Preface

STRATEGIC PLAN

Robbins College of Health and Human Sciences

The launch of Robbins College of Health and Human Sciences began on June 1, 2014, following three years of consultation with the Board of Regents, Deans, faculty, staff, and the Grant Thornton Consulting group. From the beginning, the goal of the Implementation Team of leaders, formed from anchor units – the departments of Health, Human Performance, and Recreation (HHPR), Family and Consumer Sciences (FCS), and Communication Sciences and Disorders (CSD) – was to support Baylor University’s strategic plan, Pro Futuris and Illuminata. After two years of self-study, reflection, and deliberation, and the addition of the Department of Public Health and the Division of Health Professions, the faculty and staff of Robbins College are proud to present this strategic plan.

Our vision for Robbins College is to advance the goals of Pro Futuris and Illuminata through increased research productivity, procurement of federal, foundation, and industry grant dollars, increased peer-reviewed publications and creative work, growth of existing graduate programs, and creation of new graduate programs, all while continuing to strengthen and maintain our undergraduate programs. The academic departments in Robbins College have a long and productive history of providing excellent teaching, clinical services, and community outreach in health behavior, health sciences, pre-health professions, and creative professions. Additionally, for the past two decades, programs within the Robbins College have significantly expanded research productivity. As part of the creation of this important plan, several faculty committees were formed to explore the College’s strategic direction based on six distinct themes.

1. Increase research capacity
2. Increase enrollment and metrics of quality in existing graduate programs
3. Create new graduate programs
4. Increase revenue with existing and new graduate programs
5. Strengthen and maintain undergraduate programs
6. Increase global experiences for faculty and students

The following strategic plan is the culmination of countless hours of work by the faculty and staff of Robbins College. It will guide our direction in the near term and help us set a course for the long term to help our faculty, staff, and students flourish. Building on a rich history of leadership, innovation, and achievement from academic programs in Robbins College, the following is our strategic vision.

Rodney G. Bowden, PhD
Dean and Professor
Brown Foundation Endowed Chair
Robbins College of Health and Human Sciences
MISSION STATEMENT

Robbins College of Health and Human Sciences (RCHHS) draws upon Baylor’s Christian mission and tradition in transformational education to prepare scholars and leaders who conduct translational research and professional practice to advance knowledge of health, human behavior, and quality of life in essential life domains. RCHHS strives to:

Create and support an interdisciplinary environment for discovery, learning, and engagement. Promote and emphasize evidence-based research practice and innovative approaches. Hire and retain diverse faculty who are leaders in the health and human sciences. Develop and deliver educational programs that attract and prepare undergraduate and graduate students for professions dedicated to the improvement of health, human behavior, and quality of life. Support research that discovers new ideas, advances knowledge with novel questions, and is responsive to ever-changing conditions of health, human behavior, health sciences, and quality of life. Engage with diverse constituencies and communities to address a broad spectrum of human needs.

VISION STATEMENT

Robbins College of Health and Human Sciences will inform and influence human health and behavior through exemplary translational and trans-disciplinary education and research. Independent researchers and collaborative groups will conduct internationally recognized basic, applied, creative, and translational research. Additionally, faculty will follow entrepreneurial approaches to deliver initiatives with lasting benefits to people, pursue engagement and partnerships that strengthen our educational programs, and actively seek to increase contributions to people locally and globally. Finally, Robbins College will seek to create an academic community that is exemplary in its understanding and appreciation of intellectual and cultural diversity while modeling collaborative and team approaches within the College in both research and curricula.
INCREASE RESEARCH CAPACITY

Robbins College’s vision is to enhance human health and improve the quality of human existence. As committed Christians, it is vital to understand all of God’s creation and how it can impact physical health and quality of life. Likewise, we endeavor to apply our understanding to enhance the human condition and strive to engage in compelling scholarship that will contribute to that understanding and help us apply our understanding effectively. Toward this end, our work will remain consistent with both the University’s Illuminate Plan to achieve Research 1, Tier 1 status and the Pro Futuris goal of Compelling Scholarship by building national prominence in health and human sciences research and scholarship.

Act of Determination 1.1 - Create and Enhance Interdisciplinary Research Opportunities

Robbins College is committed to building a team science approach as a primary means to increase research capacity. We define “team science” as a collaborative effort that leverages the strengths and expertise of professionals trained in different fields to address a scientific challenge. Team science is an efficient means to address global themes and grand challenges, direct efforts toward multi-dimensional research questions, pursue competitive external funding, and utilize current research infrastructure for such efforts. Established research teams provide a framework for planning and developing additional research infrastructure necessary to grow our current programs towards the Doctoral Universities: Highest Research Activity Carnegie classification.

**Action Steps toward achieving Act of Determination 1.1 include:**

- Coordinate more formalized research collaborations within Robbins College and across academic units at Baylor University (e.g., biology, neuroscience, education, special education, linguistics, voice, and theatre).
- Pursue more formalized research collaborations with Baylor Scott and White, Baylor College of Medicine, and other health care entities.

**Communication Sciences & Disorders (CSD)**

**Action Step 1.1.1.** CSD will establish more formalized research collaborations between departments and programs within Robbins College and across academic units at Baylor University (e.g., biology, neuroscience, education, special education, linguistics, voice, and theatre).

**Action Step 1.1.2.** CSD will establish formalized research collaborations with the Veteran’s Administration Hospital, Baylor Scott and White, Baylor College of Medicine, and other health care entities.

**Action Step 1.1.3.** CSD will establish formalized research collaborations with educational entities, including Early Start and Head Start Programs, School Districts, Christian Academy for the Deaf, and others.

**Action Step 1.1.4.** CSD will establish research collaborations with researchers in other Communication Sciences and Disorders Programs at the state, national, and international levels.

**Action Step 1.1.5.** CSD will encourage and support scholarship in the clinic with carefully planned translational collaborations that lead to new paths of discovery.
Family and Consumer Sciences (FCS)

Action Step 1.1.1. FCS will continue existing and establish new research collaborations within Robbins College and across academic units at Baylor University (e.g., graduate faculty recognition in multiple departments and academic units, development of centers and institutions, development of research themes and grand challenges). For example: Nutrition collaborations with HHPR, Nursing, Biology; Apparel collaborations with Engineering, Religion, Nutrition, HHPR, Nursing, Entrepreneurship; Interior Design collaborations with Environmental Science, Psychology, Computer Science; and Child & Family Studies collaborations with Anthropology, Truett, Social Work, Mayborn Museum.

Action Step 1.1.2. FCS will pursue research collaborations with Baylor Scott and White, Baylor College of Medicine, and other health care entities. Leigh Greathouse and Debra Harris will continue working toward CFRIP (Collaborative Faculty Research Investment Program).

Action Step 1.1.3. FCS will pursue research collaborations with community partners such as City of Waco, local businesses, and non-profits, will seek opportunities with Texas Hunger Initiative, and will participate in the Healthy Aging Initiative.

Action Step 1.1.4. FCS will identify pertinent funding agencies for FCS work beyond the NSF (National Science Foundation) and NIH (National Institutes of Health) so that faculty can build capacity toward NSF or NIH grants.

Health, Human Performance & Recreation (HHPR)

Action Step 1.1.1. The Exercise Physiology (EP) Program will identify more opportunities for interdisciplinary research and course work in doctoral program curriculum. EP faculty work group will research possibilities within Robbins College and other academic units and develop a list of offerings that address scholarly development (e.g., scientific and grant writing, cell metabolism, molecular physiology, research ethics, research technique development, etc.) by the end of Fall 2018.

Action Step 1.1.2. EP will grow external funding (competitive PAs (Program Announcements) and RFPs (Requests for Proposal), contracted work in industry, foundations, etc.) to $2 million in five years.

Action Step 1.1.3. All EP doctoral faculty will serve as primary and/or co-investigators on externally funded research and program grants within the next five years.

Public Health (PH)

Action Step 1.1.1. The Public Health Department will submit at least six new proposals for research funding by Fall 2022.

Act of Determination 1.2 - Recruit and Retain Faculty with High Research Productivity

Consistent with the efforts to build team science throughout RCHHS, departments - independently and collectively - will rethink standards for new faculty searches and hires to fit within our strategic plan. New tenure-track faculty candidates will have a research record or research potential beyond what exists within our current profile. Likewise, new tenure-track candidates will exhibit and articulate a strong commitment to collaborative scholarly efforts. New tenure-track faculty lines may be shared or joint appointments may arise out of identified global themes and grand challenges. Cross-departmental cluster hiring may be another means of accelerating research capabilities toward a global theme or grand challenge.
Departments will revise current tenure and promotion guidelines so that tenure-track and tenured faculty meet top-tier research performance standards for tenure and promotion. It is recognized that funding and publication expectations vary by disciplines and sub-disciplines. However, if RCHHS is to contribute to the University’s goal of achieving the Carnegie classification of *Doctoral Universities: Highest Research Activity*, tenure-track and tenured faculty must increase research activity and scholarly contributions above current levels.

