



COLLEGE OF HEALTH SCIENCES

2013-2016 Strategic Plan

Mission:

The College of Health Sciences **collaborates with community and global partners⁴** to:

- provide accessible **student-centered health professions education²** for a **diverse population of traditional and non-traditional students³**;
- **advance health science knowledge and evidence-based practice through scholarship⁵**; and
- **promote stewardship of individual and population health and quality of life in Texas, the nation and the world through evidence-based practices^{1,2}**.

Note: Citations refer to Strategic Themes below

Vision:

The College seeks to become an acknowledged leader in educating health science professionals.

Graduates will be prepared to succeed in their chosen health profession **through mastery of the appropriate knowledge and skills²**, a well-developed sense of **professionalism²**, and a strong commitment to **promoting health and providing quality care¹**.

Strategic Themes 2013-2018:

1. Preventative Health and Wellness
2. Professionalism
3. Diversity
4. Community Engagement
5. Innovation/Research



COLLEGE OF HEALTH SCIENCES

AY 2017-2019 Strategic Plan

FALL 2015 PLANNING SESSION

Updates

- Facilities
- Curriculum
- 1st International Health Science Conference
- Grantsmanship
- Communications
- Health Outcomes/Public Health Mapping

Guiding Documents

- COHS Mission Vision
- OATDB
- 2013-16 Strategic Plan

Health and Human Science: 2020

- 60x30TX
- Regional Trends
- Health Trends
- National Trends

SWOT Analysis

- Current strengths of the College (15 minutes)
- Current weaknesses of the College (15 minutes)
- Opportunities for the College (15 minutes)
- Threats to the success of the College (15 minutes)

Brainstorming

NOVEMBER 1, 2014

2015-16 ANNUAL PLAN
COLLEGE OF HEALTH SCIENCES

DR. MICHAEL LACOURSE
Dean

Notes

Primary Service Region (PSR): Walker County, Montgomery County, and north Houston defined as north of the 8 beltway, east to Kingwood and west to Cypress

Theme 1: Preventive Health and Wellness Faculty Champion: Dr. Jihyun Lee/Dr. Gary Oden Provost Goals 1b, 8a Goal: Advance the domestic and global health and wellness of individuals and populations				
Objective	2015-16 Action	Resources	Outcome Metric	Status
A. By 2016, COHS will develop a self-sustaining health and wellness center/program to support and promote scholarship and community engagement	Implement the Strategic Health Alliance The Woodlands Center™	Staff O&M	Operational center	
B. By 2016, COHS will annually conduct multiple health and wellness-related events within our primary service region	Conduct at least one health and wellness event in Huntsville and Montgomery County	-\$5000 maximum to fund event -Faculty/student time	Completion of the event	
C. By 2016, COHS will implement a minimum of two new degree programs addressing health and wellness education	Implement the Master of Public Health, MS in Healthcare Quality and Safety, and develop a new concentration in health informatics for the BS Healthcare Administration beginning in AY 2016-17.	Faculty positions O&M	-Student enrollment in new programs -Submission of curriculum for new programs	
D. By 2016, COHS will review and ensure each degree program in the College requires at least six credit hours that emphasize preventative health and wellness.	The COHS Curriculum Committee will review the curricula for all degree programs and report on whether each program requires six credit hours of preventative health and wellness related content	Faculty time	A written report submitted to the Dean	
E. By 2016, COHS will explore partnerships with the Student Health Center to promote healthy living behaviors among the student body	Conduct activities with the Student Health Center and establish an internship and capstone project process	Faculty/staff time	-Completion of two significant activities -Written plan	
F. By 2016, COHS will provide current information to students and community members about global and international health and wellness trends and opportunities for engagement	Maintain a section within the COHS web site focused on global/international health and human sciences that provides regular news and information	Faculty/staff time	Presence of information on web site	
G. By 2016, at least 20 COHS students will annually complete a short-term study abroad or internship experience in another country focused on preventative health and wellness	20 COHS students will complete a short-term study abroad experiences in the health sciences	Faculty/staff time Travel expenses	Completion of study abroad experience for 20 students	

