**Critical Issue I**

Secure sufficient financial, physical and human resources to maintain high quality teaching, research, practice, and service. **Person(s) responsible:** Dean  
**Target Date:** On-going, progress report annually

**Action steps:**

1. Ensure appropriate resources to maintain accreditation and enhance College programs. **Person(s) responsible:** Dean  
**Target Date:** On-going, progress report 9/2013

   a. Increase the operations budget for the College to levels comparable to benchmark schools in pharmacy, nursing and allied sciences. **Person(s) responsible:** Dean; Administrative Council  
**Target Date:** On-going, progress report 9/2013

   i. Contact departments of allied health to identify administrative structures, staffing, operating budgets and funding sources, size of student body, initiatives, etc. to assist in long range planning for department. **Person(s) responsible:** Director, Allied Sciences

   ii. Submit operating budget request to the Dean. **Person(s) responsible:** Director, Allied Sciences  
**Target Date:** Annually, ongoing

      1. Ensure money allocated to support professional development for faculty and staff;

      2. Ensure money allocated to support increased travel, student recognition celebration and maintenance of program activities affected by increased costs.

b. Monitor differential tuition and seek increases to meet program needs in pharmacy and nursing. **Person(s) responsible:** Dean  
**Target Date:** On-going, progress report 9/2013

c. Monitor revenue from course fees to ensure that the new funding model which incorporates course fees into student tuition captures or generates equivalent revenue to support the program. **Person(s) responsible:** Dean  
**Target Date:** On-going, progress report 9/2013

   i. For allied sciences, MLS 435-Hematology
d. Monitor state and extramural budget sources including individual donor support and continuously seek increased financial support. **Person(s) responsible:** Dean; **Director of Advancement**  
**Target Date:** on-going, progress report 9/2013  
  i. Work with Director of Advancement and Allied Sciences Advisory Board to foster and grow relationships and donor support. **Person(s) responsible:** Director, Allied Sciences

2. Ensure adequate space for all components of the College. **Person(s) responsible:** Dean  
**Target date:** on-going, progress report 9/2013

a. Create a master plan for additional College space including architectural designs for a new building addition or new building to support the future vision of a “College of Health Sciences” with School of Pharmacy, School of Nursing, School of Public Health, and School of Allied Health. Plan should include but not be limited to the following current needs and concerns. **Person(s) responsible:** Administrative Council  
**Target date:** 9/2014

  i. Plan for additional offices, classrooms, research labs and conference rooms as program needs dictate.

  ii. Redesign existing classrooms.

  iii. Redesign, repurpose, and refurbish Sudro Hall space once new University STEM classroom building is completed.

  iv. Investigate locations for college components to be housed outside of Sudro Hall.

  v. Seek enhancement and expansion of space for professional training laboratory which addresses and possibly integrates the following areas:

    1. Nursing simulation lab, skills lab, and assessment lab. **Person’s responsible:** Dean; Associate Dean for Academic Affairs and Assessment; **Chair, Department of Nursing**  
       **Target date:** 9/2013

    2. Concept Pharmacy. **Person’s responsible:** Chair, Department of Pharmacy Practice  
       **Target date:** 9/2014

    3. Phlebotomy lab. **Person’s responsible:** Program Director, Allied Sciences  
       **Target date:** 9/2014
4. Interprofessional training of pharmacy, nursing, and allied sciences students. **Person's responsible:** 
Associate Dean for Academic Affairs and Assessment; Chair, Department of Nursing; Chair, Department of Pharmacy Practice; Program Director, Allied Sciences **Target date:** 9/2014

5. Practice laboratory with services to real patients. **Person's responsible:** Associate Dean for Academic Affairs and Assessment; Chair, Department of Nursing; Chair, Department of Pharmacy Practice; Program Director, Allied Sciences **Target date:** 9/2014

vi. Identify departmental space for Department of Allied Sciences. **Person(s) responsible:** Dean, Program Director, Department of Allied Sciences **Target date:** 9/2014

3. Develop and implement a college-wide process to annually update the College and department strategic plans. **Person(s) responsible:** Dean; Administrative Council **Target date:** 9/2013, annually thereafter

   a. Using annual College Academic Roadmap, develop a priority funding sequence for additional faculty and staff that maximizes return on investment. **Person(s) responsible:** Administrative Council **Target date:** 9/2013
      i. For allied sciences-
         1. a Bachelor of Health Sciences to advance practitioners and increase student retention;
            a. include faculty/staff with MLS and RS professional backgrounds.
         2. a graduate program, MHA proposal.