**Action Steps toward achieving Act of Determination 1.2 include:**

- Form and engage cross-departmental search committees for new tenure-track hires and cluster hires. Proposals for new tenure-track faculty or replacement of existing faculty lines should include rationale for how the new hire will address the RCHHS strategic plan to improve research capacity.
- Adjust teaching loads to allow faculty to build greater research capacity (e.g., further develop tailored faculty loads to utilize human resources more efficiently, cross-list graduate and undergraduate courses, establish team taught courses, develop interdisciplinary and/or cross-departmental courses).
- Develop top-tier tenure and promotion guidelines to ensure that all departments contribute to achieving research and scholarly activity above present levels.

**Communication Sciences & Disorders (CSD)**

**Action Step 1.2.1.** CSD will include rationale for how new hires will address the RCHHS strategic plan to improve research capacity in all proposals for new tenure-track faculty or to replace existing faculty lines.

**Action Step 1.2.2.** CSD will include evaluation of the candidate’s existing and/or potential for high research productivity and evidence of and commitment to collaborative efforts in all departmental search committee reviews of new tenure track faculty applicants.

**Family and Consumer Sciences (FCS)**

**Action Step 1.2.1.** FCS will include rationale for how new hires will address the RCHHS strategic plan to improve research capacity in all proposals for new tenure-track faculty or to replace existing faculty lines. For tenure-track Apparel Merchandising position for 2017-18, priority will be given to applicants with high research productivity and future potential. FCS will also support out-of-cycle hire in Anthropology (Mark Flinn) and replace adjunct faculty with tenure-track lines (there are currently 13 adjuncts).

**Action Step 1.2.2.** FCS will develop creative ways to adjust teaching loads to allow faculty to build greater research capacity (e.g., further develop tailored faculty loads to utilize human resources more efficiently, cross-list graduate and undergraduate courses, establish team taught courses, develop interdisciplinary and/or cross-departmental courses). Clinical faculty guidelines will be developed and approved by Summer 2018 to allow for a broad range of clinical assignments (internship/practicum supervisions, laboratory school direction and teaching, civic engagement). A proposal will be submitted to convert Piper positions to clinical lines as part of the graduate program proposal, and FCS will also seek opportunities for joint appointments of our faculty with other units and vice versa.

**Action Step 1.2.3.** FCS will develop top-tier tenure and promotion guidelines in order to ensure that all departments contribute to achieving research and scholarly activity above present levels by December 2018.
Health, Human Performance & Recreation (HHPR)

**Action Step 1.2.1.** Exercise Physiology (EP) Program will replace all tenured and tenure-track faculty lines at the associate rank that turn over due to departure or retirement over the next five years.

**Action Step 1.2.2.** EP will hire two new clinical assistant/associate faculty over the next five years.

Public Health (PH)

**Action Step 1.2.1.** PH will hire one tenure-track faculty member as Assistant/Associate Professor of Social and Behavioral Health Sciences for the BSPH, MPH in Community Health, and planned PhD programs by Fall 2018.

**Action Step 1.2.5.** PH will fill a tenure-track faculty line in Epidemiology for the MPH in Epidemiology concentration by Fall 2019.

**Action Step 1.2.2.** PH will launch a search for a clinical faculty line in the Social and Behavioral Health Sciences for the BSPH, MPH in Community Health, and planned PhD programs by Spring 2018.

**Action Step 1.2.6.** PH will recruit at least one new faculty member with a fundable research agenda in Social and Behavioral Health Sciences by Fall 2018.

**Action Step 1.2.3.** PH will submit a request for a tenure-track faculty line in Epidemiology for the MPH in Epidemiology concentration by Spring 2018.

**Action Step 1.2.7.** PH will recruit at least one new faculty member with a fundable research agenda in Epidemiology by Fall 2019.

**Action Step 1.2.4.** PH will utilize a newly-developed course management plan and a teaching load plan to identify and address critical course coverage needs at BSPH, MPH, and doctoral levels by Spring 2018.

Act of Determination 1.3 - Improve Doctoral Productivity in Existing Programs

Combined with a team science approach and hiring tenure-track faculty with high research activity, research productivity may be enhanced by recruiting high-quality graduate students. RCHHS will identify and actively recruit students with interests, skills, and aptitudes that fit the research interests and pursuits of our existing faculty. One of the most effective ways to recruit high-quality doctoral students with specific research interests is for faculty to seek and establish externally-funded graduate student lines.

Existing graduate programs will be periodically reviewed and revised to strengthen doctoral training and experiences. Current graduate courses may be revised to include training specific research skills. Programs and departments will consider ways to develop interdisciplinary curricula that facilitate team teaching, co-mentored research projects, and collegial relationship building among students with different research backgrounds.

Standards for recognizing graduate faculty status will be reviewed and revised. Departments will be encouraged to develop a merit-based approach to achieving and maintaining graduate faculty status among existing graduate faculty. The number and quality of research products that include doctoral student training may serve as one measure to maintain graduate faculty status and facilitate greater doctoral productivity. Faculty research records may be reviewed on a periodic basis in order for a faculty member to maintain graduate faculty membership. In addition, current faculty within a department may recognize graduate faculty status for faculty in different programs, departments, and academic units with high research activity.
**Action Steps toward achieving Act of Determination 1.3 include:**

In addition to our current means of recruiting doctoral students, create an interdisciplinary approach to recruiting doctoral students with interests and skills that may enhance collaborative research efforts.

Create a task force to explore meaningful and relevant revisions to our existing doctoral program. Revisions should promote additional doctoral training opportunities, including interdisciplinary research activity.

Revise credentials and procedures for graduate faculty membership so that new guidelines are consistent with increased research productivity expectations.

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**Family and Consumer Sciences (FCS)**

**Action Step 1.3.1.** In addition to our current means of recruiting doctoral students, FCS will create an interdisciplinary approach to recruiting doctoral students with interests and skills that may enhance collaborative research efforts. For example, Nutrition (NUTR) faculty will recruit RDs for graduate programs in health promotion/nutrition and sports nutrition.

**Action Step 1.3.2.** FCS will create a task force to explore meaningful and relevant revisions to our existing doctoral program. Revisions will promote additional doctoral training opportunities, including interdisciplinary research activity. FCS will seek NUTR faculty input into this initiative and offer NUTR graduate courses to grad students in HHPR and other programs.

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**Health, Human Performance & Recreation (HHPR)**

**Action Step 1.3.1.** EP will conduct a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis of current doctoral program characteristics and requirements by the end of Fall 2018.

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**Act of Determination 1.4 - Create New Doctoral Programs**

New doctoral programs are essential for progressing our current level of research productivity to activity consistent with Carnegie classification of Doctoral Universities: Highest Research Activity. Toward this end, RCHHS is conducting preliminary work to develop doctoral programs in Public Health, Physical Therapy, and Communication Sciences and Disorders.

**Action Steps toward achieving Act of Determination 1.4 include:**

Create committees charged with identifying the programmatic requirements needed to establish doctoral programs in each of these areas. Committees will also identify the facilities, equipment, and resources necessary for introducing a cutting-edge program that attracts high-quality faculty and graduate students.
Communication Sciences & Disorders (CSD)

The CSD Department is committed to developing a premier doctoral program in Communication Sciences and Disorders to train the next generation of scientists with a strong skill-set in research, teaching, and administration, anchored in mentoring from high-quality Christian faculty.

**Action Step 1.4.1.** CSD will create a committee to assist with development of a PhD program proposal by developing discussion points and researching relevant data to share with faculty.

**Action Step 1.4.2.** CSD will develop a shared vision of the PhD program with all faculty input via discussion at monthly faculty meetings, as well as with the PhD committee, and through individual faculty meetings.

**Action Step 1.4.3.** CSD will investigate, study, and share information regarding existing PhD programs in Baylor, across Texas, and nationwide to assist in the development of a PhD proposal.

**Action Step 1.4.4.** CSD will write a PhD program proposal to submit to the Graduate School for approval. This proposal will include PhD admission standards.

**Action Step 1.4.5.** CSD will hire new tenure-track faculty (minimum of 5) to assist with the research, teaching, and administrative needs of the new doctoral program.

