

Plan for Infinite Opportunities: TU College of Health Professions Strategic Plan – November 2021

EDUCATE	
(TU GOAL) <i>We will achieve national recognition for our innovative student-centered curriculum emphasizing engaged learning, in-demand academic programs, and new approaches to instruction and learning in the liberal arts, business, health professions, STEM, arts and teacher preparation.</i>	
Actions (how we will accomplish)	Outcomes (what we will accomplish)
<p><u>Academic Program Development</u></p> <ul style="list-style-type: none"> Expand and establish new and nimble programs that support health professions' workforce needs. Expand enrollment for in-demand programs. (Consider specific areas for enrollment development, e.g. DEI outreach, 3+2 opportunities, feeder agencies/mechanisms, etc.) Use EAB and workforce analyses to identify new programs (majors, minors and/or certificates). Explore PhD programming (convert ScD to PhD and expand to support interprofessional PhD with specific tracks). Identify new program directions and develop TU Letter of Intent when new programs are identified. Explore value-added programming that supports UG and graduate students' success with employment and career trajectories. (Consider health disparities, nutrition, holistic healthcare, environmental health, wellness coaching, etc.) <p><u>Excellence in Educational Programming</u></p> <ul style="list-style-type: none"> Establish interprofessional education (IPE) and collaborative course opportunities for all CHP majors. Provide IPE based classroom and clinical experiences that emphasize diversity, inclusion and professional ethics. Explore opportunity and feasibility of establishing IPE and DEI-related certificates for CHP majors. Grow UG and graduate research experiences during degree programs (e.g. SURI, RA opportunities, etc.). Maximize outreach and student education opportunities at the Institute for Well-Being (IWB). Ensure professional programs meet external accreditation standards. 	<ul style="list-style-type: none"> Establish the following programs within 3 years: <ul style="list-style-type: none"> BS – HCMN @ TUNE BS – Fitness & Wellness Leadership BS – Health & Physical Education BS – Public Health MS – Nursing Entry into Practice Establish a minimum of two additional graduate programs within 5 years. Expand enrollments by 2023 in the following programs: <ul style="list-style-type: none"> AuD – increase enrollment to 18/cohort SLP – increase enrollment to 50/cohort MS Athletic Training – increase enrollment to 40 within 5 years. Demonstrate positive growth in student enrollments, graduations and program completers across the College. <ul style="list-style-type: none"> Establish CHP required IPE Certificate. Offer a minimum of 3 IPE dedicated courses across the College majors. Increase number of CHP faculty, students and represented professions participating in TU Chapter of Institute for Healthcare Improvement. Increase number of students and faculty mentors participating in formal research mentorship and experiential learning (track by UG/grad and by program). <ul style="list-style-type: none"> Maintain 100% compliance with external accreditation in all professional programs. Demonstrate beneficial trends in the following student success metrics: <ul style="list-style-type: none"> ○ On-time graduation ○ Student retention

<p><u>Excellence in Teaching</u></p> <ul style="list-style-type: none"> Recruit, mentor and retain a diverse and highly talented health professions' faculty. Establish Department specific mentoring program for new/junior faculty. Increase use of technology enhanced classrooms and labs. Grow the number of programs, classes and total number of students engaged in innovative learning technology. Evaluate needs of College faculty for areas of professional development in teaching and with technology for teaching. Provide College faculty professional development & networking opportunities. 	<ul style="list-style-type: none"> Maintain 95% filled faculty lines. 100% faculty participate in professional development. Increase number of faculty and students using Anatomage Lab, simulation facilities and collaborative teaching media classrooms.
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INNOVATE	
(TU GOAL) <i>Our faculty are leaders in scholarship and creative activities and will be fully supported in their efforts to generate new knowledge and new creative works.</i>	
Actions (how we will accomplish)	Outcomes (what we will accomplish)
<p><u>Growth in Scholarship</u></p> <ul style="list-style-type: none"> Establish strong and clear PTRM guidelines supportive of advancing CHP scholarship productivity, national reputation aligned with University goal of Carnegie Classification for R2 status. Encourage faculty development in scholarship with programs offered internally by OSPR, FACET, BTU and FDRC and externally by NIH, NSF and discipline mentored programs. Provide internal college resources for faculty scholarship, travel and innovation. Annually provide one competitive funding opportunity in the college that supports faculty scholarship development. Expand research laboratory space, equipment and related supports. Explore endowed professorships, professors in residence and Dean's Fellows programming focused on research mentoring and infrastructure. Explore need for journal fees related to publication in reputable, peer reviewed journals. 	<ul style="list-style-type: none"> 100% faculty successfully achieve promotion and tenure. 100% of tenured faculty achieve successful annual and 5-year reviews maintaining independence and excellence of scholarship agenda according to rank. Co-authorship statements for publications, presentations and grants are routinely presented by all faculty with collaborative teams. Annual increase (growth trend) in the following metrics: <ul style="list-style-type: none"> faculty publications (unduplicated count) faculty publications derived from funded projects (internal and external) number of internal and external proposals (by type and size) submitted by CHP faculty number of faculty (unduplicated count) as PI's and co-PI's on external applications and funded projects (by project objective: research, teaching/curricular, student support, etc.) grant funds awarded (by funding source) annual grant funds received (by funding source) Growth trend in RA support, to include graduate RA and UG RA funding (by funding amount and faculty/student participation). 100% tenured faculty demonstrate national and/or international reputation in their research area.

