving national recognition.</p> <p>Assess each program annually on progress in attaining its goals, meeting performance objectives and reaching the highest level of academic success.</p> <p>Develop plan for resource allocation that supports the continued development of excellence.</p>	Indicators of program quality, benchmarks and baselines are developed by Fall 2002.			
		Bouvé 2001 Baseline	Bouvé Target	NU Target
	Rankings	3 of 5 graduate programs in top 2/3. 1/5 in top 50% and same in top 25%	Programs meet university targets.	All graduate programs in top 2/3 in 5 years, top 50% in ten years; 10% of graduate programs in top 25% by 2004
	Licensure pass rates on first attempt.	2 of 8 programs below 90%	All programs above 95% by 2005	N/A
	Graduate Employment		95% employed 6 months after graduation	90% by 2004
	Accreditation	All programs fully accredited	Maintain full accreditation	TBD
	Employer Satisfaction	TBD	TBD	TBD
	Student Satisfaction	TBD	TBD	TBD
	Graduation Rates	TBD	TBD	TBD
	Student: Faculty FTE ratios	TBD	TBD	TBD
Enrollment	TBD	TBD	TBD	

Bouvé College Goal 5

NATIONAL/FACULTY

Build the health science faculty of the future; leaders in their fields who consistently demonstrate excellence in teaching, research and service.

Objective	Indicators
<p>Create a comprehensive plan that supports faculty development in research, teaching and service at all stages of their careers.</p> <p><i>Develop programs to support faculty development and innovation that supports innovation in student learning and research.</i></p> <p><i>Plan to include start up grants, load adjustments, travel support, orientation and mentoring programs, and support for grant writing.</i></p> <p><i>Plan should consider support for development of clinical, service and outreach skills by faculty. Support for professional development in institutional service.</i></p> <p><i>Develop a reward system for full- and part-time faculty for excellence in teaching.</i></p> <p><i>Develop and offer a workshop on dossier preparation and maintenance, including procedures from each School's Faculty Mentor Plan.</i></p> <p><i>Review workload policies and procedures to assure equity in assignments and attention to the overall needs of the unit/College.</i></p> <p><i>Assess the success of the faculty-mentoring program and make changes accordingly.</i></p> <p>Evaluate faculty, using criteria that support the mission of the College and University.</p> <p>Continue development of an effective merit review process that allows faculty to meet individual and College goals according to the University aspirations for achievement during the academic year.</p> <p><i>Develop and refine system for written goals, mechanisms of reward, and merit evaluations.</i></p> <p>Incorporate criteria into tenure, promotion and merit that clearly reflect and reward faculty accomplishments related to the mission and aspirations of the University.</p>	<p>5.1 Faculty mentors task force and Executive Committee develop comprehensive faculty development plan by Spring 2002.</p> <p>5.2 Administration identifies and develops resources to support faculty development by 2002.</p> <p>5.3 80% of faculty score above 3.5 in course evaluations and no faculty score below 3.0.</p> <p>5.4 Faculty mentoring plan is reviewed and evaluated by Spring 2002.</p> <p>5.5 By Winter 2002 develop quantitative and qualitative indicators of faculty success in research, service and teaching that reflect the aspirations of the College and University.</p> <p>5.6 Incorporate indicators of faculty success into overall plan to measure quality of programs.</p>

Bouvé College Goal 6

NATIONAL/RECOGNITION/VISIBILITY

Bouvé College is widely recognized locally, regionally and nationally.