   b. Tie College and department strategic plans to their respective accreditation standards. **Person(s) responsible:** Associate Dean for Academic Affairs and Assessment; Department Chairs, Program Directors **Target date:** 9/2013

4. Per the request of the Provost, devise and implement a faculty workload policy to ensure consistency of workload responsibilities (teaching, scholarship, research, practice, service, advising) among College faculty and to accurately reflect distribution of effort (DOE) of faculty. **Person(s) responsible:** Associate Dean for Academic Affairs and Assessment; Administrative Council **Target date:** 9/2013

   a. Given addition of faculty/staff, redistribute workload to more accurately reflect DOE. **Person(s) responsible:** Director, Allied Sciences
5. Develop and implement a comprehensive faculty and staff development plan. **Person(s) responsible:** Associate Dean for Student Affairs and Faculty Development; Administrative Council  **Target date:** 9/2014

   a. Establish a faculty committee to work with the ADSAFD to devise a comprehensive faculty development plan to include, but not limited to the following:
      1. Formal faculty mentoring plan
      2. Faculty development in teaching and assessment
      3. Faculty development in scholarship and research
      4. Ongoing faculty development regarding current accreditation standards.
      5. Faculty development which focuses and encourages faculty to switch from non-tenure track to tenure track appointments
      6. An approach that clearly defines an expected timeline for non-tenure track faculty regarding promotion
      7. An approach for faculty development leave
      8. Faculty development certificate program in teaching and/or scholarship/research. **Person(s) responsible:** Dean  **Target date:** 9/2013

   b. Annually, faculty and staff will implement individual development plans for achievement of personal and professional goals, i.e. participation in outreach, state/regional or national professional societies (NACADA, NDSRC, AERA, etc.) that support department, College and NDSU initiatives. **Person(s) responsible:** Director, Allied Sciences

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**CRITICAL ISSUE II**

Position College curricula to be at the forefront for educating students in pharmacy, nursing, and allied sciences. **Person(s) responsible:** Dean  **Target date:** on-going; progress report annually.

**Action Steps:**

1. Annually review the college curricula and other accreditation standards in accordance with accreditation and professional requirements and document findings and action taken in the annual assessment report(s). **Person(s) responsible:** Associate Dean for Academic Affairs and Assessment; Department Chairs; Program Directors  **Target date:** On-going, annual report 9/2013 and every year thereafter.
a. Develop and submit a new course proposal for a service learning course. **Person(s) responsible:** Lecturer, Allied Sciences; Director  
**Target Date:** 5/2014  
   i. one credit, eight weeks, spring semester, elective, course components, define meaningful service, structured reflection related to curriculum, i.e. readings on compassion with reflection;  
   ii. build relationships/partnerships with non-profits, i.e. health care settings, long-term care facilities, senior centers, and disability care centers as co-educators in student learning.

b. Participate and encourage enrollment in MLS, RC, and RS 499 Interprofessional Health Care practice. **Person(s) responsible:** Advisor/s, Allied Sciences  
**Target Date:** ongoing

2. Accelerate implementation of pharmacy curricular changes with a completion date of Fall 2014. **Person(s) responsible:** Associate Dean for Academic Affairs and Assessment  
**Target Date:** 9/2014

3. Improve the digital library resources in the NDSU University Library to ACPE accreditation standards. **Person(s) responsible:** Dean of Libraries  
**Target date:** 9/1/2013

4. Continue to refine and complete the curricular mapping project for the pharmacy program and evaluate the utility of E-Value software to manage the curricular mapping process. **Person(s) responsible:** Associate Dean for Academic Affairs and Assessment  
**Target date:** On-going, progress report 9/2013

