



Communication Sciences and Disorders, Kinesiology, Nurse Anesthesia, Nursing, Social Work

**Preliminary Academic Strategic Plan
2011-2016**

July 1, 2010

(Subject to faculty consultation and integration of TCU's strategic goals)

Introduction

The TCU Harris College of Nursing and Health Sciences (HCNHS) includes the Departments of Social Work, Communication Sciences and Disorders, and Kinesiology, as well as Nursing, the School of Nurse Anesthesia and the Doctor of Nursing Practice program. It is also the home of the Center for Oncology Education and Research, the Center for Evidence-Based Practice and Research: A collaborating center with the Joanna Briggs Institute in Adelaide, Australia, and the Miller Speech and Hearing Clinic.

The HCNHS prepares graduates for a wide variety of professions that contribute to the health and welfare of our communities. These key personnel include the following:

- athletic and fitness trainers
- health and physical education teachers
- students prepared for entry into allied health fields
- registered nurses
- clinical nurse specialists in advanced practice (adult and pediatric)
- nurse educators
- nurse anesthetists
- clinical nurse leaders
- researchers
- social workers
- speech language pathologists
- teachers of deaf and hearing impaired persons.

The HCNHS has experienced extreme growth in numbers of students, faculty, programs, and teaching and research agendas over the past few years. Workforce demands, shortages of nursing and health sciences professionals, and continuing development of disciplines has fueled our growth. With health care reform a legislated reality, rapid change is occurring in the healthcare industry and related services. Expanding demands of the workplace for nursing and health sciences professionals continue to generate greater demands for our degrees. Continuing environmental and demographic changes, new scientific discoveries, national mandates for the health professions, and critical faculty shortages nationwide require our college to envision and lead in developing new interdisciplinary approaches to education, scholarship, and service. Against this background, the HCNHS is poised to take advantage of opportunities for continued growth and excellence and significant contributions as an integral TCU college.

The HCNHS strategic plan was developed by the Harris College Dean's Council over a series of planning sessions from January-May, 2010, and an all day retreat on May 20, 2010. The plan is provisional until further review and approval by the Harris College Dean's Council and faculty and staff.

HCNHS Strategic Plan 2011-2016

HCNHS Vision

To be recognized as the foremost leader in excellence and innovation in interdisciplinary education and research in nursing and the health sciences.

HCNHS Mission

- To enhance the human condition by preparing graduates who think and practice as ethical leaders.
- To advance knowledge of health and human development within the global community.

TCU Guiding Values and Principles

1. TCU is committed to nurturing and developing its reputation as a leading University committed to excellence in residential-based undergraduate education and excellence in graduate education in targeted areas.
2. TCU is committed to embracing the Teacher-Scholar model in an environment that sustains and encourages creative activity and scholarship.
3. TCU is committed to providing a safe campus environment that assures a culture of inclusiveness, tolerance and respect, where faculty, staff and students are empowered to develop personally and contribute positively to the academic mission.
4. TCU is committed to an environment which encourages innovation and risk-taking, and a willingness to fund a rich academic discovery process.

Cardinal Principle 1:

Recruit and retain outstanding students, faculty, and staff who can achieve their full potential at TCU.

Goal: To be the destination of choice for outstanding nursing and health sciences students, faculty and staff.

Critical Measures:

- Number, quality, and diversity of faculty recruited to new and existing positions.
- Research published in top journals in disciplines
- External funding for faculty programs of research
- Admission, retention, and graduation rates
- Satisfaction levels of faculty, students and staff with TCU experience.
- Increased proportion of diversity students

Strategic Initiatives:**Faculty:**

1. Develop a systematic plan for successful faculty recruitment.
2. Ensure search committees are pro-active in recruiting a diverse pool.
3. Provide salaries comparable to benchmark institutions.
4. Provide competitive start-up packages.
5. Design and test innovative faculty work models for 12 month faculty.
6. Formalize a faculty mentoring and career development program for new faculty.
7. Foster faculty scholarly productivity through innovative system of rewards.
8. Further develop research support services for faculty (statistician, consultation, budget preparation, etc.).
9. Review roles and responsibilities of graduate assistants.
10. Develop clear teaching load policy calibrated to support programs of active research.
11. Develop protocols to assess the quality of research productivity with a commitment to support nationally recognized scholarship.**

Students:

12. Collaborate with university admissions and graduate program directors to develop student admission plans that better reflect the state's diverse population.
13. Assess admission requirements and recommend changes to policies in order to admit the best qualified students.
14. Design and fund recruitment activities for programs with unmet capacity.
15. Increase scholarships, financial aid, and stipends across all majors and graduate programs to attract and retain the best academically prepared students.
16. Support increased staff positions for the Academic Enhancement Program (ACE).
17. Collaborate with career placement office for specific programs.
18. Create opportunities for on-campus and online graduate student interactions.

Staff:

19. Develop high functioning faculty-staff teams to achieve unit goals.
20. Collaborate with human resources for professional and career development plans for staff.
21. Support professional development of staff.

Cardinal Principle 2

Design a vibrant learning community characterized by distinctive curricular, co-curricular, and residential programs.

Goal: Provide student centered academic programs of excellence that prepare students for the future as ethical leaders and health care professionals in the global community.