Objective	Indicators
<p>Develop integrated marketing strategies and allocate resources to promote college, school, and program visibility.</p> <p>Develop recruiting and promotional material that emphasizes unique features of the College and talents of faculty and students</p> <p><i>Develop and present consistent image/brand for Bouvé College.</i></p> <p><i>Continue development of College web site.</i></p> <p>Identify key national or international conferences important to the development of the reputation of the College.</p> <p><i>Support national and international presentations by faculty and students with funding at conferences.</i></p> <p><i>Strategically target national groups for recruitment of faculty and students and visibility.</i></p> <p><i>Support faculty appointments to key national boards.</i></p> <p>Receive two national program/educational grants for health science education programs, e.g., Kellogg, RWJ, FIPSE, by 2005.</p> <p>Seek opportunities for exchange with highly ranked institutions on a national and international basis.</p>	<p>6.1 Marketing plan developed and implemented.</p> <p>6.2 Media mentions increase by 10% per year.</p> <p>6.3 New recruiting and promotional materials are developed.</p> <p>6.4 Web site development plan designed and implemented by Fall 2001.</p> <p>6.5 Reputation of programs as indicated by national rankings grows by 10 points by 2004 over 2000 baseline.</p> <p>6.6 Frequency of faculty consultations on national issues increases by 5% per year.</p> <p>6.7 Frequency of faculty participation in national professional organizations and societies increases by 15% by 2004.</p>

Bouvé College Goal 7

NATIONAL/ALUMNI

Strengthen and expand Bouvé College and School alumni organizations.

Objective	Indicators
<p>In collaboration with Development and Alumni relations, design a comprehensive alumni development plan for the College.</p> <p><i>Plan includes involving alumni in College events such as recruiting, co-op employment, and special events.</i></p> <p>Publish a college alumni newsletter.</p> <p>Focus continuing and professional education on alumni.</p> <p>Maintain a dynamic, exciting web site with links to all parts and functions of the College.</p>	<p>7.1 College develops plan that will involve alumni as lifelong partners of the University.</p> <p>7.2 Engage at least 20% of the faculty in discipline-specific goals related to alumni.</p> <p>7.3 Support existing alumni activities and initiate at least two new alumni events per year.</p> <p>7.4 College alumni newsletter is developed and published.</p> <p>7.5 Incorporate college goals for the NU campaign into the College Unit Plan.</p> <p>7.6 Increase the amount of alumni giving from current (#) donors to (# x 10% increase) donors, and from current (\$\$ amount) to (\$\$ x 10% increase). [Data to be identified by Development Office by Winter 2004]</p>

Bouvé College Goal 8

RESEARCH ORIENTED

Maintain and develop education, practice and research programs that respond to current and future needs of health care and biotechnology industries.

Objective	Indicators
<p>Establish advisory groups of industry leaders and practitioners to discuss issues and trends that affect education and practice in community and institutional health care and biotechnology.</p> <p>Develop a quick response process for emerging opportunities.</p> <p>Develop a long-range plan with key health professional leaders.</p> <p>Continue active College participation in Biotechnology Initiative.</p> <p>Recruit Behrakis Chair in pharmaceutical sciences.</p> <p>Develop interdisciplinary educational programs in Biotechnology.</p>	<p>8.1 Ongoing</p> <p>8.2 Advisory group established to focus Behrakis Chair search.</p> <p>8.3 Search Committee initiated Fall 2001.</p> <p>8.4 Sloan funding for MS Biotechnology approved Fall 2001.</p>

Bouvé College Goal 9

RESEARCH

Enhance and grow our research portfolio to a level commensurate with nationally recognized College of Health Sciences.

Objective	Indicators
<p>Create a college research infrastructure in collaboration with the Division of Research Grants and the College research committee.</p> <p><i>Enhanced infrastructure will support increased productivity with staff, equipment, space and services to support college programs.</i></p> <p><i>Implement faculty-mentoring programs to support research and scholarship.</i></p> <p><i>Recruit a biostatistician to serve as a consultant to the faculty.</i></p> <p><i>Identify funding sources and access University support services for grants and contracts in public and private sectors.</i></p> <p><i>Support faculty with opportunities to enhance internal and external visibility.</i></p> <p>Develop college workload policy to meet both individual research needs and programmatic needs.</p> <p>Identify and implement research space development plans for Mugar associated with move to Behrakis Health Science Center.</p>	<p>9.1 Research and Development Committee submits plan for enhanced college research infrastructure by Winter 2002.</p> <p>9.2 Offer faculty development program on grant approval process.</p> <p>9.3 Establish faculty development fund to provide seed money for research.</p> <p>9.4 College Dean, School Deans, Chairs and faculty collaborate on development of college workload policy.</p> <p>9.6 Search for additional faculty (as feasible) to develop core research strengths.</p> <p>9.7 College administration and faculty work with University Space Committee to ensure development of research space associated with move to Behrakis Health Sciences Center by Fall 2001.</p>

Bouvé College Goal 9 (Con't)

RESEARCH

Enhance and grow our research portfolio to a level commensurate with nationally-recognized College of Health Science.