<p><u>Excellence in Faculty Resources</u></p> <ul style="list-style-type: none"> Recruit, mentor and retain a diverse and highly talented health professions' faculty. Offer competitive hiring salaries with start-up research funding. Support robust scholarship programs with appropriate workload effort. Examine flexible workload assignments that meet USM guidelines, departmental teaching needs and faculty productivity. Encourage sabbatical leave for faculty with robust scholarship development plans. Explore 12-month faculty contracts for year-round graduate programs. <p><u>Leadership Development</u></p> <ul style="list-style-type: none"> Explore mentoring opportunities for leadership development and succession planning. Continue Dean's Fellow programming. Encourage University fellows participation. 	<ul style="list-style-type: none"> Maintain 95% filled faculty lines. Maintain competitive salaries per TU HR salary study guidelines. (2021: all faculty salaries are 80%/greater of market value median) Research active tenure track faculty will have a 3-3 workload with 30% scholarship effort. Additional scholarship effort will result in re-assigned time. 100% of research active faculty complete sabbatical within 5 years of achieving tenure. <ul style="list-style-type: none"> Continue faculty participation in Academic Affairs Leadership Institute. Increase number of faculty participating in fellows programs.
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ENGAGE	
(TU GOAL) <i>We will serve as community leaders and partners extending the talents of our students, faculty and staff beyond our campus boundaries to create opportunities for leadership, entrepreneurship, civic engagement, and experiential learning.</i>	
Actions (how we will accomplish)	Outcomes (what we will accomplish)
<p><u>Institute for Well-Being</u></p> <ul style="list-style-type: none"> Create a business plan for the IWB with review every 3 years. Continue to provide IWB best practices' services to community participants within the Hearing and Balance Center, Speech and Language Center, Occupational Therapy Center and the Hussman Center for Adults with Autism. Expand IWB programming based on community needs assessment and student learning opportunities. Explore service outreach with additional interprofessional collaborations to include nursing and related programs within the University. Explore neurodiversity program development with collaborative/interprofessional connections. 	<ul style="list-style-type: none"> Annual increase (growth trend) in the following metrics: <ul style="list-style-type: none"> Student participation (count and hours of experiences) Client & participant services Self-support revenue Invest self-support revenue into student programming (e.g. equipment, materials, technology, etc.). Establish new programs in the following areas: <ul style="list-style-type: none"> Collaborative Parkinson's Disease Cognitive-Communication Group Programming Expand Hussman Center programming and client outreach.

<p><u>Experiential Education Programming</u></p> <ul style="list-style-type: none"> • Increase student participation in interprofessional learning opportunities. • Ensure telehealth experiences for students in clinical programs. • Identify gaps, needs and resources in CHP curricula related to community engagement. • Continue to expand internships and develop community collaborations. • Establish annual department and/or program specific alumni events demonstrating growth in alumni participation. • Develop alumni network to support student learning opportunities (e.g. mentoring, internship placements, employment, etc.). 	<ul style="list-style-type: none"> • 100% of CHP students participate in formal IPE learning experience; track by IPE competency type. • 100% clinical program majors participate in telehealth experiential learning. • No students have delayed completion or progression due to clinical site availability. • Positive growth in alumni participation.
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<p>INCLUDE (updated 1-18-2024)</p>	
<p>(TU GOAL) <i>We will build an even more inclusive, equitable, and collaborative community where people from all backgrounds, identities, abilities and life experiences are welcomed, valued and supported.</i></p>	
<p>Actions (how we will accomplish)</p>	<p>Outcomes (what we will accomplish)</p>
<p><u>Faculty & Staff Inclusive Practices</u></p> <ul style="list-style-type: none"> • Include “belonging” as a key component of inclusion across the college. • Increase faculty and staff diversity across all units. • Ensure all search committees include diverse representation and inclusion advocate as available. • Update Blackboard community/repository of diversity, equity, inclusion and belonging (DEIB) resources. • Facilitate professional development regarding DEIB awareness & ethnocultural humility. Offer faculty, staff and student programs annually to include onboarding support, mentoring, health equity and related DEIB learning opportunities. • Encourage faculty membership in the National Center for Faculty Development & Diversity (institutional membership). • Encourage faculty and staff participation in affinity groups. <p><u>Student Inclusive Practices</u></p> <ul style="list-style-type: none"> • Establish pipeline student recruitment programs that support greater diversity for the health professions workforce. • Establish DEIB-rich learning experiences that raise students’ self-awareness and ethical and ethnocultural intelligences and humility. • By program, assess student belonging and offer affinity, mentoring and extracurricular opportunities. • Offer interprofessional education that includes DEIB experiences. • Review curricular components and integration of DEIB every 3 years. • Expand service-learning opportunities and enrollments within courses. 	<ul style="list-style-type: none"> • Maintain a positive trend in faculty and staff diversity demonstrating recruitment and retention of underrepresented faculty. • Faculty and staff perceive positive DEIB dimensions as rated on the University Engagement Survey (college level data). [baseline data: 2023 Survey] • Achieve greater student diversity with annual trend to approximate the diversity of the region. • Students report anecdotally and on course and program evaluations opportunities to engage in experiences supporting their growth and development of DEIB awareness. • Increase students participating in Hussman Center programs. • Include coursework in all programs that address under-resourced or under-represented populations.

