

2017-2023 Texas State University Plan

2017-2018 Plan Progress

College/Unit/Division: College of Health Professions

1. Promote the success of all students.

1.1 Plan and implement activities aimed at improving the overall student experience and satisfaction.

- Number of students in the current year involved in curricular and co-curricular activities that indicate high levels of satisfaction or have received special recognitions
- Number of students in the current year involved in activities aimed at improving student experiences
- Number of TxState Mobile Application downloads in the current year
- Number of interactions with the TxState Mobile Application in the current year
- Number and total cost of NEW campus enhancement projects completed
- Number of NEW voluntary meal plans purchased by students
- Increase in total dining and vending sales volume compared to prior year
- Increase in bookstore sales volume other than course materials compared to prior year
- Decrease in percentage of students cancelled for non-payment by payment due date compared to prior year

1.2 Manage student enrollment, both at the graduate and undergraduate level.

- Graduate and undergraduate enrollment figures compared to prior year

1.3 Increase student retention and graduation rates.

- Student retention rates for all levels (i.e., first-time undergraduate, transfer undergraduate, first-time master's, first-time professional, and first-time doctoral) compared to prior year
- Student graduation rates for all levels (i.e., first-time undergraduate, transfer undergraduate, first-time master's, first-time professional, and first-time doctoral) compared to prior year
- Student retention rate increases in academic or support services department-identified retention programs for the current year

The College of Health Professions' undergraduate programs maintained a high retention rate of 90-100%, and graduate programs 80-100%.

1.4 Increase scholarship and grant resources to enhance recruitment, retention and graduation of students.

- Number and dollar amount of NEW and total scholarships awarded, including merit scholarships
- Number and total dollar amount of all grant resources for the current year

1.5 Enhance advising, academic support programs and services to ensure student success.

- Undergraduate student to academic advisor ratios at university and college level compared to prior year
- Number of students served by advising centers compared to prior year
- Number of students served by the Student Learning Assistance Center compared to prior year
- Number of students served by the Writing Center compared to prior year
- Number of NEW programs/activities and number of participants that ensure student success (provide one example)

School of Health Administration: Instituted new student certification in Lean Six Sigma Green Belt, Quickbooks, and Excel. All students have the opportunity to complete these during their didactic.

St. David's School of Nursing: New peer mentoring program instituted in 2017. 8.8% increase in retention from junior to senior level from fall 2017 to fall 2018. Peer tutoring program instituted in fall 2017 for Patho/Pharm --58 students served. 8.8% increase in retention from Junior to Senior year.

Radiation Therapy Program: (1) Graduating Senior research presentations at the North Texas Society of Radiation Therapists Spring Conference in Dallas. Two students presented their research and were awarded a monetary scholarship by the organization, and were posted on their website. The student presentations were approved by the American Society of Radiologic Technologists as certified continuing education credit at a professional setting. (2) The Junior class attended the North Texas Society of Radiation Therapists Fall Conference in Dallas, fall of 2018. Two of the senior students were presenters. (3) All 32 radiation therapy students were recognized by the American Society of Radiologic Technologists as Texas State Student Ambassadors for Radiation Therapy. The students were assigned to lecture rooms as moderators and speaker support to work as needed throughout the 2018 Annual ASRT Radiation Therapy Conference in San Antonio.

1.6 Ensure marketable skills are incorporated into curricular and co-curricular experiences.

- Number of academic programs for which marketable skills have been identified compared to prior year
- Number of continuing education courses for which marketable skills have been identified compared to prior year
- Number of NEW curricular and co-curricular programs and experiences that have incorporated marketable skills components in the current year

Development of the common clinic on the Round Rock campus for Communication Disorders, Physical Therapy, and the Texas State Sleep Center for Respiratory Care.

1.7 Prepare all students to achieve their career goals and make positive and meaningful contributions as they interact in a diverse and increasingly global society through an inclusive program of learning and engagement, rich with diverse perspectives.