Objective	Indicators
<p>Achieve national recognition for the quality of research in a limited number of areas (current strengths):</p> <ul style="list-style-type: none"> Speech/Language Pathology and Audiology Pharmaceutical Sciences Biotechnology (Developing) Community and Urban Health Neurosciences Outcomes Research <p>Achieve national recognition for the quality of clinical and applied research in a limited number of areas:</p> <ul style="list-style-type: none"> Early Intervention Pharmacy Practice Counseling and Applied Educational Psychology Nursing Physical Therapy Cardiopulmonary Sciences <p>Attract new faculty with demonstrated potential for research excellence in identified research priority areas.</p>	<p>9.8 Increase the dollars of federal and state funding for research, scholarship, and teaching by 10% per year.</p> <p>9.9 Increase the dollars of corporate and private foundations funding by 10% per year.</p> <p>9.10 Increase the number of faculty with external funding by 5% per year.</p> <p>9.11 Increase the number of faculty receiving professional recognition by 10% over baseline established for Fall 2000.</p> <p>9.12 Frequency of faculty participation on national review panels increases by 10% by 2004.</p>

Bouvé College Goal 10

STUDENT CENTERED

Bouvé College administration will provide faculty, students and staff with superior service and the highest quality information.

Objective	Indicators
<p>Develop an Administrative Plan that coordinates and centralizes Bouvé College administrative units.</p> <p>The plan will include specific goals, objectives, outcome measures and a regular process of assessment.</p> <p><i>Evaluate College staff and administrators on criteria that support the mission of the College and the University.</i></p> <p><i>Student satisfaction with support services improves from an overall rating of 58% to 80% by 2004.</i></p> <p>Design and implement a plan for an on-going assessment of College administrative and Student Services Offices that includes input from students, faculty, staff and college administrators.</p>	<p>10.1 Plan completed and implemented beginning Fall 2001.</p> <p>10.2 Assessment plan for administration developed and implemented by Spring 2002.</p>

Bouvé College Goal 11

STUDENT CENTERED

Retain and graduate students at a level commensurate with a high-quality, nationally-recognized College of Health Sciences

Objective	Indicators
<p>Design, develop and implement existing retention plan.</p> <p><i>Develop model to predict retention based on correlational studies of successful and unsuccessful students.</i></p> <p><i>Conduct a survey of students to determine factors that influence retention or drop out.</i></p> <p><i>Develop support services and resources for students in academic difficulty.</i></p> <p><i>Develop mentoring and support services for students admitted through academic opportunity programs.</i></p> <p><i>Develop first-year health science courses that support student success.</i></p> <p><i>Facilitate career choice and changes in major by enhancing students' options within the health science programs, e.g., increase flexibility of transfer within the College.</i></p> <p>Open Option Task force will review and implement curriculum changes for Bouvé Open Option program.</p> <p>College committees will review curricula for barriers to academic success.</p> <p>Apply student academic policies equitably and effectively to retain qualified students and assist less qualified students to address deficiencies or find other suitable options.</p> <p><i>Review and track program graduation rates each year.</i></p> <p><i>Benchmark graduation rates against second tier programs.</i></p> <p><i>Examine policies across programs.</i></p> <p><i>Revise policies as necessary to improve effectiveness and equitable application across programs.</i></p>	<p>11.1 Plan approved by Winter 2002.</p> <p>11.2 Retention of first-year students exceeds 88% by 2004.</p> <p>11.3 Survey conducted with Institutional Research.</p> <p>11.4 Increase number of open option students retained in Bouvé by 10%.</p> <p>11.5 Task Force(s) reports on academic policies to faculty by Winter 2002.</p>

Bouvé College Goal 11B

STUDENT CENTERED

Bouvé College will retain and graduate students at levels that exceed University targets.

