

2023-2029 STRATEGIC PLAN

UNIT/DEPARTMENT/COLLEGE/DIVISION: College of Health Professions



I. Background

Texas State University has historically developed an extensive strategic plan to address the long-range vision, mission, goals, and expectations of what the university should become by the end of the planning cycle. To make sure that critical concerns receive full attention in the near future, the president has highlighted a series of University Imperatives: elevate student success; advance to Carnegie R1 status; increase global and online enrollment; grow the Round Rock Campus; and reduce administrative burdens. These imperatives, included as initiatives in the 2023-2029 Strategic Plan, require the full attention of the entire university community in developing an operational plan to ensure progress and attainment of these imperatives in a timely manner.



II. Instructions

1. Continue to consider long-range strategic actions, for the upcoming six years, that your unit, department, college, or division can contribute to the university as a whole. Pay special attention to any actions that address the University Imperatives and note that actions contributing toward the University Imperatives will receive greater consideration for funding.
2. It is anticipated that this strategic plan will be updated in two years to coincide with the Texas legislative session

rather than at the mid-cycle (three year) point as has been done in the past. Therefore, actions that are intended to be completed in the near future (within two years) should be described in greater detail. Think of these actions as milestones for completing your long-range strategic plans.

3. Please note that strategic actions are not always adding programs and processes; strategic actions also include deleting, discontinuing, or reframing programs and practices. You may want to include action plans to reallocate resources and reposition activities to better utilize resources toward more productive ends.

4. Continue to add your strategic actions on this *2023-2029 Strategic Plan* template under each goal in order of priority for your unit, department, college, or division. Funding priority will be given to the highest-ranking actions, yet please note that not all highest-ranking actions may be approved. Items ranked lower on your list of actions for each goal and your overall priorities may receive authorization and funding over higher ranked items.

5. In addition to stating your mission and explaining your planning process, describe the proposed actions as clearly as possible; provide a reasonable timeframe for developing and implementing these actions; provide a rough estimate of the new resources required, expected cost, and source of revenue while knowing that a more detailed plan and budget will be worked out before authority to proceed is granted; establish realistic and measurable assessment criteria or key performance indicators to measure progress toward the achievement of the action; and link the proposed action to the appropriate initiative in the *2023-2029 Strategic Plan*.



III. Mission Statement

State your administrative unit/department/college/division mission statement.

The College of Health Professions educates and prepares healthcare professionals with innovative teaching, evidence based practice and principles, and a commitment to life-long learning in a student-centered environment. The College excels in teaching, clinical practice, scholarship, and service while responding to the diverse healthcare needs of the State of Texas, the nation, and the global community. The College unites faculty, students, communities, and consumers in coalitions to expand the body of knowledge in healthcare practice and management.

IV. Process

Describe, in a brief paragraph, the process used to develop your plan, including the nature and extent of faculty and staff involvement.

During the fall of 2022, the College of Health Professions' (CHP) eight (8) academic units initiated planning activities for the university's 2023-2029 Strategic Plan. At academic unit meetings/retreats, unit leaders and faculty established their school/department/program strategic plans. On December 7, 2022, the college's 8 academic unit leaders and the dean, participated in a retreat to develop the initial college strategic plan, using information from academic unit strategic plans. At the December 7th retreat, the CHP's five (5) goals were identified. During early spring 2023, faculty and staff were provided an opportunity to review goals and provide feedback. The CHP Strategic Plan was approved by the CHP College Council on May 3, 2023.

V. Action Plans as Related to University Goals and Initiatives

| University Goal 1: Supporting Student Success | | | | | | | |
|--|-----------------|--|---|------------------|---|---|--------------------------|
| <p><i>1.1 Expand efforts supporting academic preparedness and excellence</i></p> <p><i>1.2 Strengthen engagement, sense of belonging, and wellbeing</i></p> <p><i>1.3 Increase support for graduate students</i></p> <p><i>1.4 Enhance career and post-graduation success</i></p> <p><i>1.5 Build student success infrastructure</i></p> | | | | | | | |
| Area (Dept., Unit, College, or Division) | Planned Actions | Timeframe (of development and implementation) | New Resources Requested (personnel, facilities, and | Expected Cost | Source of Resources (new, reallocation of existing funds, fee, | Assessment Criteria (outcome when achieved or key | University Initiative |

| | | | operational funding) | | philanthropic, etc.) | performance indicator) | |
|-----|--|-----------|----------------------|------|----------------------|------------------------|-----|
| CHP | Conduct benchmarking of aspirant institutions' colleges of health professions to identify degree programs included in the college. (2A) | 2023-2024 | None | None | None | Outcome achieved | 1.5 |
| CHP | Identify programs in other TXST colleges that could be moved into the CHP and meet with those college Deans to discuss. (2B) | 2024-2025 | None | None | None | Outcome achieved | 1.5 |
| CHP | Create pros/cons list of moving each of the identified programs into the CHP. (2C) | 2024-2025 | None | None | None | Outcome achieved | 1.5 |
| CHP | Write a proposal to move programs and present to university administration. (2D) | 2025-2026 | None | None | None | Outcome achieved | 1.5 |
| CHP | Explore the creation of a Student Success Center in the CHP that would recruit diverse students, provide admissions support for department/programs, investigate the creation of standardized admissions application/process for the college, and include student success coaching, mental health resources, and career counseling. (3C) | 2025-2026 | TBD | TBD | TBD | Outcome achieved | 1.1 |