Critical Measures:

- All programs maintain required external accreditations
- Culture of high expectations for students-faculty set high standards
- Culture of student engagement in learning and professional development
- Successful student completion of certification and licensure requirements
- Placement and career success of graduates

Strategic Initiatives:

1. Provide incentives for faculty who embrace and model student-centered teaching-learning approaches.
2. Develop protocols with respect to the quality and measurement of teaching effectiveness.
3. Seek external awards for program excellence.
4. Develop proposal for interdisciplinary core courses for nursing and health sciences majors to promote inter-professional understanding and teamwork.
5. Consider feasibility of increasing numbers of students in programs with high demand:
 - a. Undergraduate and graduate nursing
 - b. Graduate speech-language pathology
6. Consider adding new master's programs to meet societal demands. Some examples of possible programs are: Social Work, Deaf Habilitation, Pharmacy, and Occupational Therapy.
7. Explore opportunities to add an interdisciplinary PhD in Biological Sciences or Rehabilitation Sciences.
8. Consider new bachelor's degrees in recreation and/or health promotion.
9. Collaborate with other disciplines to include minors or second majors in fields such as energy, ecology, business, or engineering.
10. Create multiple degree plan options for selected majors such as Nursing and Social Work.
11. Collaborate with other TCU colleges for joint programming, such as 4:1 BS:MEd for athletic training and teacher preparation in physical education, and public health courses.
12. Collaborate with other university graduate health professions programs to lead efforts to provide inter-professional learning opportunities for graduate students and possible joint degree programs.
13. Develop strategies for increasing undergraduate interest and participation in research such as, "Departmental Research Scholar".
14. Secure national recognition/awards for programs such as "Center of Academic Excellence" for Nursing.
15. Dedicate funds to support development of new domestic (Appalachia, border, reservations, migrant farm workers, etc.) and international opportunities for students and faculty.
16. Develop a HCNHS leadership program for outstanding students to further their professional and personal development.

Cardinal Principle 3

Sustain an environment in which rich personal interaction is enhanced by outstanding facilities and appropriate technology.

Goal

To provide adequate space in outstanding facilities to meet the needs of academic programs, clinic services, and student-faculty interactions; coupled with the highest quality technology to support teaching learning in classrooms, simulation laboratories and online education.

Critical Measures:

- Classrooms are sufficient in size and number to accommodate number of courses and number of students per course
- Small team-conference rooms are available for group work and student interaction.
- All faculty have single offices
- Laboratories are of sufficient size to adequately accommodate student numbers without using weekends for instruction
- Simulation laboratories are equipped with sufficient equipment and space to meet teaching-learning needs without using weekends for instruction
- Faculty has adequate spaces and labs to conduct research

Strategic Initiatives

1. Secure support for a new building to accommodate programs, research, laboratories, clinic, faculty, staff, and student spaces.
2. Develop plan to maintain and replace equipment and simulators.
3. Dedicate funds to provide faculty development in technology use as needed.
4. Determine future placement of Miller Speech and Hearing Clinic.
5. Seek funds to double the size of the computer lab in Bass.
6. Evaluate digitalizing student, faculty, and clinic records.
7. Collaborate with the Koehler Center and eCollege to assure maximizing online technology by faculty and students.
8. Seek new position(s) to support technology management in the college.

Cardinal Principle 4

Accelerate our connection with the greater community: the region, the state, the nation, the world.

Goal

To enhance the regional, national, and international reputation and support of the HCNHS.

Critical Measures:

Recognition of HCNHS programs in the external community
Increased participation of alumni and other stakeholders in college activities and giving
Placement opportunities for students-quality, quantity, and geographical dispersion
Donor and foundation support

Strategic Initiatives:

1. Develop communication strategies to engage alumni.
2. Develop plan to market graduate programs.
3. Evaluate website effectiveness and revise as necessary.
4. Support the research and educational outreach activities of the Center for Oncology Education and Research.
5. Support the Center for Evidence-Based Practice to expand its services and reach.
6. Target new clinical agencies in new geographical areas to contract with for clinical learning opportunities.
7. Explore the feasibility of establishing an interdisciplinary Center for Human Performance.

Cardinal Principle 5

Couple wise financial stewardship with a well-planned entrepreneurial approach to academic opportunities.

Goal

To secure adequate resources to support the growth and development of the HCNHS.

Critical Measures

- Availability of sufficient resources
- Increase in endowed scholarships
- Increase in endowed chairs/professorships/faculty fellows

Strategic Initiatives

1. Create external boards for the Center for Oncology Education and Research, the Miller Speech and Hearing Clinic, and others in the college as appropriate.
2. Support expansion of entrepreneurial/partnership efforts in education and service in the college.
 - Contract with area schools, K-12, for provision of speech language pathology services and student experiences.
 - Continuing Education offerings
 - Consultation with area clinical agencies through the Center for EBP.
 - Partnering for student support, such as MSN-CNL
3. Build and support a culture of philanthropy among students, faculty, staff and alumni.
4. Engage and build relationships with donors interested in funding our programs and students because of the social value we contribute to society.
5. Provide incentives to faculty for securing foundation or government grants.

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