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Theme 2: Professionalism Faculty Champion: Dr. Matt Wagner/Dr. Ryan Zapahne Goal: Ensure that all students acquire the knowledge, habits, skills and attitudes of a minimally competent interdisciplinary health and human science professional upon graduation Provost Goals: 1b, 4, 5					
Objective	2015-16 Action	Resources	Outcome Metric	Status	
A. By 2016, COHS will establish an evidence-based model of professionalism and professional conduct/ethics for the health professions	Complete a white paper on the topic of professionalism in health-related professions.	-Faculty time -Possible travel to conferences	Completed white paper approved by the Dean		
B. By 2016, COHS will be regionally branded as a university whose students have a strong sense of professionalism and who display professional behavior and ethics upon graduation	Complete a written plan for branding COHS for professionalism, that is approved by the Leadership Council	-Faculty time -Possible travel to conferences	Completed and approved plan		
C. By 2016, faculty will collectively publish on the topic of professionalism in peer-reviewed journals annually	A team of faculty will submit a manuscript for publication in a peer-reviewed publication on the topic of health and human sciences professionalism	-Faculty time -Costs for completing the manuscript	Publication of manuscript in peer-reviewed journal		
D. By 2016, professionalism learning outcomes/objectives will be incorporated in all major courses and OATDB and compared across academic units.	The COHS Academic Quality and Success Committee will review half of the COHS major courses to evaluate whether they include professionalism-related outcomes. Recommendations will be presented to incorporate outcomes wherever deficient	Faculty time	Professionalism-related outcomes included in all major courses		
E. By 2016, student organizations that promote professionalism will exist for all academic programs offered in COHS.	Establish a COHS council of student leaders	Dean time Food	Conduct regular meetings of student leaders		
F. By 2016, COHS will have embedded learning activities that promote professionalism in the health-related professions	Conduct one campus or local event that promotes professionalism in the health and human sciences	Faculty/staff time	Completion of the event		
G. By 2016, a written code will be developed and distributed to students regarding the knowledge, habits, skills and attitudes of a minimally competent interdisciplinary health professional in their degree program.	A code of professional behavior in the health and human sciences will be developed and implemented.	Faculty time	Completion of the professional code of behavior		

H. By 2016, COHS will develop and implement an employer satisfaction survey for all students in all degree programs.	Select/develop an employer satisfaction survey	Faculty time Possible cost of purchasing survey	Implement survey	
Theme 3: Diversity Faculty Champion: Dr. Emily Roper Goal: Deliver a variety of learning opportunities and strategies to a diverse student population and ensure they can effectively serve diverse communities upon graduation				
Objective	2015-16 Action	Resources	Outcome Metric	Status
A. By 2016, diversity criteria will be established to assess COHS diversity in learning opportunities, student population, faculty population, and communities served.	Define diversity criteria for evaluating learning opportunities, student population, faculty population, and communities served. These criteria will be used to self-assess our performance in this Theme.	Faculty time - prepared to work	Definition of COHS diversity everybody	
B. By 2016, all didactic courses will be developed in a digital format, incorporating university supported digital tools and assets, so they may be delivered in all modes.	Working with Delta, COHS courses required for the new degree programs will be developed in a digital format.	-SME payments -Online research center -Development of digital repository	100% of new courses and required existing courses are developed in a digital format	
C. By 2016, COHS will have appropriate marketing/outreach materials for traditional high school and community college students and separately for marketing/outreach to non-traditional students.	Create a master list of all high schools and community colleges within our PSR, including contact information.	Staff time	Completion of the list	
D. By 2016, COHS will have appropriate marketing/outreach materials for traditional high school and community college students and separately for marketing/outreach to non-traditional students.	Distribute COHS marketing collaterals for community college and high school students, including information for parents and possibly Spanish versions.	-Design and printing costs -Faculty/staff time	Distribution of collateral materials	
E. By 2016, COHS will develop capacity to offer degree programs emphasizing rural health and healthcare.	Evaluate all degree programs to determine whether they currently include content related to healthcare in rural and underserved populations	Faculty time -Faculty time (release time) -Travel	A report that evaluates each program for diversity criteria	
F. By 2016, COHS will complete a white paper related to rural health and healthcare with specific recommendations for COHS action.	Complete the white paper on rural and underserved health and healthcare		Submission of the white paper	