- Number of NEW career support programs provided and number of participants
- Number of academic credit internships/practica completed by students in the current year as measured by Semester Credit Hour (SCH) in sources as coded
- Number of face-to-face career counseling and career advising appointments for the current year
- Percentage of students in the current year who report employment or graduate/professional school plans in the Graduating Student Outcomes-First Destination survey

1.8 Provide educational programs and co-curricular activities that foster community, service learning, leadership, career exploration, and personal development.

- Number of NEW educational programs provided and total number of participants

Clinical Laboratory Science Program: Community health component of Study Abroad program to Peru - 5 students
CDIS: New Study Abroad program to Peru - 14 students
HIM: Spring Leadership Conference - 90 participants

Radiation Therapy Program: The radiation therapy program fostered community service learning as a co-curricular activity with the following activities.

Camp HavenHeart Youth at John Knox Ranch in New Braunfels, TX. Camp HavenHeart Youth is an overnight grief camp for youth ages 7-18, who have experienced the death of a loved one. While at camp, youth spend time in activities including sharing circles, swimming, games, art and more. Camp began on Saturday at 8:00 am and concluded on Sunday at 4:30 pm. October 27 – 29, 2017.

Each year the Radiation Therapy Group works with the Texas State Cancer Advocacy Movement for Colleges and Outreach (CAMCO) and The National Marrow Donor Program to hold marrow donor registration drives. The group continues to recognize the greatest award known to mankind – the ability to

motivate others to save a human life – One match at a time. Texas State leads the nation in the number of marrow donor matches identified (National Marrow Donor Program, 2017). This university currently has 60 marrow donor matches exceeding those of any college or university in the US.

•During our Texas State marrow drive March 2017 the Radiation Therapy Group joined other students and student groups including the Clinical Lab Science group, Sigma Lambda Gamma, Sigma Lambda Beta, Chi Omega as well as other individual students. This effort led to the registration of 1,467 newly added potential life-saving marrow donors on the Be the Match Registry.

•The Radiation Therapy Group has served as a focus study group providing data for a baseline assessment of confidence levels and communication skills. As volunteer recruiters, the group completed questionnaires measuring confidence, motivation, and self-efficacy about their ability to consent ethnically diverse community members. They were videotaped delivering mock consents to community engagement representatives. Videos will be studied and a review of literature conducted to develop a communication tool measuring the informed consent process. A research grant was submitted to the Robert Wood Johnson Foundation, in support of this project.

•In October of 2017, the Radiation Therapy Group visited UT Rio Grande Valley at Edinburg and registered 787 potential marrow donors.

•Records by the National Marrow Donor Program show that our marrow donor outreach group has registered 8,228 potential donors outside of the Texas State campus. If one includes the marrow drives on our Texas State campus since 2008, the team has helped to register 15,824 Bobcats + 8,228 from other campuses for 24,052 potential donors. The outreach alone (off campus) has resulted in 17 actual marrow transplants for recipients ranging from age 2 to 68; these have been tracked by the national marrow program to recipient geographic locations from Mexico City, Florida, New York, Tennessee, to Spain, France, the UK, and Brazil among other locations.

•During our Texas State marrow drive held on March 26 – 29, 2018. 835 Bobcats were registered as potential marrow donors and also collaborated with the blood bank to raise 91 units of blood for our community.

•April 8 - 11 of 2018 at the University of Texas at Austin. We succeeded in registering a total of 1166 new potential donors to the national marrow database.

- Number of NEW co-curricular activities provided and total number of participants

MITRE Competition - 5 Health Information Management students participated in the Anti-Fraud academic competition. It was a competition to discover talented individuals with innovative solutions to assist government and private healthcare payers reduce dollars lost to healthcare fraud.