5. Continue to refine and implement pharmacy, nursing and allied sciences assessment programs, including curricula effectiveness and student learning in accordance with accreditation and professional requirements. **Person(s) responsible:** Associate Dean for Academic Affairs and Assessment; Department Chairs; Program Directors  
**Target date:** On-going, progress report 9/2013
   a. Create assessment cycle according to new University Assessment Committee reporting format. **Person(s) responsible:** Director, Allied Sciences  
   **Target Date:** 9/2013
   b. Review with affiliated program directors program pre-requisite courses and content in preparation for the internship. **Person(s) responsible:** Director, Allied Sciences  
   **Target Date:** 5/2014  
   i. Ensure that educational partnership with affiliated programs fulfill new BS, RS core curriculum requirements.
   c. Create assessment learning outcomes, methods, instruments, etc. to assess co-curricular activities, i.e. job shadow & mock interviews. **Person(s) responsible:** Advisor, Allied Sciences; Director  
   **Target Date:** 5/2014
6. Enhance the quality of distance education courses offered in the college. **Persons responsible:** Course faculty; DCE Instructional Design Faculty Position.

7. Expand interprofessional education opportunities for all health science students. **Person(s) responsible:** Dean, **Associate Dean for Academic Affairs and Assessment**, Department Chairs, Interprofessional Education Committee  **Target date:** On-going, progress report 9/2013

   a. Develop and implement a state-of-the-art interprofessional simulation laboratory which incorporates all health-related disciplines within the College and exposes students to real-life clinical practice. **Persons responsible:** **Associate Dean for Academic Affairs and Assessment**; Department Chairs; Program Directors

   b. Develop a new interprofessional Community Health Science Track in the MPH program. **Persons responsible:** Associate Dean for Academic Affairs and Assessment; Department Chairs; **MPH Program Director**

   c. With addition of resources, explore Allied sciences participation in faculty led health care field trips, study abroad to observe cultural differences in health care delivery, simulations and clinical experiences, and/or addition of the interprofessional health care practice course to allied sciences professional students’ curriculum. **Person(s) responsible:** **Director, Allied Sciences**

8. Create a School of Public Health for Masters in Public Health Program.  **Person(s) responsible:** **Dean**; Department Chair; **Director MPH Program**  **Target date:** 9/2014

   a. Implement combined PharmD/MPH program. **Person(s) responsible:** Chair, Department of Pharmacy Practice; **Director**, **MPH program**  **Target date:** 9/2014

   b. Based on available resources, determine the optimal number of specialization tracks for the MPH program. **Person(s) responsible:** Director, MPH program  **Target date:** 9/2014

   c. Add additional faculty to support increased enrollment in the MPH program. **Person(s) responsible:** Director, MPH program  **Target date:** 9/2014
d. Use distance education to implement a national certificate program in Public Health. **Person(s) responsible:** Director, MPH program  
**Target date:** 9/2015

e. Provide all MPH core courses at NDSU. **Person(s) responsible:** Director, MPH program  
**Target date:** 9/2014

f. Seek accreditation of the Masters in Public Health program.  
**Person(s) responsible:** Director, MPH program  
**Target date:** ASAP according to PH accreditation guideline and policies.  

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**CRITICAL ISSUE III**  
Advance research to accomplish the University's goals and the College's vision.  
**Person(s) responsible:** Dean  
**Target date:** On-going; progress report annually

**Action Steps:**  
1. Develop and implement systems of accountability to enhance scholarship and research within the College.  
**Person(s) responsible:** Administrative Council; Associate Dean for Student Affairs and Faculty Development;  
**Department Chairs** will lead this effort.  
**Target Date:** 9/2013

Given the addition of faculty, resources and/or addition of scholarship to current appointments:

a. Each faculty member will have specific expectations relating to the scholarship of teaching, discovery, application and service in accordance with the workload policy of the College.  
**Person(s) responsible:** Dean; **Department Chairs**.  
Each department chair will have responsibility for his/her respective department.  
**Target date:** 9/2013

b. Increase publications as per Provost's goals.  
**Person(s) responsible:** Administrative Council.  
Each department chair will have responsibility for his/her respective department.  
**Target date:** On-going; progress report annually

c. Increase external grant and contract support as per Provost’s goal and hire a dedicated grant budget manager at the College level.  
**Person(s) responsible:** Administrative Council.  
Each department chair will have responsibility for his/her respective department.  
**Target date:** On-going, progress report annually
d. Increase doctoral graduates as per Provost’s goals. **Person(s) responsible:** Department Chairs  **Target date:** On-going; progress report annually 9/2015

e. Establish Center for Cancer Research and a Center for Biomedical Research Enhancement (COBRE). **Person(s) responsible:** Chair, Department of Pharmaceutical Sciences  **Target date:** 9/2014

f. Identify and establish collaborative and/or interprofessional research teams. **Person(s) responsible:** Department Chairs; **Chair, Department of Pharmaceutical Sciences will lead this effort.**  **Target date:** 9/2014

   i. Regularly participate in College’s research seminar;
   ii. Complete and maintain Institutional Review Board (IRB) certification;
   iii. Seek opportunities for advising, retention, teaching and learning research contributions to College efforts, i.e. NACADA Region 6