**Action Step 1.4.6.** CSD will plan annually for laboratory space and equipment needs for new tenure-track faculty.

**Action Step 1.4.7.** CSD will determine number and amount of PhD stipends that can be supported within CSD.

**Action Step 1.4.8.** CSD will continue to develop and maintain laboratory facilities.

Family and Consumer Sciences (FCS)

**Action Step 1.4.1.** FCS will create committees charged with identifying the programmatic requirements needed to establish doctoral programs in each area. Committees will also identify the facilities, equipment, and resources necessary for introducing a cutting-edge program that attracts high-quality faculty and graduate students. FCS will build capacity in research and graduate coursework that can support new doctoral programs where appropriate (e.g., Public Health, Nutrition, Truett courses).

Act of Determination 1.5 - Increase Staff Support for Research Efforts

Individuals with training, skills, and experience to provide pre- and post-award support are needed to streamline the process from proposal to post-award support as well as to expand research capacity within RCHHS. A potential solution is to create a College Office of Sponsored Programs with specialists in human subject research to manage pre- and post-awards. Coordinating our College's efforts with those at the University Office of Sponsored Programs may be an efficient means of introducing expertise for handling specific funding mechanisms relevant to our current and future research activities. Other staff support may include grant writers and shared project coordinators.

Recruiting human subjects is a challenge. RCHHS should lead an effort to create a University-wide website to link potential willing and eligible participants to ongoing research projects at Baylor University. This could link students and/or community members to research. Other institutions use this approach for research participant recruitment.
Action Steps toward achieving Act of Determination 1.5 include:

Create a task force to investigate the number of grant support staff and funding mechanisms for grant managers at peer and aspirant institutions.

Engage with other academic units across campus to determine a more efficient process for proposal approval and support.

Create a task force to determine cost-effective and institutionally-appropriate web-based software for human subject recruitment.

Communication Sciences & Disorders (CSD)

The CSD Department is committed to advocating and providing feedback and assistance for the development of a comprehensive pre- and post-award support office in RCHHS that would assist researchers with statistical support, grant searches, and grant writing, as well as the development of a website to link potential willing and eligible participants to ongoing research projects.

**Action Step 1.5.1.** CSD will provide feedback and assistance to the Dean and administrators to build RCHSS grant support staff.

**Action Step 1.5.2.** CSD will provide feedback and assistance to the Dean and administrators to develop a cost-effective and institutionally-appropriate web-based software for human subject recruitment.

Family and Consumer Sciences (FCS)

**Action Step 1.5.1.** FCS will support the RCHHS effort to hire pre-/post-award grants administrator and form strong connections with this person once hired.

**Action Step 1.5.2.** FCS will determine financial plan for supporting lab manager for Mary Gibbs Jones FCS Building.

Health, Human Performance & Recreation (HHPR)

**Action Step 1.3.1.** HHPR Staff will analyze current responsibilities and decide how to more effectively support the department and its ongoing mission by 2018.

**Action Step 1.5.2.** HHPR research staff to support PH-specific research and grant/contract management by Fall 2022.

**Action Step 1.5.3.** PH will hire a PH-specific staff person trained to support partnership-development efforts for teaching, research, and service by Fall 2022.

Public Health (PH)
Act of Determination 1.6 - Develop New and Existing Space to Facilitate Interdisciplinary Research

Existing facilities and space within the College are insufficient to fully accommodate our goal of increased research activity. One means of addressing this constraint is to re-envision existing space to accommodate and facilitate interdisciplinary research efforts. Re-purposing existing centers and creating new centers and institutes is consistent with the team science approach and interdisciplinary objectives already outlined. Creating centers and institutes for global themes and grand challenges may provide research space and equipment that would be too costly to maintain by a single researcher. College and departmental leadership and interdisciplinary research teams should plan for new research equipment and space to conduct research activities consistent with our mission and vision. Agreements with outside health care entities for shared use of research equipment and space may also be coordinated by the College.

Family and Consumer Sciences (FCS)

**Action Step 1.6.1.** FCS will develop, repair, and maintain lab spaces for research faculty that are in keeping with the goal of having top tier research at Baylor. These efforts will include: correction of deficiencies in the Boccia and Greathouse lab; completion of plans and renovation for Harris lab; renovation of 203A for use as research space for interview, focus group, or small group research activity; support for institutional/food management or experimental foods kitchen renovations or work with a Dyson cruise ship for the Brazos River; and proposal and funding for a handicap-accessible food prep unit in MGJ 111 lab.

**Action Step 1.6.2.** FCS will bring more focus to research spaces by coordinating all FCS research labs under an umbrella title (or possibly two) and identify the individual labs that make up the group. Lab facilities will also be highlighted on the FCS website.

Health, Human Performance & Recreation (HHPR)

**Action Step 1.6.1.** Exercise Physiology (EP) will work with the HHPR facilities committee to redesign the back corridor of Marrs McClean Gym (MMG) as core lab space and faculty offices for EP faculty by the end of Fall 2018.

**Action Step 1.6.2.** EP will build out the redesigned core facilities and move equipment into the space by the end of Spring 2019.

**Action Step 1.6.3.** EP will develop an equipment and maintenance schedule for existing common-use equipment by the end of Summer 2018.

**Action Step 1.6.4.** EP will develop a cost estimate for laboratory procedures based in part on the equipment lifetime and maintenance schedule, for use in research grant applications and program offerings by the end of Summer 2018.

**Action Step 1.6.5.** EP will develop an equipment needs list based in part on the maintenance schedule above and forecasted research needs by the end of Spring 2018.

**Action Step 1.6.6.** All Level Physical Education/Sport Pedagogy (ALPE/SP) will discuss future classroom, gym, and field space use with the athletic department during the 2017-2018 school year.

**Action Step 1.6.7.** Athletic Training (AT) will seek to procure enough contemporary (e.g., restricted blood flow) and state-of-the-art modalities (e.g., ultrasound) to support entire cohorts of MAT students. A review of this equipment will occur every five years to continually provide modern laboratory equipment.

**Action Step 1.6.8.** Lifetime Fitness (LF) will offer additional classes capitalizing on unique campus and local venues as planned new facilities are completed. Such venues could include upgraded field space at Bear Park and East Village (soccer, multi-terrain volleyball), Varsity Golf Facility (golf), and a new multi-use National Recreation Trail system in Cameron Park (mountain biking, hiking).
Public Health (PH)

*Action Step 1.6.1.* PH will determine existing and pending needs for physical office and research-related space for new faculty and graduate research assistants by Fall 2019.

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**Strategic Plan Theme 2**

**INCREASE ENROLLMENT AND METRICS OF QUALITY IN EXISTING GRADUATE PROGRAMS**

The Robbins College of Health and Human Sciences will continue to make progress in recruitment of graduate student talent. We will strive to recruit a student body of high academic merit with a commitment to service and potential for leadership in both domestic and international students.

**Key Metrics:**
- Achievement of entering students
- Demographic representativeness of students
- Student achievement of learning outcomes based upon comprehensive exam and/or national exam
- Student satisfaction
- Student retention and graduation rates
- Degrees conferred per year
- Student success in further education and careers
- Student peer-reviewed publications and presentations of research at professional meetings
- Employer satisfaction survey

**Act of Determination 2.1 - Increase Enrollment Among Graduate Programs**

**Communication Sciences & Disorders (CSD)**

The CSD Department is committed to increasing the number of high-quality students accepted to and graduating from the Speech Language Pathology (SLP) master’s program. Enrollment will be targeted to increase by approximately 15 students per year until there are 75 onsite students and 25 externship students per year. Key metrics that will be used to facilitate the completion of this act are admission data such as achievement scores of entering students (Overall GPA, Major GPA, and GRE scores), number of admissions, and cumulative number of graduates.

*Action Step 2.1.1.* The Undergraduate Program Director will work with the Chair and the Executive Committee to develop strategies to enhance and increase recruitment of Baylor undergraduate CSD students to continue in the CSD graduate program. These include social events that encourage undergraduate and graduate interactions, curricular changes to encourage December graduation and subsequent spring admission, increased research involvement at the undergraduate level, and planning for a Baylor-to-Baylor BS-MS acceptance program, which would accept students as undergraduates into the graduate program (with specific criteria of admission). Improvement will be measured by an increased number of BU undergraduate applications to the graduate program. A 5% increase averaged over Fall, Summer, and Spring semester applications is a tentative initial benchmark.
**Action Step 2.1.2.** The Graduate Program Director and Graduate Coordinator will work with the Chair and the Executive Committee to develop strategies to enhance and increase recruitment of potential CSD Master students. These strategies will include targeting state and national undergraduate programs with social events, social media, and advertising. Improvement will be measured by an increased number of applications to the graduate program. A 5% increase averaged over the Fall, Summer, and Spring semester applications is a tentative initial benchmark.