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G. By 2016, COHS will develop capacity to offer degree programs and co-curricular activities emphasizing global/international health	Two groups of students will complete a study abroad experience in another country	-Faculty time -Travel	Completion of the study abroad tips	
H. By 2016, COHS will develop capacity for programs emphasizing Global/International health	A section within the COHS web site will be implemented and managed to provide current information and resources related to international/global health	-Faculty/staff time	Completion of the web page and greater than 20 hits/week	
I. By 2016, COHS will develop capacity for programs emphasizing Global/International health	COHS will form a committee to organize at least one annual event related to international/global health	-Faculty/staff time -Stipend -Food/rental	Completion of the event	
Theme 4: Community Engagement Goal: Collaborate with global and community partners to provide impactful experiential learning opportunities for all students and faculty Provost Goals: 1, 2, 5, 6, 8				
Objective	2015-16 Action	Resources	Outcome Metric	Stamps
A. By 2016, COHS faculty and students will be contributing over 25,000 hours and the equivalent of over \$1 million dollars to community service every two years.	Faculty and students will collectively complete 5,000 hours of annual community service (about 5 hours/person) <i>ACE</i>	Faculty/staff time	A valid measure documenting 5,000 hours of community service	
B. By 2016, 25% of COHS courses will be designated as ACE (Academic Community Engaged).	Establish the position of ACE Coordinator to support faculty involvement in ACE	Faculty time	ACE Coordinator position filled	
C. By 2016, three rural health clinical sites will be developed and staffed by COHS students and faculty.	Two rural sites will be established to provide health related services. Funding a mobile clinic is desired.	-Faculty/staff time Customized Van	Number of patient visits and number of sites	
D. By 2016, COHS will annually conduct two health and wellness events/programs at annually.	Two health/wellness events will be conducted, one each in Huntsville and Montgomery County	-Faculty/staff time -Marketing/promotion -Rental/food -Misc	Completion of the event and attendance	
E. By 2014, COHS will develop a community advisory council to enhance partnering opportunities	Create a community advisory council comprised of 5-7 individuals and conduct inaugural meeting <i>PL</i>	Faculty/staff time Event costs	Advisory Committee list and minutes of the inaugural meeting	
F. By 2016, COHS will conduct joint research with at least three community organizations.	COHS faculty will conduct joint research with external organizations or individuals	Faculty time	Completion of research	
G. By 2016, COHS will develop and implement an ACE satisfaction survey for all students in all degree programs.	Create an ACE satisfaction survey and design a plan for annual data collection from the survey	Faculty/staff time Possible purchase costs	Completion or acquisition of the	

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H. By 2016, COHS faculty and students will be contributing over 25,000 hours and the equivalent of over \$1 million dollars to community service every two years.	Create a database so students can self-report community service hours	Faculty/staff time	survey and a data collection plan	
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Theme 5: Innovation/Research Faculty Champion: Dr. Jennifer Dittler
Goal: Advance evidence-based practices in preventative health and healthcare and pursue innovative ideas for instructional design and delivery in health and human sciences professions education Provost Goals: 1, 2, 4, 5

Objective	2015-16 Action	Resources	Outcome Metric	Status
Innovation: By 2016, COHS will provide opportunities for faculty to explore innovative instructional methods	COHS will organize regularly meetings for faculty to discuss innovations in instructional design	Staff and Dean time Delta	Meetings conducted	
A. Innovation: By 2016, all COHS courses will demonstrate utilization of innovative instructional practices.	All newly developed digital courses will meet quality standards and incorporate at least one social communication instructional tool and five digital resources	-Faculty time -Delta	Evidence of social communications and digital assets	
B. Innovation: By 2016, all COHS courses will demonstrate utilization of innovative instructional practices.	A virtual health and human sciences research center will be implemented and utilized by faculty teaching courses in at least two degree programs	-Development of health and human sciences research center -Faculty/staff time	Implementation of the virtual Health and Human Sciences Center	
C. Innovation: By 2016, 20% of COHS classes will be delivered using active learning.	Conduct a pilot test of active learning in the classroom and evaluate the outcomes. Establish a plan to train prepare faculty to incorporate active learning experiences in their courses.	Faculty time	Student satisfaction and performance measures in course(s) that involve active learning	
D. Innovation: By 2016, all faculty will be attending at least one professional development event annually to advance their instructional knowledge and skill.	At least 50% of the faculty will attend a professional event to advance instructional knowledge and skill	Travel funds	Record of attendance by faculty members	
E. Innovation: By 2016, COHS will establish and honor a faculty/staff member annually for an innovative practice.	Establish a COHS committee to create an award for Excellence in Health and Human Sciences Innovation. Announce the first award cycle in AY 2015-16.	Faculty/staff time	Criteria and process	
F. Innovation: By 2016, a Center of Excellence in Primary Health Care Innovation and Education will be	Establish the Center of Excellence in Primary Health Care Innovation and Education and hire the founding director	\$500,000 in estimated start-up costs; including personnel	Launch of the Center	