**CRITICAL ISSUE IV**
Ensure the appropriate number, diversity and quality of student body enrolled in our undergraduate and graduate programs. **Person(s) responsible:** Dean  **Target date:** On-going; progress report annually

**Action step(s):**
1. Expand graduate student applications and graduate student enrollment as per Provost’s goals. **Person(s) responsible:** Chair, Department of Pharmaceutical Sciences; Chair, Department of Nursing, Director, Masters in Public Health  **Target date:** 9/2014

   a. Increase the number of graduate students in the following programs: in pharmaceutical sciences from 30 to 60; in nursing from 45 to 60; in public health from 14 to 50; as per Provost’s goals. **Person(s) responsible:** Chair, Department of Pharmaceutical Sciences; Chair, Department of Nursing; Director, Masters in Public Health program  **Target Date:** 9/2014

   b. Collaborate with the College of Business to develop a proposal and plan for a new Master of Health Administration (MHA) degree program. **Person(s) responsible:** Director, Allied Sciences; College of Business representative; Senior Associate Dean for Academic Affairs  **Target Date:** 5/2014
2. Enroll and maintain an optimal number of professional students based on accreditation standards, available resources, and needs of the profession, and ensure adequate teaching, advising, and career planning resources for pre-professional and professional students. **Person(s) responsible:** Associate Dean for Student Affairs and Faculty Development  **Target date:** On-going, annual progress report, 2013.

   a. Expand Nursing enrollment from 64 to 96 students per class. **Person(s) responsible:** Associate Dean for Student Affairs and Faculty Development; Chair, Department of Nursing  **Target date:** 9/2014

   b. Increase pharmacy applications through expanding recruitment efforts in North Dakota by establishing affiliation agreements with other North Dakota colleges and universities in order to enhance and diversify enrollments. **Person(s) responsible:** Associate Dean for Student Affairs and Faculty Development  **Target date:** 9/2014

   c. Maintain the quality of each academic unit’s admitted students by using established admission and progression metrics. **Person’s responsible:** Associate Dean for Student Affairs and Faculty Development  **Target date:** on-going, progress report 9/2013

   d. Within each academic unit (pharmacy, nursing, allied sciences) develop and/or refine recruitment processes that enhance the college’s capability to attract and support qualified diverse students. **Person’s responsible:** Associate Dean for Student Affairs and Faculty Development  **Target date:** on-going, progress report 9/2013

i. Work with Registration and Records transfer specialist to review and update existing, and create new articulation agreements with community and tribal colleges. **Person(s) responsible:** Advisor, Allied Sciences; Director  **Target Date:** 5/2014

   1. Ensure inclusion of Jaclyn Wallette Equity, Diversity and Global Outreach, as contact for tribal college relations and College’s EDGO advisory council representatives (Director of Advancement, Director of Recruitment and Associate Dean for Student Affairs)

ii. Establish connections with transfer institutions, i.e. BSC, Lake Region, and their advisors to jointly assist to create degree plans for students intending to transfer and establish clear lines of communication. **Person(s) responsible:** Director & Advisor, Allied Sciences  **Target Date:** 5/2015

iii. Annually, ensure that departmental resources, i.e. marketing materials and newsletter, are inclusive and communicate
NDSU’s and Colleges/department’s commitment to diversity.  