**Family and Consumer Sciences (FCS)**

**Action Step 2.1.1.** FCS will set goals for enrollment growth in graduate programming in FCS. These goals will include goal for growth of MS enrollment in Nutrition for Fall 2019, 2020, 2021, with and without Dietetic Internship (DI), and goal for enrollment in CFS courses being taught for Truett and others for Fall 2019, 2020, 2021.

**Action Step 2.1.2.** FCS will develop marketing materials and approaches for recruitment, including a graduate program brochure created with the RCHHS Director of Marketing, and marketing materials for Truett courses.

**Health, Human Performance & Recreation (HHPR)**

**Action Step 2.1.1.** Health Science Studies (HSS) will develop and administer an exit survey to track application status to health professions/graduate programs and identify alternate selected career paths. HSS will also track outcome data to ascertain HSS acceptance rates to professional graduate programs and set goals based on data collection. Administer Fall 2018.

**Action Step 2.1.2.** HSS will develop and/or make available online resources/tutorials that will assist students with centralized application submission procedures by Spring 2019.

**Action Step 2.1.3.** HSS will develop and initiate collaborative relationship with Baylor DPT program and explore the possibility of a Baylor 2 Baylor program by Fall 2018.

**Action Step 2.1.4.** HSS will host at least one social event/Q&A session/presentation each semester for HSS majors to increase awareness of current healthcare topics/changes in healthcare/healthcare policy, etc. by Fall of 2018.

**Action Step 2.1.5.** HSS will develop, implement, and maintain a formal student engagement campaign/initiative to recruit and retain the best undergraduate students by 2018 (e.g., establish routine/scheduled lines of communication between HSS Program Director and students – monthly email/newsletter – specific emails to different cohorts, etc.; create additional information sheets/flyers/brochures to distribute during prospective student meetings, fairs, etc.; and explore the potential for creating an HSS identification emblem (name badge and/or polo shirt for use during clinical internships)). HSS will develop a Canvas Page for HSS to post announcements and other information relevant to HSS majors by Spring 2019.

**Action Step 2.1.6.** HSS will host semester graduation reception/luncheon/dinner/meeting for HSS graduates to build connections, ascertain post-graduate plans, and build/promote alumni involvement by Fall 2018.

**Action Step 2.1.7.** HSS will work collaboratively with Athletic Training (AT) Program Director to develop and implement targeted recruiting activities to increase the enrollment in the Pre-AT track by Fall 2018.
Act of Determination 2.2 - Work with the Graduate School, Faculty, Departments, and the Office of the Vice Provost for Research to Increase Funded Assistantships and Funds for Recruitment

Action Steps toward achieving Act of Determination 2.2 include:

- Enhance resources to pay for assistantships.
- Work with the Graduate School, Dean, faculty, departments, and the Office of the Vice Provost for Research to increase financial support.
- Increase funding of on-campus visits for top applicants from $300 for group and $200 for individual to $600 and $400, respectively, to include funds for travel as well as room and board.

Communication Sciences & Disorders (CSD)

Action Step 2.2.1. CSD will develop resources to provide scholarships and will work with Development Officer to build scholarship funds.

Action Step 2.2.2. CSD will continue to work with the Graduate School, Dean, and the Office of the Vice Provost for Research to increase assistantships to be commensurate with program growth.

Action Step 2.2.3. CSD will work with the Graduate School, Dean, and the Office of the Vice Provost for Research to increase financial support from CSD program growth tuition returns.

Family and Consumer Sciences (FCS)

Action Step 2.2.1. All FCS research faculty will seek grant funds both internally and externally to include, whenever possible, support for lab/research assistants.

Action Step 2.2.2. FCS will take advantage of currently available funds to bring top graduate applicants to campus as part of their recruitment and, where necessary, supplement those funds with department endowment funds.

Act of Determination 2.3 - Enhance Efficiency of the Graduate Admissions Process

Action Steps toward achieving Act of Determination 2.3 include:

- Send acceptance to the program and financial aid award notices early.
- Admit top graduate students to the graduate program immediately.
- Coordinate graduate requirements for admittance and completion for the College and increase clarity on the website (see Act of Determination 3).
- Clearly state minimum GRE requirement to be considered for admittance to graduate school.
Communication Sciences & Disorders (CSD)

**Action Step 2.3.1.** CSD will send acceptance to the program and financial aid award notices early.

**Action Step 2.3.2.** CSD will admit top graduate students to the graduate program immediately.

**Action Step 2.3.3.** CSD will assign a sub-committee to assess the feasibility and benefit of using the CSDCAS system for graduate applications by fall 2019.

**Action Step 2.3.4.** CSD will assess the feasibility and benefit of using a video interview system for graduate admissions by Spring 2019.

Family and Consumer Sciences (FCS)

**Action Step 2.3.1.** FCS will send acceptance to the program and financial aid award notices early, including specific goal for when acceptance and financial aid notices for NUTR MS will be sent.

**Action Step 2.3.2.** FCS will admit top graduate students to the graduate program immediately.

**Action Step 2.3.3.** FCS Graduate Program Director will work with FCS staff to get more information about master’s program on website.

**Action Step 2.3.4.** FCS will develop written admission policy for NUTR MS program.

Health, Human Performance & Recreation (HHPR)

**Action Step 2.3.1.** Exercise Physiology (EP) will update current standards and procedures for accepting applicants into EP master’s and doctoral degree programs. GRE scores, overall GPA, GPA in program-specific courses, writing samples, and in-person and web-based interviews will all be reviewed. Revised applicant standards and procedures will be designed by the end of Spring 2018.

**Action Step 2.3.2.** EP will design a process for determining graduate course credit for undergraduate classes focused on developing research knowledge, skills, and abilities taken previously or concurrent with undergraduate degree requirements. Procedures will be designed during revision of current undergraduate and graduate programs and completed by the end of Spring 2018.

Public Health (PH)

**Action Step 2.3.1.** PH will develop a recruitment and enrollment management plan for the BSPH program and the new online MPH program by Fall 2018.

Act of Determination 2.4 - Develop User-friendly Admissions Processes

The College will enhance graduate program web pages for admissions and to attract inquiries. Current websites within the College’s departments with key information for attracting graduate students will be enhanced and improved.

**Action Steps toward achieving Act of Determination 2.4 include:**

Update websites with application information: requirements to be considered for admittance; scholarship information; exam (comprehension or national) completion rate of graduates; graduate completion rate; time-to-degree for full-time students for master’s degree and doctoral degrees; employment rates of graduates; success stories of graduates; updated pictures and virtual tour of facilities; graduates involved in hands-on activities; success stories from clients of graduate students.
Family and Consumer Sciences (FCS)

Action Step 2.4.1. FCS will update websites with: application information; requirements to be considered for admittance; scholarship information; exam (comprehension or national) completion rate of graduates; graduate completion rate; time-to-degree for full-time students for master’s degree and doctoral degree; employment rates of graduates; success stories of graduates; updated pictures and virtual tour of facilities; graduates involved in hands-on activities; success stories from clients of graduate students.

Health, Human Performance & Recreation (HHPR)

Action Step 2.4.1. Athletic Training (AT) will develop contemporary (e.g., social media campaigns) recruiting activities to enroll 20 students in the Pre-AT track within the Health Science Studies Degree annually.

Action Step 2.4.2. AT will develop contemporary (e.g., social media campaigns) recruiting activities to ensure full enrollments in the MAT (Masters of Athletic Training) program annually.

Action Step 2.4.3. AT will develop targeted recruiting activities to increase the enrollment in the Pre-AT track within the Health Science Studies Degree annually.

Act of Determination 2.5 - Obtain Data on Graduates for Graduate Brochures and Websites to Generate Enrollment and Funding, thereby Demonstrating the Effectiveness of the Program via Exit Survey, Social Media, or Alumni Survey via Email

Action Steps toward achieving Act of Determination 2.5 include:

Determine students’ job employment following graduation; students’ success in further education and careers; and students’ peer-reviewed publications and presentations of research at professional meetings.

Communication Sciences & Disorders (CSD)

Action Step 2.5.1. CSD will continue to determine and share students’ employment following graduation; students’ success in further education and careers; and students’ peer-reviewed publications and presentations of research at professional meetings.

Family and Consumer Sciences (FCS)

Action Step 2.5.2. FCS will track and publicize students’ peer-reviewed publications and presentations of research or creative scholarship at professional meetings.
Health, Human Performance & Recreation (HHPR)

**Action Step 2.5.1.** ALPE/SP will conduct surveys to expand the present alumni database and will update the database of program graduates annually.

**Action Step 2.5.2.** HSS will create and maintain an alumni database & tracking system to ascertain professional placement and clinician development by Spring 2019.