Objective	Indicators (Table 11B.1)			
		Bouvé 2001 Baseline	Bouvé Target	NU Target
Exceed all university indicators of undergraduate retention and graduation rates by 2004.	Retention	85%	88%	85%
	Graduation	70%	75%	68% by 2004, 70% shortly thereafter

Bouvé College Goal 12

STUDENT CENTERED

Bouvé College will create a rigorous, yet supportive learning environment designed to foster student success.

Objective	Indicators
<p>Task force will review academic progression plans, curriculum sequencing to ensure that college policies support student success.</p> <p>Collaborate with Arts and Sciences to implement a Bouvé College Master Teacher project to improve quality of first-year core teaching.</p> <p>Design mentoring program for freshmen and sophomore students.</p> <p>Design Bouvé leadership development program to prepare students to speak on policy issues.</p> <p>Develop programs to support students competing for national awards.</p> <p>Analyze faculty-teaching ratings and provide assistance to faculty who need to improve their performance.</p> <p>Engage and support undergraduate health science students in faculty research.</p> <p><i>Support student presentation at national conferences.</i></p> <p><i>Identify research opportunities and support for students.</i></p> <p>Increase student participation in the life of the College including governance, recruitment, mentoring and extra curricular activities.</p>	<p>12.1 Review initiated Fall 2001.</p> <p>12.2 Master teacher project initiated Fall 2001.</p> <p>12.3 College course and instructor evaluations reflect overall ratings of 3.5 or higher by 2004.</p> <p>12.4 Identify and support faculty who have teaching evaluations less than 3.5 by Winter 2002.</p> <p>12.5 Student research projects increase by 5 per year.</p> <p>12.6 Student funded research increases by 10% by 2004.</p> <p>12.7 Continue development of active College Student Council and Graduate Student Advisory Committee.</p>

Bouvé College Goal 13

PRACTICE ORIENTED

Bouvé College provides a national model for integrating work-related learning, classroom and clinical experience

Objective	Indicators
<p>Develop strategies to integrate classroom, clinical and cooperative education.</p> <p><i>Continue to integrate co-op experiences, values, and competencies into the academic curriculum.</i></p> <p><i>Develop College-wide objectives that integrate student learning across each co-op.</i></p> <p><i>Develop College-wide goals and objectives for the semester system proposals.</i></p> <p>Insure that co-op faculty have a significant share in advancing the educational mission of the college, serve on all College committees for which they are eligible, and are included in all College policies and procedures.</p> <p>Assess integration of co-op philosophy and activities within the professional curricula.</p> <p>Maintain student satisfaction with their co-op experience at a high level as assessed by the College and University surveys.</p>	<p>13.1 College-wide co-op goals and objectives approved by Fall 2001</p> <p>13.2 Co-op integration includes integrated learning experiences that incorporate classroom and clinical practice elements by 2002.</p> <p>13.3 Ongoing.</p> <p>13.4 College assessment plan covers all aspects of co-op including integration and student, employer satisfaction.</p> <p>13.4 Achieve one faculty publication per school related to co-op each year.</p> <p>13.5 Student satisfaction with co-op remains highest in the university.</p>

Bouvé College Goal 14 PRACTICE-ORIENTED CLINICAL EDUCATION

Provide the highest quality clinical placements and practical learning experiences.