University Goal 2: Advancing Academic Excellence

- 2.1 Increase enrollment at all levels with emphasis on international, transfer, online, and graduate students*
- 2.2 Offer new and innovative academic programs that meet the economic and cultural needs of the state*
- 2.3 Expand degree programs and infrastructure to increase enrollment on the Round Rock Campus*
- 2.4 Invest in faculty excellence by increasing the capacity and development of all faculty*

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|---|---|--|--|--|--|---|--------------------------|
| CHP | <p>Complete feasibility studies and program proposals. (4A)</p> <p>1. Ph.D. in Health & Rehabilitation Sciences in collaboration with College of Education</p> <p>2. BS in Health Informatics</p> <p>3. Doctor of Science in PT</p> <p>4. MPH in collaboration with College of Education</p> <p>5. MHA/MPH dual degree in collaboration with College of Education</p> <p>6. MS in Medical Dosimetry</p> <p>7. BS in Emergency Medicine</p> <p>8. BS/MS stacked degree in Medical Laboratory Science</p> | <p>2023-2025</p> <p>2024-2025</p> <p>2024-2025</p> <p>2023-2025</p> <p>2025-2026</p> <p>2024-2025</p> <p>2024-2025</p> | <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> | <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> | <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> | <p>Outcome achieved</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> | <p>2.2</p> |

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|---|------------------|------------|------------|------------|------------|--|
| <p>9. DNP/MBA dual degree in collaboration with McCoy College of Business</p> | <p>2026-2027</p> | <p>TBD</p> | <p>TBD</p> | <p>TBD</p> | <p>TBD</p> | |
| <p>10. Master of Science in Nursing – Healthcare Simulation & Healthcare Operations</p> | <p>2027-2028</p> | <p>TBD</p> | <p>TBD</p> | <p>TBD</p> | <p>TBD</p> | |
| <p>11. DNP</p> | | | | | | |
| <p>12. Master of Laboratory Science in Medical Laboratory Sciences</p> | <p>2028-2029</p> | <p>TBD</p> | <p>TBD</p> | <p>TBD</p> | <p>TBD</p> | |
| <p>13. Masters & Post Masters Nursing Education & Professional Development</p> | | | | | | |
| <p>14. MS in Health Informatics (4A)</p> | <p>2023-2025</p> | <p>TBD</p> | <p>TBD</p> | <p>TBD</p> | <p>TBD</p> | |
| | <p>2025-2026</p> | <p>TBD</p> | <p>TBD</p> | <p>TBD</p> | <p>TBD</p> | |
| | | | | | | |
| | <p>2027-2028</p> | <p>TBD</p> | <p>TBD</p> | <p>TBD</p> | <p>TBD</p> | |
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| | <p>2025-2026</p> | <p>TBD</p> | <p>TBD</p> | <p>TBD</p> | <p>TBD</p> | |

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| CHP | Develop certificate programs in the college. | | TBD | TBD | University | Outcome achieved | 2.2 |
| | 1. Post Masters Family Nurse Practitioner | 2024-2025 | TBD | TBD | TBD | TBD | |
| | 2. Post baccalaureate Respiratory Care Masters in leadership, education, research, administration, and polysomnography. | 2024-2025 | TBD | TBD | TBD | TBD | |
| | 3. Post Masters Adult Gerontology Acute Care | 2025-2026 | TBD | TBD | TBD | TBD | |
| | 4. Post Masters Emergency Nurse Practitioner (ENP) (4B) | 2026-2027 | TBD | TBD | TBD | TBD | |
| CHP | Pursue and secure articulation agreements and transfer plans with community colleges. (4E) | 2024-2027 | TBD | TBD | University | Outcome achieved | 2.2 |
| CHP | Maintain accreditation standards and obtain accreditation for developing programs. (4F) | 2023-2029 | TBD | Accreditation Fees | Existing - University | Outcome achieved | 2.2 |
| CHP | Support a variety of course delivery formats, including classroom, online, and hybrid. (4C) | 2023-2029 | TBD | TBD | Existing - University | Outcome achieved | 2.1 |