Public Health (PH)

**Action Step 2.5.1.** PH will develop an alumni tracking system for the BSPH program by Fall 2019.

**Action Step 2.5.2.** PH will complete alumni surveys for graduates of all existing PH programs by Fall 2019.

Act of Determination 2.6 - Engage Faculty in Pro-active Recruiting

**Action Steps toward achieving Act of Determination 2.5 include:**

- Host Homecoming Events for undergraduates, graduates, and alumni.
- Host semester events in the department with active faculty participation to inform undergraduates of the programs available for graduate degrees (e.g., Dr. Pepper Hour, Hot Chocolate and Popcorn, etc.)
- Host undergraduate and graduate events in homes of faculty.
- Faculty will make themselves available for tours with potential students into the graduate program.
- Faculty will make themselves available for Campus Visits.
- Faculty will participate in Graduate Day for prospective graduate students.

Communication Sciences & Disorders (CSD)

**Action Step 2.6.1.** CSD Faculty and staff will continue to host Homecoming Events for undergraduates, graduates, and alumni.

**Action Step 2.6.2.** CSD Faculty and staff will continue to host semester events in the department with active faculty participation to inform undergraduates of the programs available for graduate degrees (e.g., student mixers, Dr. Pepper Hour, final study snack, etc.).

**Action Step 2.6.3.** CSD Faculty and staff will continue to host undergraduate and graduate events in homes of faculty.

**Action Step 2.6.4.** Graduate Coordinator, Clinical Coordinator, Graduate Director, and Chair will continue to be available for information days, campus visits, and tours for potential students into the graduate program.

**Action Step 2.6.5.** Graduate Coordinator, Clinical Coordinator, Graduate Director, and Chair will develop, plan, and implement webinars for question & answer sessions, as well as presentations to reach and recruit potential students outside of the region.

Family and Consumer Sciences (FCS)

**Action Step 2.6.1.** FCS will continue hosting FCS Homecoming Event for undergraduates, graduates, and alumni and provide lab tours and other information about research at such events for those interested.

**Action Step 2.6.2.** FCS will promote graduate programs through professional organizations and career fairs at conferences.
Action Step 2.6.3. FCS will develop a plan for recruitment of graduate students from both on-campus and off-campus potential applicants and develop appropriate marketing materials.

Health, Human Performance & Recreation (HHPR)

Action Step 2.6.1. ALPE/SP will access the exit survey taken by students to assess the student’s educational experience and track job placement of undergraduate and graduate students during 2017 - 2018.

Action Step 2.6.2. ALPE/SP will meet regularly with academic advisors to discuss the needs of students in each program (Student Athlete Services, Academic Advising, and Robbins College advisors).

Action Step 2.6.3. RLS will implement two annual recruiting activities targeting undecided majors within the Penland Freshman Experience by Fall 2018.

Act of Determination 2.7 - Work with the Development Officer to Increase Knowledge of the College, Increase Endowments and Increase Inquiries from Professional Accredited Graduate Programs in Robbins College to Direct Baylor Undergraduates as well as Private/Public University Undergraduates to RCHHS for their Graduate Degrees

Action Steps toward achieving Act of Determination 2.7 include:

- Enhance the visibility of the College: Consolidate all departments in one state-of-the-art building, increasing lab space, office space, graduate common area, technology, etc.
- Design events to increase awareness of Health and Human Sciences and the opportunities provided by RCHHS.
- Design an Open House in one common area for all individual and/or graduate programs to generate inquiries on campus visit days.
- Produce 5x7 mailer regarding RCHHS graduate programs to be distributed by campus mail to all departments in the University as well as related undergraduate programs in Health and Human Sciences in other universities. Faculty will make themselves available for Campus Visits.
- Produce media with a public service awareness announcement to be used at Baylor (i.e., on-screen at McLane Stadium) during televised football/basketball/baseball games and/or radio during games.
- Obtain e-mail list of Baylor’s graduating seniors to send a welcome announcement to Baylor graduate programs in Robbins College with a link to the college website page for graduate degrees offered, with direct links to each department on the overall website page.
- Highlight the many careers in Health and Human Sciences.

Family and Consumer Sciences (FCS)

Action Step 2.7.1. FCS will design events to increase awareness of Health and Human Sciences and the opportunities provided by RCHHS. An FCS Focus weekend will be established to highlight teaching and research in the department, and invite potential graduate students.

Action Step 2.7.2. FCS will seek support for additional professorships for FCS faculty.
Health, Human Performance & Recreation (HHPR)

**Action Step 2.7.1.** Recreation and Leisure Services (RLS) will implement an annual recruiting event with an agency for potential new student recruitment by Fall 2018. Likely partners will include camps, high schools with outdoor programs, and outdoor education schools.

**Action Step 2.7.2.** RLS will implement an Alumni Summit, securing former students now in the profession back to campus to speak to classes during Homecoming week of 2018. The Summit will expand to alumni teaching classes in the RLS program during Homecoming of 2019.

**Action Step 2.7.3.** ALPE/SP will meet with the department chair in Spring 2018 to discuss allocation and future donor possibilities to increase scholarship money for ALPE students.

Public Health (PH)

**Action Step 2.7.1.** By Fall 2020, PH will request Baylor support for program membership in the Association of Schools and Programs of Public Health, an organization through which most nationally-ranked PH programs recruit.

**Action Step 2.7.2.** PH will present research at conferences sponsored by at least eight different organizations/research groups by Fall 2022.

**Action Step 2.7.3.** PH will develop a system designed to enhance alumni/student interaction through mentorship matching by Fall 2020.

**Action Step 2.7.4.** AT will develop an organized alumni event either on campus or at a professional conference that is hosted every other year starting in the 2018-2019 school year.

**Action Step 2.7.5.** HSS will identify established alumni events for Robbins College and encourage involvement from HSS alumni. Based on identified events, HSS will potentially develop and implement an annual alumni event (e.g., Homecoming) by Fall 2019 or 2020.

Act of Determination 2.8 - Enhance Web Page Layout for RCHHS and Each Department

**Action Steps toward achieving Act of Determination 2.8 include:**

- Enhance Testimonials.
- Update photos of graduate students in experiential learning opportunities.
- Enhance description of each degree.
- Provide one information page for all of the graduate programs in RCHHS with brief descriptions of each and a link to each department within the page.
Communication Sciences & Disorders (CSD)

Action Step 2.8.1. CSD will update websites with: success stories of graduates; graduates involved in hands-on research and teaching activities; success stories from clients of graduate students; and new research laboratory sites/information/stories.

Action Step 2.8.2. CSD will update web pages with photos of graduate students in experiential learning opportunities, and develop faculty laboratory web pages/sites.

Family and Consumer Sciences (FCS)

Action Step 2.8.1. FCS will seek testimonials from FCS graduate students.

Action Step 2.8.2. FCS will update webpages with photos of graduate students in experiential learning opportunities.

Action Step 2.8.3. FCS will enhance descriptions of FCS graduate program(s) and provide to RCHHS for use on a web page with brief descriptions of all graduate programs in RCHHS with link to each department within the page.

Health, Human Performance & Recreation (HHPR)

Action Step 2.8.1. HSS will distribute the HSS newsletter to alumni, highlighting current undergraduate achievements as well as alumni accomplishments beginning Spring 2018.

Act of Determination 2.9 - Research Expansion and Efficacy of Master’s Programs, Including the Increased Community Involvement at the Local, State, and National Level as well as Creation of Attractive Program Options for Incoming Graduate Students, Which in Turn Will Increase Enrollments

Action Steps toward achieving Act of Determination 2.9 include:

- Enhance opportunities for our interns and graduates and establish and strengthen external partnerships through career fairs and other programs.
- Explore and encourage the development of efficient combined degrees, such as combined five-year baccalaureate/master’s degrees and master’s or PhDs with international and domestic university partners.
- Explore interest among companies in Texas and the nation in having specialized degree offerings for employees.
- Explore opportunities to work with the armed services to provide graduate education.

Communication Sciences & Disorders (CSD)

Action Step 2.9.1. CSD will continue to monitor student achievement of knowledge and skills acquisition (KASA) outcomes each semester using metrics such as academic and clinical outcomes in course work, comprehensive examination pass rate, and praxis pass rate.

Action Step 2.9.2. CSD will continue to monitor student performance and well-being at individual student meetings, faculty meetings, and executive committee meetings.
Action Step 2.9.3. CSD will continue to evaluate graduate outcomes through metrics such as exit survey, alumni survey, and employer survey. CSD will utilize feedback from these metrics to improve program quality.

Action Step 2.9.4. CSD will continue to follow national and international advances in the field, which lead to new curricular changes.

Action Step 2.9.5. CSD will continue to explore and encourage the development of continued growth in cultural competence opportunities for faculty, staff, and students.