- Number of NEW course sections transformed or created with a service learning component

1.9 Leverage data and analytics to support growth in student success and institutional processes.

- Number of NEW enrollment management (e.g., recruitment, admissions, financial aid, retention) policies that result from the use of actionable data
- Number of NEW dashboards, data and analytical reports published

1.10 Establish the appropriate processes, procedures, and tools to support the necessary accommodations for constituents with disabilities.

- Number of students with disabilities participating in support programs and services in the current year
- Number of NEW electronic and/or physical ADA compliance processes, procedures and tools completed/available

1.11 Support the success of students by continuously improving the function, condition, reliability, and aesthetics of the facilities and grounds of the university.

- Number and total cost of NEW space repair and renovation projects completed
- Number and total cost of NEW campus enhancement projects completed
- Number of NEW or modified facilities construction and/or improvement projects in which the Department of Athletics was involved in collaborative planning, improving technology, and/or space utilization and optimization

1.12 Provide a supportive environment for students, including student athletes, that encourages academic excellence, character development, and respectful interaction with others.

- Academic progress rate (APR) of student-athletes for the current year compared to NCAA national average
- Student-athlete retention rates (i.e., first-time undergraduate, transfer undergraduate, first-time master's) compared to entire student body
- Student-athlete graduation rates (i.e., first-time undergraduate, transfer undergraduate, first-time master's) compared to entire student body
- Number of NEW or modified programming for student-athletes that encourage academic excellence, character development, and respectful interaction with others
- Number of NEW or modified programming for student-athletes that promote their emotional, physical, and intellectual well-being

1.13 Provide all students with quality engagement opportunities that model the values associated with equitable competition, engender university pride, positive community relations, institutional prestige, and promote student well-being and development.

- Number of service learning hours completed by students enrolled in service learning designated courses compared to prior year
- Number of NEW curricular and co-curricular programs/activities that provide students with quality engagement opportunities (provide one example)

MITRE competition, healthcare anti-fraud student competition for Health Information Management students.

Development of common clinic partnership with CDIS, PT, and RC on the Round Rock campus.

Radiation Therapy Program: (1) Graduating Senior research presentations at the North Texas Society of Radiation Therapists Spring Conference in Dallas. Spring of 2018. Two students presented their research and were awarded a monetary scholarship by the organization, and were posted on their website. The student presentations were approved by the American Society of Radiologic Technologists as certified continuing education credit at a professional setting.

(2) The Junior class attended the North Texas Society of Radiation Therapists Fall Conference in Dallas. Fall of 2018. Two of the senior students were presenters.

(3) All 32 radiation therapy students were recognized by the American Society of Radiologic Technologists as Texas State Student Ambassadors for Radiation Therapy. The students were assigned to lecture rooms as moderators and speaker support to work as needed throughout the 2018 Annual ASRT Radiation Therapy Conference in San Antonio.

(4) ASRT provided 8 students free registration to the 2019 Radiation Therapy Fall conference being held in Chicago. Normal registration fee is \$535 per member.

- Number of student curricular and co-curricular competitions in the current year that receive special recognition

**Clinical Laboratory Science Program: 1 CLS student was selected for the Summer Lab Science Program at Mayo Clinic and another students was selected for the Texas State Boko Lifetime Achievement Award. Texas Association for Clinical Laboratory Science Scholarship - 1 CLS student awarded
American Proficiency Institute Grant (national award) - 1 CLS student awarded**

Dept. of Communication Disorders: American Speech-Language Hearing Association Student Ethics Essay Award - 1 CDIS student was selected

- Number of students and their total service hours in the current year involved in verifiable community service activities
- Number of events held on Texas State campuses for the current year that provide opportunities for students to engage, through observation or participation, that model the values associated with equitable competition and engender university pride

2. Offer high quality academic and educational programming.

2.1 Introduce new academic programs that meet the economic and cultural needs of the region and the state.

- NEW academic programs proposed during the current academic year
- NEW academic programs approved during the current academic year
- Online and hybrid SCH as a percent of overall SCH offered

2.2 Provide quality educational programming that leverages diverse perspectives embedded in an inclusive learning environment.