Objective	Indicators
<p>Create task force of clinical faculty to share information, develop assessment tools and create opportunities for interdisciplinary clinical placements.</p> <p>Develop and expand college-wide network of clinical affiliations to support College's programs.</p> <p><i>Work with consultant to create a comprehensive database of agencies and personnel for the College.</i></p> <p><i>Facilitate ongoing assessment of the quality of clinical education.</i></p> <p><i>Develop college-wide contracts with clinical sites that host several college programs.</i></p> <p><i>Expand clinical affiliations to include all types of settings, e.g., medical centers, community health centers, HMOs, schools, industry, urban, suburban and rural placements, etc.</i></p> <p>Develop clinical teaching/learning/service facility in the Behrakis Health Science Center aided by Presidential Excellence Award.</p>	<p>14.1 Task force created by Fall 2001.</p> <p>14.2 Develop assessment tools to measure quality of clinical placements by Spring 2002.</p> <p>14.3 Implement quality assessment by Fall 2002.</p> <p>14.4 Database of clinical placements is created by Summer 2002.</p> <p>14.5 Using database, coordination of clinical affiliations across programs results in 5% expansion of available sites.</p> <p>14.6 College clinic committees assess feasibility of clinical services by June 2002.</p>

Bouvé College Goal 15

URBAN

Bouvé College will establish a work environment that supports a diverse community of faculty and staff and contributes to building diversity in the health-care workforce.

Objective	Indicators
<p>Increase the number of minority faculty and staff, as positions become available, to significantly expand the diversity profile of College workforce.</p> <p>Be proactive in recruiting, retaining and mentoring faculty and staff from diverse backgrounds.</p> <p>Assure continued commitment to affirmative action guidelines.</p> <p><i>Participate in university campus climate survey.</i></p> <p><i>Create a culture that is aware and respectful of diverse beliefs and practices.</i></p> <p>College will seek opportunities for grant support of recruiting and mentoring.</p>	<p>15.1 College Diversity Committee establishes plan to recruit minority faculty and staff by Winter 2002.</p> <p>15.2 Faculty and administrative staff exceed the norm in health professions programs nationally by 10% for diversity in background, including race, ethnicity and gender by 2010.</p> <p>15.3 Percent of faculty and staff from diverse backgrounds hired, retained, promoted and increased 10% by 2010.</p> <p>15.4 College search plans, policies and procedures reviewed by Fall 2001 to assure continued commitment to affirmative actions principles and guidelines.</p> <p>15.4 At least one activity per year (seminar, course, extra-curricular event, etc.) is focused on building a culture of inclusion for the College.</p> <p>15.5 At least three grant proposals per year are focused on increasing diversity in health care.</p>

Bouvé College Goal 16

URBAN

Bouvé College is recognized as a national model for an urban health science college.

Objective	Indicators
<p>Foster curriculum development and scholarship, which reflect our urban mission.</p> <p><i>Develop and use clinical sites that expose students to the health needs of the urban population.</i></p> <p><i>Include objectives and content in course syllabi that address urban healthcare and health issues.</i></p> <p>To make a significant contribution to the quality of K-12 health-related education in metropolitan Boston.</p> <p>Increase urban outreach activities to include two new clinical agencies or health-related affiliations by 2001.</p> <p><i>Identify gaps in services or research needs, and refer opportunities to appropriate College faculty and student groups.</i></p> <p><i>Work in conjunction with the University Urban Outreach Council to develop health-related urban projects.</i></p> <p><i>Continue participation in the Health Careers Academy.</i></p> <p>Develop Bouvé College outreach van project by Winter 2002 aided by Presidential Excellence Award.</p> <p>Develop and implement faculty goals related to urban issues and activities that are developed to include education, practice or research projects.</p> <p><i>Encourage faculty to include goals that are specific to our urban mission for teaching, research and service.</i></p> <p><i>Assess faculty and award merit based in part on achievement of urban-related activities, including publications and research.</i></p>	<p>16.1 Curriculum and research projects related to our urban mission increase by 1 per school annually.</p> <p>16.2 Twenty per cent of research projects, publications, and presentations focus on urban issues by 2004.</p> <p>16.3 Partnerships with Health Careers Academy and other institutions are developed and implemented by Spring 2002.</p> <p>16.4 Each School initiates at least one new education, practice or research initiative per year focused on the university's urban mission.</p> <p>16.5 Assess and document level of involvement with community-based health services and other community agencies by Spring 2002.</p> <p>16.6 Outreach van serves CCHERS network and other agencies by Spring 2002.</p>