Action Step 2.9.6. CSD will continue to increase the inter-professional experiences available to our students on- and off-site.

Action Step 2.9.7. CSD will develop feasible research opportunities for graduate students to complete in an accelerated time period. These may include evidence-based practice projects embedded into course curriculum or a new translational research-oriented graduate elective offering.

Action Step 2.9.8. CSD will explore and encourage the participation of enrollment in the thesis requirement in an extended MS program track (i.e., five or six vs. four semesters).

Family and Consumer Sciences (FCS)

Action Step 2.9.1. FCS will enhance opportunities for our interns and graduates, and establish and strengthen external partnerships through career fairs and other programs.

Action Step 2.9.2. FCS will explore and encourage the development of efficient combined degrees, such as combined five-year baccalaureate/master’s degrees and master’s or PhDs with international and domestic university partners.

Action Step 2.9.3. FCS will explore interest among companies in Texas and the nation in having specialized degree offerings for employees, including Child Life Specialist, university laboratory school direction.

Action Step 2.9.4. FCS will explore opportunities to work with the armed services to provide graduate education in Occupational Therapy.

Health, Human Performance & Recreation (HHPR)

Action Step 2.9.1. EP will eliminate courses from our degree program that are currently listed in our master’s curriculum but inconsistent with our vision statement, or that do not optimally serve our students by end of Spring 2018.

Action Step 2.9.2. EP will incorporate graduate laboratory experiences in cross-listed courses so that undergraduate and graduate students may learn essential techniques for research data collection and analysis at the same time and with similar temporal sequencing by the end of Spring 2018.

Action Step 2.9.3. EP will introduce and develop curricular opportunities for developing critical research skills, such as scientific writing and applied statistics, in the on-campus master’s EP curriculum by the end of Spring 2018.

Action Step 2.9.4. EP will introduce up to six hours of guided research course credit – separate from thesis research – into the on-campus master’s program by the end of Summer 2018. Guided research for each master’s program by the end of Summer 2018. Guided research for each master’s degree-seeking student will be designed to develop skills that will enhance the student’s ability to plan, design, conduct, and interpret experimental studies. Guided research processes and procedures will be crafted and introduced into the on-campus master’s EP curriculum by the end of spring semester 2019.

Action Step 2.9.5. EP will review and revise policies and procedures for thesis projects to match the mission, vision, and values of our revised on-campus EP master’s program by the end of Spring 2018.

Action Step 2.9.6. EP will seek external funding for 25% of KENHP doctoral lines within five years (the absolute number of students externally funded per year will increase based on projected growth).

Action Step 2.9.7. AT will request one additional faculty line each time MAT enrollment increases by six students in order to meet CAATE (Commission on Accreditation of Athletic Training Education) accreditation standards.
**Action Step 2.9.8.** AT will continue to explore opportunities to pursue grant-related research.

**Action Step 2.9.9.** ALPE/SP will expand research opportunities through a partnership with home school students in 2019. In order to bring this idea to fruition, a faculty member must be hired to manage the physical education program for home school students. This would be the faculty line which was vacated due to retirement.

**Action Step 2.9.10.** ALPE/SP will continue to develop the relationship with St. Paul’s Episcopal School, providing an opportunity for graduate students to teach physical education, coach sport teams, and investigate research possibilities for the school during 2018-2020 school years.

**Action Step 2.9.11.** ALPE/SP will continue to use former students who are in Waco area schools, as well as other Texas schools and other positions, to regularly mentor present students.

**Action Step 2.9.12.** HSS will identify former students who are in current clinical practices to request participation as a mentor for the internship program by Spring 2022.

**Public Health (PH)**

**Action Step 2.9.1.** PH will establish at least 4 new assistantship opportunities through grants and contracts by Fall 2020.

**Action Step 2.9.2.** PH will establish at least 5 new or expanded research partnership groups by Fall 2022.

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### Strategic Plan Theme 3

**CREATE NEW GRADUATE PROGRAMS**

Healthcare and Human Sciences are among the market sectors with the greatest employment opportunities and highest growth potential. In addition, jobs within these sectors are changing rapidly. This growth and market potential are a result of new and pioneering research that informs current professional practices. In order to meet these market challenges and lead through research and innovation, Robbins College is poised for tremendous growth through the formation of new graduate programs. New graduate programs can be developed through a combination of existing resources and faculty expertise, allocation of new funding from University sources, and leveraging of the marketplace experience and technological expertise of private companies to assist with online and distance learning support.

Key features of new graduate programs will be their development across academic departments and use of a common core. These characteristics will position our academic programming for the most efficient use of resources, enable programs to remain flexible as we meet the ever-changing requirements of accreditation, and foster collaborative scholarly efforts to address human needs from a global perspective. To this last point, research and scholarly efforts are not common among many professional degree programs. We will be purposeful and intentional about infusing new graduate programs with strong research activity so that our graduates are prepared to lead in their professions by contributing to the evidence upon which their professions are based.
Enrollment in new graduate programs may be developed by streamlining and redesigning existing programs and building off of strong undergraduate degree programs. Prime examples are 4 + 1 and 3 + 2 models that may help attract our best and brightest undergraduate students. Targeting non-traditional students already working in the marketplace through strategic social media, distance learning, and online options will help us broaden our reach and improve the attractiveness of Robbins College and the Baylor brand.

**Communication Sciences & Disorders (CSD)**

The CSD Department is committed to developing new graduate programs that will benefit the state and the nation in the fields of speech-language pathology, audiology, American Sign Language (ASL), and Deaf Education.

**Action Step 3.1.1.** CSD will assign a working subgroup to discuss and develop feasibility plans for potential new graduate programs through initial committee study.

**Family and Consumer Sciences (FCS)**

**Action Step 3.1.1.** FCS will continue efforts to obtain approval for a dietetic internship/master’s program. Upon approval, FCS will actively promote the program nationally.

**Action Step 3.1.2.** FCS will finalize courses for collaborative Family and Child Ministry concentration for Masters of Divinity students at Truett. All course proposals will be submitted to the University by the end of Summer 2018, and FCS will work with Truett to develop promotional materials for the concentration. In addition, the program will be promoted to graduate students in other pertinent programs on campus.

**Action Step 3.1.3.** FCS will explore potential for 4+1 plans. Truett concentration courses will be expended to a 4+1 program for CFS, and opportunities for opportunities for 4+1 programs for Apparel and Interior Design will be explored. FCS will also expand 4+1 programs into Master’s programs.

**Action Step 3.1.4.** FCS will develop a plan for a Master’s program in Child and Family Studies (CFS) with emphasis in Child Health and Development. FCS will work to meet the needs for graduate programming for Child Life Specialists; explore the potential for an emphasis for University Laboratory School Management; work in collaboration with Anthropology; develop courses that would be pertinent to a professional Master's Degree in Occupational Therapy and/ or Marriage and Family Therapy; and explore a joint Master's degree in Marriage and Family Therapy with Social Work/ Educational Psychology.

**Health, Human Performance & Recreation (HHPR)**

**Action Step 3.1.1.** ALPE/SP will implement the five-year joint degree program resulting in a bachelor’s and master’s degree and a teacher certification in physical education by Fall of 2018.

**Action Step 3.1.2.** ALPE/Sport Pedagogy faculty will explore online courses offered by aspirant institutions for potential use in our program during the 2018-2019 school year.

**Action Step 3.1.3.** EP will complete a SWOT analysis of our master's degree clinical EP and sports performance program offerings (e.g., course content, internship sites, and practical experiences that relate to cardiac, pulmonary, diabetes, and weight management programming) by the end of Summer 2018.
**Action Step 3.1.4.** EP will conduct preliminary market analysis for clinical- and sport performance-focused on-line/blended master’s degree EP programs by the end of Fall 2018.

**Action Step 3.1.5.** EP will develop on-line/blended graduate EP options contingent on market analyses beginning Spring 2019. Implementation of our blended programs is targeted for the end of Fall 2019.

**Action Step 3.1.6.** EP will learn and develop new instructional skills for delivering online, hybrid, and blended courses by the end of Fall 2018.

**Action Step 3.1.7.** EP will identify, discuss with other program faculty, and incorporate instructional strategies specific for each course by the end of Spring 2019.

**Public Health (PH)**

**Action Step 3.1.1.** PH will develop the curriculum for a new online MPH program by Fall 2018.

**Action Step 3.1.2.** PH will develop the curriculum for a new doctoral degree program by Fall 2019.

**Action Step 3.1.8.** AT will finish the substantive change process in the Spring of 2018 and complete the reaccreditation process in the Spring of 2020.

**Action Step 3.1.9.** AT will design the coursework/curricula for the Masters of Athletic Training program to meet future accreditation standards.