- Number of NEW or modified academic programs that added multicultural or multi-perspective content

CLS 4364: Clinical Practice II, a course in the Clinical Laboratory Science Program, was transformed and designated as Multicultural Curriculum.

- Number of NEW or revised courses with multicultural or multi-perspective content
- Number of educational or training sessions held in the current year for members or groups within the Texas State campus community that contain information concerning the value of diverse perspectives

2.3 Enhance and expand the Honors College experience to attract high-achieving students.

- Number and percent of students enrolled in Honors College courses offered compared to prior year
- Percent of students in each college participating in the Honors College compared to prior year
- Number of NEW Honors sections offered
- Number of Honors College graduates compared to prior year

2.4 Improve the capabilities in our learning spaces and learning environments to better foster creativity, enable collaboration, and encourage discovery.

- Number of NEW programs/activities that improve capabilities in the learning environment (provide one example)

NA for College of Health Professions

- Number of NEW programs/activities that improve capabilities in online learning environments
- Number, percentage, and capacity of active classrooms
- Number and capacity of diverse learning environments in the university libraries

- Number and total cost of NEW classroom and teaching laboratory enhancement projects

2.5 Transition Texas State's Learning Management System environment to a more integrated, robust, and modern integrated learning system.

- Number of NEW transitional learning management system (LMS) activities implemented
- Percentage of courses being taught in the new LMS

2.6 Support the growing academic requirements of the university by improving the condition and reliability of academic facilities and technology, creatively assisting departments in optimizing their use of space, and collaboratively planning and constructing new facilities.

- Number and total cost of NEW capital projects resulting in square footage additions coded as "Academic"
- Number of NEW technology initiatives implemented during the current year and total cost
- Percentage of classrooms upgraded technologically for the current year
- Average age of computers in computer labs (includes learning commons)

2.7 Increase national and international visibility and presence by supporting curricular and co-curricular initiatives that prepare students to be responsible citizens.

- Number of faculty-led study abroad programs for the current year
- Number of students studying abroad for the current year
- Number of NEW institutionally-recognized international exchange programs
- Number of students participating in Study-in-America for the current year
- Number of NEW curricular and co-curricular service learning programs that prepare students to be responsible citizens (provide one example)
- Number of students participating in NEW global immersion programs

3. Achieve significant progress in research and creative activity as measured by national standards.

3.1 Achieve National Research University Fund (NRUF) Eligibility.

- Total restricted research expenditures
- Total endowment funds
- Number of Ph.D. degrees awarded
- 5-year master's graduation rate
- 10-year doctoral graduation rate

- Percent of first-time entering freshman class in top 25 percent of high school class
- Status as member of Association of Research Library membership, Phi Beta Kappa Chapter, or Phi Kappa Phi Chapter
- Association of Research Libraries (ARL) Library Investment Index ranking
- Number of tenured/tenure-track faculty who have achieved international and national distinction through recognition as a member of one of the national academies, are Nobel Prize recipients, and have received other faculty awards as designated in the NRUF eligibility criteria

Dr. Rodney E. Rohde, Chair of Clinical Laboratory Science Program, was selected as a Global Fellow by the Global Citizenship Alliance and participated in the GCA Conference in Potsdam, Germany. This award also included an appointment as a Visiting Professor at UT Austin as a faculty facilitator to work with Texas State and Austin Community College faculty members for a global content. Dr. Rohde was also appointed to the International Federation of Biomedical Laboratory Science.

Dr. Alex McLeod participated in a National Science Foundation Review Panel.