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established to test and promote innovative practices and conduct research.				
G. <i>Research:</i> All TT faculty will produce at least one scholarly product annually in collaboration with at least one student.	Half of the TT faculty hired prior to September 2015 will produce at least one scholarly product in collaboration with at least one student	Faculty time Research support	50% of TT faculty at the start of AY 2014-15 produce one scholarly product with at least one student	
H. <i>Research:</i> By 2016, students will be regularly encouraged to apply for Eureka funding.	At least one student will submit an application for EUREKA funding in 2015-16.	Faculty time Grant writer time	Submission of the application to EUREKA	
I. <i>Research:</i> By 2016, every TT faculty member will complete at least one peer-reviewed article annually	Half of the TT faculty hired prior to September 2014 will complete at least one peer review article	Faculty time Research support	50% of faculty complete a peer review publication (accepted, in press, published)	
J. <i>Research:</i> By 2016, COHS will conduct at least one annual event to highlight student research activity.	Organize and conduct one research-related event to highlight student research activity	Faculty/staff time Event expenses	Successful completion of the event	
K. <i>Research:</i> By 2016, COHS will have at least four faculty members annually receiving university research awards.	Create an internal process to assist development and then conduct peer-review of at least six applications submitted for internal grant support	Faculty/staff time	Submission of two successful applications for internal funding	
L. <i>Research:</i> By 2016, at least two students will annually receive summer research funding	Create an internal process to assist and then conduct peer-review of at least three applications submitted for summer research funding	Faculty/staff time	Submission of ne successful application for internal funding	
M. <i>Research:</i> By 2016, COHS research funding through grants and contracts will exceed \$1,500,000 annually.	Submit 6-8 grant applications and receive at least one award exceeding \$400,000	Grant writer Faculty time	Submission of 6-8 grant applications At least one award exceeding \$200,000	
N. <i>Research:</i> By 2016, COHS will annually fund at least three graduate research assistant positions in each department.	Fund two graduate research assistantships each in health services and promotion, FCS, and kinesiology	Cost of graduate research assistantships	Successful hiring and retention of 2 graduate research assistants	

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Theme 6: Faculty Recruitment/Retention
Goal: Implement evidence-based strategies to successfully recruit and retain qualified faculty

Provost Goals: 2

Objective	2015-16 Action	Resources	Outcome Metric	Status
A. By 2016, COHS will implement a policy and procedure for conducting full-time faculty searches.	Create and gain approval from Academic Affairs for a standard search and screening protocol for new faculty hiring	Faculty/staff time	Execution of searches using the policy/procedures	
B. By 2016, COHS will attend and advertise through at least two national events annually (display booths) to promote our degree programs and recruit new faculty.	COHS representatives will attend at least two national events to promote COHS programs and recruit faculty	Travel expenses	Successful attend two conferences Number of personal contracts/leads	
C. By 2016, COHS will have established baseline start-up funds for new faculty on the research track.	COHS will budget start-up funds for 3-4 new FT faculty on the research track	Start-up funds \$15K/faculty member	Effective utilization of start-up funds to launch research programs	
D. By 2016, each COHS department will develop and implement a new faculty mentoring program.	The School of Nursing, and the departments of Kinesiology, Health Services and Promotion, and FCS will design and implement a new faculty mentoring program utilizing all available university resources (e.g., Rising Stars)	Faculty/staff time	Implementation of mentoring program and high level of new faculty satisfaction	
E. By 2016, COHS will organize and conduct 6-8 faculty development events annually for full time and adjunct faculty.	COHS will conduct at least two faculty development events each semester for full time and adjunct faculty	Faculty/staff time Possible light food	Conduct four events and receive high faculty satisfaction scores	
F. By 2016, the Department of Health Services and Promotion will employ a sufficient number of full time faculty so that 67% of didactic courses will be taught by full time faculty.	New full-time faculty will be hired in the Department of Health Services and Promotion to support new degree programs.	Funding for new tenure track faculty.	Faculty hiring	
G. By 2016, the Department of Kinesiology will have a new Department Chair.	A national search will be conducted for a new Department Chair to start September 2015.	Funding for a department chair position.	Chair hiring	
H. By 2016, COHS will advertise all full time faculty openings in multiple	Identify a standard set of publications and web sites that provide access to a diverse	Faculty/staff time	Inventory of publications/web	