**Action Step 3.1.10.** RLS will propose a master’s program and related faculty position(s) by 2022.

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**Strategic Plan Theme 4**

**INCREASE REVENUE WITH EXISTING AND NEW GRADUATE PROGRAMS**

In order to continue the development of activities in the area of graduate programs, RCHHS will seek to effectively maintain and create graduate programs that fund and support not only individual programs in the college, but also overlap across departments to maximize the potential for increased revenue. Cross-disciplinary funding through new and existing graduate programs serves multiple purposes. First, these efforts support and promote inter-college academic collaborations consistent with the mission of Robbins College as well as the aims of the university’s guiding strategic plan, *Pro Futuris*. Such collaborations further promote the importance of Health and Human Sciences to the University and strengthen Baylor’s reputation as a committed leader in efforts to promote the health and welfare of God’s people. Second, these efforts provide an affordable education to many graduate students who otherwise could not afford Baylor. Seeking to enhance graduate funding in traditional areas (i.e., existing graduate programs) through these cross-disciplinary efforts creates opportunity for programs that traditionally have received little to no support. Creating new sources of revenue through graduate programs enhances the existing revenue streams as well as opening new sources through cross-disciplinary efforts. Increasing revenue through graduate programs (new and existing) also serves as an important recruiting tool for high-ability students, which will improve the University’s retention and graduation rates. These efforts provide unique opportunities for students in the areas of Health and
Human Sciences to be exposed to graduate programming that would be uniquely available at Baylor. Securing funding and increasing revenue through new and existing graduate programs not only helps researchers conduct their research agendas (compelling scholarship), but also provides students with uniquely Baylor research experiences, keeping graduate students on the cutting edge of research (transformational education), and helping them develop lifelong academic relationships that would lead to more potential streams of revenue (committed constituents).

**Act of Determination 4.1 - Provide Financial (or other) Incentives for Collaborative Efforts among Existing Graduate Programs**

*Action Steps toward achieving Act of Determination 4.1 include:*

- The College will aim to increase spending and allow more research release to help faculty and programs seek extramural funding sources.
- Funds will be set aside to encourage new collaborations by incentivizing any new graduate program or existing program that actively seeks and secures external funding utilizing inter-college, cross-disciplinary collaborations.
- ‘Grand Opportunity’ ideas should draw from as many existing and new graduate programs as possible and seek grant funding from major donors (i.e., large granting sources).

**Family and Consumer Sciences (FCS)**

*Action Step 4.1.1.** FCS will contribute to the creation of “Grand Opportunity” Centers/initiatives over the next five years, including: Baylor Center for Aging – “Baylor Boomers” (community health, recreation, exercise physiology, nutrition, CSD, etc.); Baylor Center for Hospitality (CFS, recreation, etc.); Baylor Healthy Living Initiative (exercise physiology, community health, nutrition, FCS, etc.); Baylor Institute for Human Flourishing (nutrition, interior design, audiology, sport foundations, CFS, CSD, lifetime fitness, etc.); Baylor Center for Intentional Family Living (Truett, Social Work, Sociology); and Baylor University or NAH organization and/or funding award.

*Action Step 4.1.2.** FCS will identify potential funding sources or professional partners that would support a new master’s degree in Child and Family Studies with emphasis on Child Health.

**Act of Determination 4.2 - Create a Development Plan to Endow Existing and Future Research Centers in Health and Human Sciences**

Research centers are critical for faculty access to shared research equipment and staff. Endowing existing centers and seeking funding to create and support new centers are important for healthy cross-disciplinary collaboration. RCHHS must continue to build relationships with Baylor Scott and White (BSW) and consider upcoming opportunities. For Audiology in particular, and CSD in general, a stronger connection in the future would solidify research plans and agendas with the hopes of generating funding opportunities. These strong connections with BSW would also enhance the programs within HHPR and FCS. The facilitation of graduate research opportunities for HHPR and the exercise/health programs could be accomplished with strong connections to BSW, and Interior Design could find grant funding to do research in hospital or other health care settings.

Another source of potential funding discussed was the Committed Constituent aim of *Pro Futuris*. By offering audiology services, family studies research opportunities, and HHPR exercise and health programs to the community and to our students, the potential for future gifts and donations provided as a result of the services we could develop as a college should not be overlooked.
Action Steps toward achieving Act of Determination 4.2 Include:

Stemming from our grand narrative ideas, in the next five years, the College will actively seek to encourage and financially support graduate programs that are cross-disciplinary and aim to build endowments that are self-sustaining after receiving initial grant funding. Using current relationships with Health and Human Science organizations such as BSW is an excellent first step.

Family and Consumer Sciences (FCS)

**Action Step 4.2.1.** FCS will seek funding sources with goals related to child health, early childhood education, intentional family, food, or nutrition.

**Action Step 4.2.2.** FCS will create momentum from FCS Focus (a series of events each spring that highlight the works and accomplishments of FCS students, faculty, and alumni) to build toward a future FCS (or College level) gala event for donors and new partners.

**Action Step 4.2.3.** FCS will regularly provide RCHHS Development Officer and Marketing Director with information and stories regarding research and scholarship and will promote this information on FCS website and social media as well.

Act of Determination 4.3 - Actively Foster Cross-disciplinary RCHHS Graduate Program Relationships

While individual scholars can be highly productive and may draw in new revenue on their own, Robbins College is committed to fostering and facilitating cross-disciplinary collaborations. RCHHS will foster relationships between departments, and chairs will foster inter-departmental collaborations. Incentives should be offered for scholars who actively seek and follow through on collaborative graduate grant seeking efforts.

**Action Steps toward achieving Act of Determination 4.3 Include:**

Support and host programmatic sessions of two graduate programs not in the same department. Starting Spring 2017, the Office of the Dean will financially support one meeting session, for the next four semesters (two years) of two programs from different departments focused on a new research idea. Out of these meetings, action steps for collaborative research questions and written plans toward seeking external grant funding on existing or new research agendas will be created.

At college-wide meetings, department chairs will select one of their faculty members to speak for 2-5 minutes on a new or existing line of research. This information will provide a college-wide opportunity for interdisciplinary collaboration and graduate program funding potential.

Communication Sciences & Disorders (CSD)

**Action Step 4.3.1.** The CSD Chair will foster inter-departmental collaborations through discussions with other department chairs and CSD faculty.

**Action Step 4.3.2.** CSD will offer incentives to scholars who actively seek and accomplish collaborative graduate grant-seeking efforts.

**Action Step 4.3.3.** CSD will determine/identify/develop potential seminars or courses that would provide optimal cross-disciplinary collaboration.
Family and Consumer Sciences (FCS)

**Action Step 4.3.1.** FCS will establish/sponsor departmental/college monthly seminar series that highlight work of graduate students, and new faculty members, across disciplines within next academic year. Success will be demonstrated by establishment of interdepartmental collaborations and funding awards.

**Action Step 4.3.2.** An FCS faculty member from each department will speak for 2-5 minutes on a new or existing line of research.

Health, Human Performance & Recreation (HHPR)

**Action Step 4.3.1.** EP will identify new teaching strategies, such as team teaching, lab-based instruction, experiential learning in professional preceptor sites, on-line, hybrid, and blended strategies for incorporating into course design by the end of Fall 2018.

Public Health (PH)

**Action Step 4.3.1.** PH will develop an online version of the existing MPH program by Fall 2018.

**Action Step 4.3.2.** PH will develop a joint degree program with the School of Social Work by Fall 2019.

Act of Determination 4.4 - Take Advantage of Existing Collaborations for Increased and Sustained Revenue

Many of our graduate programs have existing lines of funding. By maintaining these lines of funding and fostering further relationships, Robbins College can ensure that graduate programs are maintaining and/or increasing their graduate revenue.

**Action Steps toward achieving Act of Determination 4.4 include:**

- Track current graduate funding sources and organize into a central location for others to view.
- Promote awareness of these current relationships by distributing this list throughout the College by the end of Spring 2018.
- Encourage new ideas and programmatic collaborations to continue with these sources of funding with new research ideas and initiatives from other College programs.

Communication Sciences & Disorders (CSD)

**Action Step 4.4.1.** CSD will increase enrollment following our five-year pro forma plan. This funding will provide stipend support for doctoral students in the newly-developed doctoral program and support funding for an increased number of master's level students.

**Action Step 4.4.2.** CSD will create a Healthy Start initiative over the next five years that includes early childhood language, literacy, and social/emotional health focus, as well as parent-supported education opportunities.
**Action Step 4.4.3.** CSD will participate in Healthy Aging initiatives that allow CSD contributions in the areas of cognition, language, memory, communication, and quality of life.

**Action Step 4.4.4.** CSD will participate in Army/Baylor collaborations to develop a translational center for the study and intervention of traumatic brain injury.