Dr. De De Gardner, DrPH, RRT-NPS, FAARC, FCCP – The Mike West, MD RRT Patient Education Achievement Award – American Respiratory Care Foundation – December 5, 2018 – Las Vegas, NV

Dr. De De Gardner, DrPH, RRT-NPS, FAARC, FCCP – Communication Coaching Certification – Academy of Communication in Healthcare – November 26, 2018 – San Marcos, TX

Dr. De De Gardner, DrPH, RRT-NPS, FAARC, FCCP – Texas Society of Respiratory Care – Education Practitioner of the Year – June 11, 2018 – New Braunfels, TX

Dr. De De Gardner, DrPH, RRT-NPS, FAARC, FCCP – American College of Chest Physicians - CHEST 2018 International Congress – Clinical Educator Development Series – October 5, 2018 – San Antonio, TX

Dr. Arzu Ari, PhD, RRT, FAARC -- Mitchell A Baran Achievement Award for Aerosol and Airway Clearance Therapies given by the American Respiratory Care Foundation and American Association for Respiratory Care – December 5, 2018 – Las Vegas, NV

Dr. Arzu Ari, PhD, RRT, FAARC -- Governor for Turkey at the International Council for Respiratory Care - 2018.

Mr. Kevin Collins, MS, RRT, RPFT, AE-C -- 2018 American Respiratory Care Foundation's NBRC Gareth B. Gish MS, RRT Memorial Education Recognition Award Winner (which recognizes a respiratory therapist pursuing postgraduate education leading to an advanced degree).

Mr. Nicholas Henry, MS, RRT-NPS, RRT-ACCS -- American Association for Respiratory Care Recognized Preceptor: August 2018-July 2019

Mr. Nicholas Henry, MS, RRT-NPS, RRT-ACCS -- Alpha Chi National College Honor Society Favorite Professor: Spring 2018

Mr. Nicholas Henry, MS, RRT-NPS, RRT-ACCS -- Recipient: College of Health Professions College Achievement Award for Excellence in Scholarly/Creative Activities: 2018

Mr. Nicholas Henry, MS, RRT-NPS, RRT-ACCS -- Inducted into the Honor Society of Phi Kappa Phi: 2018

Mr. Nicholas Henry, MS, RRT-NPS, RRT-ACCS -- Inducted into the Alpha Chi National College Honor Society: 2018

- Number of Ph.D. programs

3.2 Develop new graduate programs to advance the university's research goals.

- Number of NEW graduate programs proposed during the current year
- Number of NEW graduate programs approved during the current year
- Number of graduate students enrolled compared to prior year
- Number of graduate degrees awarded compared to prior year

3.3 Encourage and promote student research opportunities.

- Number of NEW curricular and co-curricular programs that provide students with research opportunities (provide one example)

All Health Administration students, graduate and undergraduate, complete a research poster and submit it for presentation.

16 senior Radiation Therapy students participated in the Undergraduate Research Conference and Honors Thesis Forum.

The senior Radiation Therapy students participated in the North Texas Society of Radiation Therapists Spring Conference in Dallas. Two students presented their research orally via Power Point presentation and were awarded a monetary scholarship by the organization, and were posted on their website. The student presentations were approved by the American Society of Radiologic Technologists as certified continuing education credit at a professional setting.

- Number of students participating in the Undergraduate Research Conference and Honors Thesis Forum compared to prior year
- Number of graduate students completing thesis or dissertation projects compared to prior year

3.4 Expand support to the research community by enhancing resources to support the evolving requirements while developing a staff of research professionals to support and assist researchers.

- Total research and development expenditures
- Number of proposals developed with the assistance of Research and Sponsored Programs staff and grant writing contractors compared to prior year
- Total number and utilization of High Performance Computing (HPC) nodes
- Number of technology mitigation plans for research grants
- Number of NEW research job postings along with average time to fill
- Number and total cost of NEW capital projects resulting in square footage additions coded as “Research”
- Increase in number of research-specific Environmental Health, Safety and Risk Management training courses taught compared to prior year (including attendance)
- Decrease in the number of lab safety inspection violations compared to prior year

3.5 Foster a university-wide culture that promotes, rewards, and celebrates interdisciplinary research, scholarship, creative activity, innovation, and community engagement.