| CHP | Enhance and fund study abroad and study in America opportunities for students. (4D) | 2025-2026 | TBD | 20,000 | Donors, university support | Outcome achieved | 2.2 |
|--|---|--|---|------------------|--|---|-----------------------|
| <p>University Goal 3: Expanding Discovery, Innovation, Creativity, and Research</p> <p><i>3.1 Position Texas State University to achieve Carnegie R1 status</i></p> <p><i>3.2 Target and secure multi-year and multimillion-dollar awards to increase and diversify the university's research portfolio</i></p> <p><i>3.3 Enhance the university's intellectual property (IP) portfolio and commercialization efforts</i></p> <p><i>3.4 Build relationships with private sector, industry, government, and educational partners</i></p> | | | | | | | |
| Area (Dept., Unit, College, or Division) | Planned Actions | Timeframe (of development and implementation) | New Resources Requested (personnel, facilities, and operational funding) | Expected Cost | Source of Resources (new, reallocation of existing funds, fee, philanthropic, etc.) | Assessment Criteria (outcome when achieved or key performance indicator) | University Initiative |
| CHP | Provide incentives for faculty who submit/earn grants (cash, course relief, event tickets, perks, etc.). (1D) | 2024-2025 | operational | 10,000 | University and College Indirect Funds | Outcome achieved | 3.1 |
| CHP | Develop and implement a consistent approach to awarding research workload release to tenure track and tenured faculty. (1E) | 2023-2024 | TBD | TBD | New | Outcome achieved | 3.1 |
| CHP | Acquire resources to support focused marketing for the CHP and market CHP programs/departments to industry and RR community. (3E) | 2024-2025 | TBD | 10,000 to 20,000 | University | Outcome achieved | 3.1 |
| CHP | Explore the development of a multidisciplinary clinic in Round Rock that provides health, | 2026-2027 | TBD | TBD | TBD | Outcome achieved | 3.1 |

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| | wellness, mental health, and telehealth services. (5C) | | | | | | |
| CHP | Participate in Healthy Williamson County Coalition working groups (Healthy Living, Maternal & Infant Health, School Health). (5D) | 2025-2026 | TBD | TBD | TBD | Outcome achieved | 3.1 |
| CHP | Expand research opportunities for undergraduate and graduate students. (1A) | 2023-2029 | TBD | TBD | University | Outcome achieved | 3.1 |
| CHP | Collaborate with the Translational Health Research Center, Star Park, the Life Science Incubator, industry, and other institutions on research grants. (1B) | 2023-2025 | TBD | TBD | University | Outcome achieved | 3.1 |
| CHP | Explore the feasibility of developing a Center of Excellence in the CHP in which teaching, research, and clinical practice are aligned around a focus area. (1C) | 2026-2027 | TBD | TBD | TBD | Outcome achieved | 3.1 |
| CHP | Collaborate with partners, state leaders, community decision-makers, higher education and health leaders and generous donors to determine the next steps in creating a Health Science Center on the RRC. (5A) | 2026-2027 | TBD | TBD | TBD | Outcome achieved | 3.1 |
| CHP | Create a Center for Professional Studies on the Round Rock Campus to be housed in a newly constructed Health Professions Building that will focus on simulation learning, interprofessional education/training for faculty and | 2027-2028 | New building | TBD | New state funds | Outcome achieved | 3.1 |

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| students, professional development for faculty/staff and the community, and specific program initiatives. (5B) | | | | | | | |
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University Goal 4: Enriching Community, Collaboration, and Partnerships
4.1 Enhance the regional, national, and international reputation of the university
4.2 Build community relations, collaborations, and partnerships with external stakeholders
4.3 Increase engagement in activities and programs that promote a welcoming community and a sense of belonging

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|--|--|---|--|----------------------|---|--|------------------------------|
| CHP | Enhance the engagement of undergraduate and graduate students for academic student success by creating activities that support health and well-being. (3D) | 2024-2029 | TBD | 5,000 | University | Outcome achieved | 4.3 |

University Goal 5: Developing Infrastructure and Resources
5.1 Position Texas State University as an employer of choice
5.2 Provide infrastructure befitting a Carnegie R1 university
5.3 Simplify administrative processes to increase efficiency
5.4 Pursue innovative approaches to revenue generation and budgeting

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|--|------------------------|---|---|----------------------|--|--|------------------------------|
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| | | | operational funding) | | philanthropic, etc.) | | |
|-----|---|-----------|-------------------------|-----|-------------------------|------------------|-----|
| CHP | Assure the faculty, staff, equipment and space needs for various academic units are met. (3A) | 2023-2029 | TBD | TBD | University | Outcome achieved | 5.2 |
| CHP | Secure the location of various functional activities of the CHP's Office of the Dean on both campuses. (3B) | 2023-2029 | TBD | TBD | TBD | Outcome achieved | 5.2 |
| CHP | Explore the development of student housing on the RRC. (3F) | 2023-2025 | TBD | TBD | University | Outcome achieved | 5.2 |



VI. Planning Priorities

Using university goals and initiatives as a guide, list and briefly describe up to five top priorities from your planned actions for the 2023-2029 planning cycle and indicate the university goal/initiative to which the unit's priority is linked.

1. Increase the CHP's scholarship and research activities in support of the university's goal of reaching and sustaining R1 status. University Goal 3
2. Explore the feasibility of moving all health-related programs/degrees at Texas State University into the College of Health Professions. University Goal 1
3. Increase the sense of community among faculty, staff and students on the San Marcos and Round Rock campuses. University Goal 4
4. Assess, develop, evaluate, and promote academic programs and support services for the college. University Goal 2
5. Expand collaborative relationships with healthcare organizations and community health groups in the Round Rock area in support of the College's clinical education, research, and professional development activities. University Goal 5