**Person(s) responsible: Director, Allied Sciences**

1. Update file photos representative of diversity in allied sciences
2. Regular meetings with College’s Director of Recruitment to discuss College wide and allied sciences marketing and recruitment, i.e. target markets, financial support, allied sciences’ role to assist

iv. Identify and implement improvements as necessary to the transfer matriculation process for allied sciences students, i.e. Univ 189 seminar format orientation or a meet and greet with College/dept staff and advisors, current students or ambassadors as mentors. **Person(s) responsible: Director, Allied Sciences; Advisor, Allied Sciences; Director, College Recruitment**  
   **Target Date: 9/2014**

1. Invite transfer students to College events similar to freshmen or arrange a separate event
   a. College ambassadors as hosts
2. Conduct transfer student survey/interviews to determine how we can serve them better

**e.** Ensure appropriate pre-professional advising and career planning by increasing advising staff to proper levels. **Person(s) responsible: Associate Dean for Student Affairs and Faculty Development,** Department Chairs, and Program Directors  
   **Target Date: 9/2013**

   i. Implement an electronic schedule for advising appointments.  
     **Person(s) responsible: Advisor, Allied Sciences**  
     **Target Date: 9/2013**

**f.** Ensure appropriate professional student advising and career planning by maintaining adequate quality and quantity of advisor staffing levels. **Person(s) responsible: Associate Dean for Student Affairs and Faculty Development,** Department Chairs, and Program Directors  
   **Target Date: 9/2013**

   i. Develop an academic advising assessment plan to include learning outcomes, methods and cycle based on survey of student’s needs for advising, defining quality, and satisfaction vs. learning.  
     **Person(s) responsible: Advisor, Allied Sciences; Director**  
     **Target Date: 9/2014**

3. Create a plan to use additional or existing services to enhance the opportunities for success of all students, with emphasis on disadvantaged, diverse, and disabled students. **Person(s) responsible: Associate Dean for Student Affairs and Faculty Development**  
   **Target date: 9/2013**
a. Evaluate current resources available. **Person(s) responsible:**
   **Director, Allied Sciences;** Advisor
   i. Connect EDGO community resource list to allied sciences/College’s website;
   ii. Update handbook as a resource to assist special populations, i.e. COMPASS ESL test for foreign high school graduates, technical standards.

b. Create tutorials on how to use services, i.e. ACE tutoring field trips in Univ 189 or collaborative assignment with ACE to get the students to the center and establish clear expectations of services offered. **Person(s) responsible:** Advisor, Allied Sciences  **Target Date:** 9/2014

c. Work to increase College wide vs university wide collaboration.

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**CRITICAL ISSUE V**

Ensure that all students, faculty and staff of the College demonstrate professionalism, ethical behavior and cultural competence. **Person(s) responsible:** Dean  **Target date:** On-going; progress report annually.

**Action step(s):**

1. Implement a proactive approach to professionalism, ethics and cultural competence for students, faculty and staff. **Person(s) responsible:** Associate Dean for Student Affairs & Faculty Development; College Student Council  **Target date:** 9/2013

   a. Integrate cultural competence, professionalism and ethics across all college curricula. **Person(s) responsible:** Associate Dean for Academic Affairs and Assessment; College Curriculum Committees  **Target date:** 9/2014
      i. Expand cultural competence unit in 111 courses. **Person(s) responsible:** 111 course instructor  **Target Date:** 12/2013
      ii. With input from affiliated programs, determine what is currently being done (and how measured). **Person(s) responsible:** Director, Allied Sciences; Affiliated Program Directors  **Target Date:** 9/2014
      iii. Continue faculty/staff attendance at diversity related educational sessions (1/semester), and share learning at weekly dept meetings. **Target Date:** ongoing
      iv. Participate in curriculum mapping of current professionalism, ethics and cultural competence content in existing courses, design or re-design, and implement learning modules for use in courses, such as Univ 189, 111, 496 for all College majors.
**Person(s) responsible:** Director, Allied Sciences; course instructors  **Target Date:** 9/2014