- Number of applications for Multidisciplinary Internal Research Grants (MIRG) compared to prior year

4. Provide the necessary services, resources, and infrastructure to support the university’s strategic direction.

4.1 Offer competitive salaries to attract and retain highly qualified faculty and staff.

- Median salary levels for each faculty rank including professor, associate professor, assistant professor, and lecturer
- Percent increase in average staff salary levels for all ranks
- Comparison of median salary by position at Texas State with median salary in the local market for staff and to CUPA-HR national data or appropriate peer set for faculty
- Percentage of positions with an identified market benchmark

4.2 Plan and implement programs to help improve faculty and staff recruitment, hiring, and retention in order to support a highly qualified, diverse, motivated, and satisfied workforce.

- Number of NEW programs and activities that provide assistance in strengthening faculty/staff recruitment, hiring, and retention

- Number and percent of African American, Hispanic, and other diverse faculty and staff compared to prior year
- Annual turnover percentage of regular faculty and staff (by title, FLSA classification, years of service, age, diversity, division)
- Number of online recruitment advertisements of job postings and advertising sources for the current year
- Number of applications received for staff positions (total, per posting, and average by FLSA classification) for the current year
- Time to fill a staff position (overall and by division, FLSA classification) for the current year
- Time to complete staff new position and reclassification job audits for the current year
- Percentage of Performance Management assessments completed by annual May 31 due date
- Number of WellCats members, events, and participation for the current year

4.3 Promote excellence through effective planning, policy development, assessment, and reporting to ensure the continuous improvement of programs and services.

- Number of involvement and contribution levels in annual plan progress reporting
- Number of university and division policies that are current/delinquent
- Number of NEW policies developed or updated
- Number of responsible areas that are completing assessments and demonstrating continuous improvement for the current year
- Number of administrative peer reviews conducted for the current year
- Number of program reviews completed/submitted to the Texas Higher Education Coordinating Board for the current year
- Number of required major state and national reports completed and submitted for the current year

4.4 Implement fundraising initiatives in support of the university's strategic direction.

- Total dollar amount raised for the current year
- Total dollar amount raised per strategic fundraising priority area

4.5 Provide training and educational resources to enhance personal and community safety.

- Number of NEW safety support activities introduced
- Number of NEW educational activities related to applicable laws (e.g., Title IX, Campus Save Act, Violence Against Women Act)

4.6 Enhance information security practices to better predict, prevent, detect, and respond to threats to Texas State's information systems and data.

- Number of security breaches in the current year

- Number of applications using Two Factor Authentication
- Number of reported security incidents for the current year

4.7 Continue to improve strategies and models for governance and planning that are transparent and inclusive.

- List of NEW published models or processes to support governance and planning decisions

4.8 Expand Round Rock Campus resources and space to support the move of the College of Health Professions and growth of other academic offerings at this location.

- List of NEW capital projects completed at Round Rock Campus and total cost
- Dining and vending sales volume at Round Rock Campus compared to prior year
- Number of NEW non-faculty positions added at Round Rock Campus
- Number and total cost of NEW technology initiatives implemented at Round Rock Campus during the current year
- Total technology expenditures for the current year at Round Rock Campus

4.9 Increase the utilization and effectiveness of available technologies through more impactful implementations, education, training, marketing, and communications.

- Number of IT-related communication and marketing events for the current year
- Adoption rates of new technology implementations/upgrades

4.10 Enhance the experience of the university community by continuously improving processes and interfaces.

- Number of NEW campus business improvements
- Number of electronic documents processed through Adobe Sign
- Number of NEW functionalities implemented via mobile technology
- Number of NEW cloud solutions vetted and approved
- Increase in percentage of employees signed up to receive electronic W-2s compared to prior year
- Decrease in percentage of Outstanding Charges Receivable compared to prior year
- Increase in number of vendors in the TSUS Marketplace compared to prior year
- Increase in percentage of automatically paid invoices using 2-way match compared to prior year
- Increase in utilization of Concur Travel Management tools compared to prior year

4.11 Provide a diverse and inclusive environment of support to achieve the highest level of performance for all members of the campus community.