targeted publications and electronic sites to reach diverse applicant pools.	population of prospective faculty across all degree programs.		sites for each department for faculty advertisement	
Theme 7: Enrollment/Resource Management Goal: Acquire and manage sufficient instructional and operational capacity to ensure effective learning and success across our student population Proverb Goals: 4, 7				
Objective	2015-16 Action	Resources	Outcome Metric	Status
A. By 2016, COHS will have completed construction or planning for sufficient state-of-the-art buildings/facilities to support 3000 students enrolled in 15-20 clinical and non-clinical degree programs	Complete Phase 2 of TWC Nursing Laboratories/ office space	-Construction funding -New equipment and supplies	Completion of renovation and installation of equipment/ supplies	
B. By 2016, COHS will have completed construction or planning for sufficient state-of-the-art buildings/facilities to support 3000 students enrolled in 15-20 clinical and non-clinical degree programs.	Architectural plans will be completed to renovate and expand the current Health and Kinesiology Center to include additional contemporary instructional and research laboratory space.	Faculty and staff time Architect	Completion of the design for the new Kinesiology Center	
C. By 2016, COHS will have completed construction or planning for sufficient state-of-the-art buildings/facilities to support 3000 students enrolled in 15-20 clinical and non-clinical degree programs.	Planning will be completed for the proposed Health and Medical Sciences Academic Center in Montgomery County.	Faculty and staff time Architect Fundraiser	Completion of the design for the Health and Medical Sciences Academic Center	
D. By 2016, COHS will deploy the digital resources required to deliver contemporary online and hybrid degree programs.	A Blackboard shell will be created for use with all courses.	Faculty/ staff time	Verification that all classes use a Blackboard Shell with appropriate content	
E. By 2016, COHS will implement a comprehensive and integrated Health Sciences Learning Ecosystem for all degree programs.	COHS will design and implement Phases 1-3 of the Health Sciences Learning Ecosystem (First Contact, Pre-Arrival, and Program Orientation)	Faculty/ staff Time Printing	Verification that the learning ecosystem phases are implemented	
F. By 2016, COHS will conduct weekly outreach to prospective students at the high school, community college and professional level.	COHS will organize and conduct regular outreach activities throughout our primary service region	Sponsorships Travel and food	Number of attended events and number of leads generated	

G. By 2016, greater than 67% of COHS student majors will complete their undergraduate degree in 6 years or less.	Review student retention data and establish plans for raising the retention rate and graduation rate to 67% in six years	Faculty/staff time	Student retention metric to be developed	
H. By 2016, greater than 80% of COHS graduate students will complete their degree in three years or less.	Review student retention data and establish plans for raising the retention rate and graduation rate to 80% in six years	Faculty/staff time	Student retention metric to be developed	
I. By 2014, greater than 75% of COHS graduates will be employed within 12 months of graduation.	Develop a strategy for embedding career services in the curriculum for each degree program	Faculty/staff time Possible products	Completion of written strategy	
J. By 2016, greater than 75% of COHS graduates will be employed within 12 months of graduation.	Implement a marketing strategy that promotes our graduates to health organizations within our PSR	Faculty/staff time Marketing materials	Number of companies in receipt of our materials and number of contacts with employers	
K. By 2016, a plan will be completed to implement the Doctor of Physical Therapy, Doctor of Occupational Therapy degree programs in fall 2016/spring 2017.	Complete an implementation plan and hire a consultant to take initial steps in curriculum development for the Doctor of Physical Therapy and Doctor of Occupational Therapy.	Curriculum consultants for three programs	Completion of the implementation plans for the DPT, DOT and DNP programs	