1. Ideas: Seminar format Community of Respect for all faculty, staff and students or bring all professional students together for an IPE opportunity

b. Develop and implement a means to assess student professionalism, ethical behavior, and cultural competence. **Person(s) responsible:**
   - Associate Dean for Student Affairs and Faculty Development;
   - Associate Dean for Academic Affairs and Assessment, Dean Student Liaison Committee  **Target date:** 9/2014
   
   i. Determine how professionalism, ethical behavior and cultural competence are currently being assessed in hospital programs for professional level students. **Person(s) responsible:** Director, Allied Sciences
      1. Add a learning outcome/s to courses
   ii. Conduct a needs assessment with input from students/employers/affiliates of issues with professionalism, ethical behavior and cultural competence, i.e. patterns of communication, work habits, stereotyping, use of social media. **Person(s) responsible:** Director, Allied Sciences
      1. Pre-professional vs professional students
      2. Methods? Focus groups, surveys, etc.
   iii. Investigate/participate in collaborative College wide assessment process. **Person(s) responsible:** Director, Allied Sciences
      1. Collaborate with NDSU student affairs, i.e. membership on NDSU Student Affairs Assessment Committee

c. Integrate the informal curriculum into the formal curriculum as a means to enhance student professionalism, ethical behavior, and cultural competence. **Person(s) responsible:** Associate Dean for Student Affairs & Faculty Development; Associate Dean for Academic Affairs and Assessment; College’s Curriculum Committees  **Target date:** 9/2014

   i. Clarify college wide vs dept efforts and degree of participation, i.e. utilize SAS Club, regular meetings of college club advisors to discuss activities to support the curriculum, service learning and volunteerism, advising, collaborate with student affairs in course offerings. **Person(s) responsible:** Advisor, Students of Allied Sciences

2. Expand interprofessional curricula that addresses professionalism, and ethical behavior, and cultural competence. **Person(s) responsible:**
Associate Dean for Academic Affairs and Assessment; IPE Committee; College’s Curriculum Committees  
**Target date:** 9/2013  
- Draft a syllabus for allied sciences case-based special elective course that addresses professionalism, ethics, and cultural competence.  
  **Person(s) responsible:** Director, Allied Sciences  
  **Target Date:** 9/2015

### Annual Review of Strategic Plan Process

Each year the College Administrative Council will undertake a thorough review of the College Strategic Plan. Prior to the annual review, individuals responsible for sections of the strategic plan will submit a progress or status report for their respective areas of responsibility to the Administrative Council. The Administrative Council will then review each section of the Strategic Plan to ascertain if the reviewed area has been completed, partially completed, or no work has been completed. The Administrative Council will then determine if the reviewed item should be maintained, modified, or deleted from the Strategic Plan. New priority areas may be added to the Strategic Plan when and where appropriate. Ideally, the College Strategic Plan annual review and updates should be aligned with the University's annual strategic planning and budget planning process.

After the Administrative Council annually reviews and updates the College Strategic Plan, the Department Chairs and Program Directors will be responsible for bringing any changes and updates to the College Strategic Plan to their respective Departments for faculty discussion and input. The Departments via the Chair/Program Directors will submit to the Administrative Council any additional recommendations for changes to the Strategic Plan from faculty for their consideration. Based on this feedback from Department faculty, the Administrative Council will develop a final updated Strategic Plan. The final updated Strategic Plan will then be submitted to the full faculty for review and approval at an all College faculty meeting. The Department Chairs/Program Directors will then use the updated College Strategic Plan for annually reviewing and updating their respective Department Strategic Plan to ensure alignment of the Department’s Strategic Plan with the updated College Strategic Plan.

### Correlation between College’s Strategic Plan for 2012-2015 and the Provost’s Objectives

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<th>Provost’s Objectives</th>
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<td>1. Triple completed graduate applications – 3 years, Fall 2015</td>
<td>Critical Issue IV.1.a. through b</td>
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<td>2. Double undergraduate applications – 3 years, Fall</td>
<td>Critical Issue IV.2.a through d</td>
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<td>3. Double enrolled PhD – 3 years, Fall 2015</td>
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<td>4. Double PhD awarded – 5 years, 2017</td>
<td>Critical Issue III.1.d</td>
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<td>5. Increase faculty scholarship – 150% in 2 years.</td>
<td>Critical Issue III.1.a through c</td>
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<td>6. Rebalance use of allocated, local and grant-derived support for graduate student stipends and tuition for use primarily for doctoral students.</td>
<td>Critical Issue III.1.c</td>
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<td>7. As it makes sense, pursue directions and strategies that lead to self-pay (P/T and F/T) masters level students.</td>
<td>Critical Issue I.1.c., IV.1.a and b</td>
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<td>8. Continue to increase per capita external grant expenditures at an annual rate of 2+.</td>
<td>Critical Issue III.1.c</td>
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