- Number and percent of ethnically diverse faculty and staff compared to prior year
- Number of NEW cultural and diversity programs

4.12 Effectively engage alumni and external constituents to influence and generate human and financial capital opportunities.

- Number of NEW external constituent outreach (parents, families, business) activities and number of participants

Clinical Laboratory Science Insight Day - Spoke to 5 students and their families about the CLS major.

Faculty members from Communication Disorders, Physical Therapy, and Respiratory Care began significant outreach to the Round Rock community during 2017-2018 in anticipation of the programs' move to the Round Rock campus. Met and connected with over 40 various entities in the Round Rock/North Austin area that could be a referral resource of clinic clients and/or possible sites for student clinicians.

Open House for Willow Hall was held with an estimated 50 community visitors. The School of Health Administration, for the first time, had a display booth at the American College of Healthcare Executives Annual Congress in Chicago in March 2018.

Texas Health Information Management Association Alumni Reception - 70 attendees

- Number and percent of alumni (undergraduate degree holders) donating to Texas State compared to prior year
- Number and percent of recent (graduated within last five years) alumni donating to Texas State compared to prior year
- Number of NEW alumni achievement awards for the current year
- Number of NEW Alumni Association sponsored and co-sponsored events and number of participants
- Number of NEW recognized alumni chapters
- Number of NEW alumni chapter-hosted events and number of participants

4.13 Provide programs and services that support and enhance the health and wellness of the university community.

- Number of NEW student health and wellness activities provided and number of participants

**Cancer Awareness Day – 115 Cancer Awareness Passports Completed
Function Dates: Nov. 29, 2017**

Team Members: Radiation Therapy and Clinical Lab Science faculty members and students, Be The Match, Colleges Against Cancer

Objective: To raise awareness of cancer and to encourage its prevention, detection, and treatment. Targets misinformation, raises awareness and encourages open discussion. Human models, touch and feel anatomical site models are used to foster community education. Games, prizes, give-a-ways, t-shirts, and a Grand Prize Drawing Entry upon the completion of a “Cancer Awareness Passport” serve to attract and encourage participation from the campus community.

The College of Health Professions has an internal wellness program, WELLCHPs, led by a committee. In the 2017-2018 period, the wellness theme was "What's your W?" This question was designed to get faculty and staff talking about their wellness activities. As part of this initiative, a flyer was distributed to all faculty and staff with information on ways to participate in healthy activities in the workplace. In addition, a stress ball was offered with the "What's your W?" phrase, as stress management is part of wellness. The committee secured funding to install 3 water bottle filling stations in Encino Hall, one on each floor. This has received very positive feedback from students and employees.

- Number of NEW faculty and staff health and wellness activities provided and number of participants
- Employee Assistance Program utilization rate compared to prior year

4.14 Provide a competitive, high-profile, diverse, equitable athletics program, in compliance with applicable rules and regulations, which increases university prestige and creates exciting engagement opportunities.

- Number of NCAA Division I events held for the current year that provided engagement opportunities for faculty, staff, students, alumni, and the community-at-large

4.15 Support the growing requirements of the university by enhancing the condition and reliability of the university infrastructure, creating redundancy to support essential building operating systems, and collaboratively planning and constructing new facilities.

- Number of deferred maintenance projects completed for the current year and total cost
- Number and total cost of NEW infrastructure repair and renovation projects completed
- Total square footage of NEW construction or additions completed
- Percentage of data switches less than five years old
- Percentage of servers in the data center running under virtual machines