SUPPORT	
(TU GOAL) <i>We will recruit, retain and graduate students of the highest caliber, offer outstanding student success services, and provide an engaging campus experience that reflects the educational values of Towson University and produces graduates prepared for careers or advanced education.</i>	
Actions (how we will accomplish)	Outcomes (what we will accomplish)
<ul style="list-style-type: none"> Seek philanthropic support for student scholarships to include tuition support, special project funding, research support, study abroad opportunities, etc. <p><u>Student Engagement</u></p> <ul style="list-style-type: none"> Explore and establish a residential learning community sponsored by CHP faculty. Offer faculty led study abroad opportunities addressing global learning across the health professions. <p><u>Student Advising</u></p> <ul style="list-style-type: none"> Student satisfaction with advising by faculty will be evaluated annually. Encourage faculty participation in FACET professional development re: advising role. (Examine advising beyond course selection process.) Evaluate program and/or departmental need for hiring professional advisors to reduce burden on faculty time and effort with advising. <p><u>Facilities</u></p> <ul style="list-style-type: none"> Complete design, planning and construction of CHP Hall. Complete renovations of 7400 & 7800 York Road (IWB). 	<ul style="list-style-type: none"> Maintain positive growth trend of philanthropic support for student scholarships (by total funding and number of student recipients). Demonstrate beneficial trends in the following student success metrics: <ul style="list-style-type: none"> On-time graduation Student retention 100% FT faculty serve as advisors and achieve ratings reflective of high-level student satisfaction. Open new CHP building Spring 2024. Relocate IWB facilities to 7400 & 7800 York Road Spring 2023.

SUSTAIN	
(TU GOAL) <i>We will act as leaders in advancing sustainability of all resources—environmental, human, and financial.</i>	
Actions (how we will accomplish)	Outcomes (what we will accomplish)
<ul style="list-style-type: none"> Continue to advocate for and implement building design and operations that support a sustainable future. Invite TU Office of Sustainability to share annually updates on TU sustainable practices. CHP faculty and staff will participate in TU Healthy Campus campaigns. Explore opportunities for sustainable living curriculum development across college programs. 	<ul style="list-style-type: none"> Achieve Gold or Platinum LEED Certification for CHP Hall. Include messaging related to sustainability each semester in CHP Newsletter.

Environmental Resources

- The College will participate in programs supporting sustainable and responsible utilization of resources (e.g. recycling, paperless workflow, etc.).

Human Capital

- Support workforce retention of:
 - Faculty (see Educate & Innovate sections)
 - Staff, using professional development growth opportunities through HR and other related venues
- Increase outreach to volunteers, alumni and professional experts for philanthropic support, guest lectures and other viable program support.
- Provide opportunities for retiree contributions to the life of the College.
- College leadership will evaluate each vacancy to determine best hiring plan for the unit.
- Unit leadership will report annually on workforce strengths, gaps and opportunities for improvement with a focus on reducing administrative work from faculty time and effort.

Fiscal Resources

- All units will develop annual budgets that include seeking areas of fiscal efficiency for re-purposing funds into student programming and/or faculty scholarship support.
- Increase budget literacy of faculty and staff (e.g. annual departmental review).
- College staff will share ideas on effectiveness and efficiencies within their units at biannual meetings with the Dean.
- Seek philanthropic support for student scholarships to include tuition support, special project funding, research support, study abroad opportunities, etc.

- Maintain 95% filled faculty and staff lines.
- Positive growth in volunteers, alumni and retiree participation.
- Increase transparency of college and department budgets.
- Increase in budget spending on student programming.
- Maintain positive growth trend of philanthropic support for student scholarships (by total funding and number of student recipients).