**Action Step 4.4.5.** CSD will participate in the Baylor Healthy Living Initiative to better understand the effects of nutrition and sleep and their relation to communication disorders/delays.

**Action Step 4.4.6.** CSD will participate in the Baylor Institute for Human Flourishing (nutrition, interior design, audiology, sport foundations, CFS, CSD, lifetime fitness, etc.) to increase inter-professional education and collaborative research opportunities.

**Public Health (PH)**

**Action Step 4.4.1.** PH will demonstrate potential for generating tuition revenues needed to support additional faculty hires by Fall 2019.

**Action Step 4.4.2.** PH will request at least 2 additional positions (beyond 2017 requests) to fill needs in the expanding BSPH program and a planned MPH in Epidemiology program by Spring 2020.

**Act of Determination 4.5 - Foster and Develop Clinical Graduate Relationships and Programs**

Training clinicians to develop research skills within a new master’s program and giving them a track that is expedient and easily integrated into their practice could afford Robbins College a very productive new graduate program. This type of degree is available through some medical schools such as Duke, Johns Hopkins, and Baylor College of Medicine. It appears that this type of program is typically controlled by medical schools. As Baylor University is not directly attached to a medical school perse, RCHHS is uniquely positioned to capitalize on this opportunity. This type of program could potentially build into an NIH funded Medical Science Training Program, which would provide a new revenue stream.

**Action Steps toward achieving Act of Determination 4.5 include:**

- Develop clinical research graduate programs that attract graduate students interested in clinical settings, linked directly with a Baylor faculty member and their research agenda.
- Within five years, develop these new working relationships into funded research projects.

**Family and Consumer Sciences (FCS)**

**Action Step 4.5.1.** Each division that desires to develop a clinical research/Master’s program will develop a proposal within the next two years that details peer/aspirant schools/programs and aligns current goals to determine current/future or needed resources to establish programs. Possible programs could include: Child Life Specialist; Marriage and Family Therapy; and Registered Dieticians.
**Action Step 4.5.2.** FCS will submit a clinical or tenure-track line proposal for CLS (child health) in CFS program.

**Action Step 4.5.3.** Within five years of establishing these programs, CFS will develop these new working relationships into funded research projects.

**Health, Human Performance & Recreation (HHPR)**

**Action Step 4.5.1.** AT will seek to add three to five clinical sites in the Central Texas area to host our students that will provide a variety of experiences (e.g., non-athletic populations, non-orthopedic conditions, patients across the lifespan) in the next five years.

**Action Step 4.5.2.** AT will explore opportunities to offer online coursework, working to specifically offer our students the opportunity to complete one clinical immersion (i.e., internship) course online in the next five years.

**Public Health (PH)**

**Action Step 4.5.1.** PH will establish at least five new student-engaged projects in collaboration with internal/external partners by Spring 2022.

**Act of Determination 4.6 - Provide the Waco Community Fee-for-Services Opportunities, Run for and Utilized by Graduate Programs**

RCHHS will connect graduate programs with community partners or offer community services. By offering audiology services, family studies research opportunities, and HHPR exercise and health programs into the community and for our students, our programs can initiate potential future gifts and donations because of the services we could develop as a college. Constituents who have benefitted from the college’s services could become donors in the future.

**Action Steps toward achieving Act of Determination 4.6 include:**

- Following the lead of audiology and exercise physiology, in the next two years (by Spring of 2019) graduate programs will seek one community partner, if none already exists.
- If relationships do exist, graduate programs will seek one additional community partner by the start of Fall 2018.

**Communication Sciences & Disorders (CSD)**

**Action Step 4.6.1.** CSD will continue to seek one new community partner each year beginning Fall 2018.

**Family and Consumer Sciences (FCS)**

**Action Step 4.6.1.** Within 5 years, FCS will provide program evaluation through CFS Masters and/or Center for Intentional Family.

**Action Step 4.6.2.** FCS will seek additional community partners by the start of Fall 2018.
Act of Determination 4.7 - Promote RCHHS toward Corporate Sponsorships.

The Board of Regents created Robbins College to highlight Baylor’s health focus. Graduate programs must actively pursue corporate sponsorship to enhance health-related and human sciences-related degree programs, research, and services. Corporate relationships may include naming rights for existing labs/spaces, testing labs for companies, and sample market settings in which to develop products and provide opportunities for our students to engage with research.

**Action Steps toward achieving Act of Determination 4.7 Include:**

Compile a list of potential corporate collaborators for graduate programs by Fall 2018, complementing our existing and future research interests as well as Baylor’s continuing Christian mission. For example, the kitchen used by the College’s Nutrition programs could pursue corporate organizations for graduate programmatic support to fund their kitchen, naming it the “BRAND X” Nutrition Research Kitchen.

Incentivize graduate programs that make connections with potential donors through College funds for attraction and retention of interested companies and organizations.

Provide College-level support to help graduate programs and individual faculty that have no experience in these efforts put their best foot forward.

Develop two significant (self-sustaining) revenue streams between business donors and graduate program scholarship by the Spring of 2019. Examples: Audiology (Miracle Ear), Exercise Physiology (Cooper Clinic, Waco Orthopedics, local gyms and fitness organizations (D1 or CrossFit)) to do physical assessments, Nutrition classes (Frito-Lay, Chick-fil-A, or Mars, Inc.).

The college will form an exploratory committee by the end of Spring 2017 to match current research agendas with organizational and/or corporate sponsoring for specific health-related needs to fund graduate programs and research labs and research spaces. (For example, Cellar, Disease-conscious companies such as Blue Diamond or Boar’s Head could be contacted for menu development and research in a Baylor sponsored kitchen or lab, Purdue University has a pilot grant to help neurorehabilitation research, and The American Society of Interior Designers has grants and scholarships that RCHHS could secure for graduate studies).

**Communication Sciences & Disorders (CSD)**

CSD will actively pursue corporate sponsorship in terms of naming rights for existing labs/spaces. These spaces could become testing labs for the companies, since the university population is an ideal sample market setting in which to develop products and would also provide opportunities for our students to engage with research.

**Action Step 4.7.1.** CSD will request and secure College-level support to help individual CSD faculty who have no experience in these efforts to develop effective strategies.

**Action Step 4.7.2.** CSD will compile a list of potential corporate collaborators for graduate programs by Fall 2018, complementing existing and future research interests as well as Baylor’s continuing Christian mission. For example, an applied feeding laboratory could pursue corporate organizations for graduate programmatic support to fund their kitchen, naming it the “BRAND X” Feeding/Swallowing Research Kitchen.

**Action Step 4.7.3.** CSD will develop a significant (self-sustaining) revenue stream between business donors and graduate program scholarship by the Spring 2019. (Examples: Audiology (Starkey), Neuro rehabilitation (Lumina), Voice (Pentax), Literacy (Lindamood, Interactive metronome), Language (Hanen), Swallowing (Dysphagia Diet), etc.)
Family and Consumer Sciences (FCS)

With wider promotion of our College and programs, we could better offer an academic face for corporations interested in collaborating with Health and Human Sciences-focused researchers and graduate programs. These efforts could lead to opportunities for our graduate students during their degree programs as well as potential employment after graduation.

**Action Step 4.7.1.** FCS will seek corporate or foundation support for renovation of food production labs.

**Action Step 4.7.2.** FCS will consider other potential partnerships with corporations for supporting research facilities and faculty professorships.

Public Health (PH)

**Action Step 4.7.1.** PH will work with development to identify at least five potential individual and corporate benefactors by Fall 2020.

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**STRENGTHEN AND MAINTAIN UNDERGRADUATE PROGRAMS**

Undergraduate education has traditionally been, and remains central to, the identity and purpose of Baylor University. Baylor has become a Christian research institution; it is understood that undergraduate education will continue to be supported. Robbins College is committed to providing a rigorous education to our undergraduate students as we strive not only to maintain but to strengthen these undergraduate programs. The College will graduate exceptional professionals who answer their calling in their profession and/or matriculate to graduate programs.

**Act of Determination 5.1 - Advance Our Efforts Collectively**

We will ensure that our departments work together as we seek to strengthen our programs and enhance the learning experiences of our students. We are committed to a student-centric environment where rigorous standards are met in an efficient manner while striving, as a cohesive unit, toward our common goals.

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**Action Steps toward achieving Act of Determination 5.1 Include:**

A “Planned and Potential Student Projects” Canvas folder will be created to share information and encourage collaboration across departments. Instructors will be encouraged to add and update information about class projects within their courses on a yearly basis. Information will include: goals and objectives of project, student responsibilities, and potential areas of collaboration.

The Director of Marketing and Communications will meet with departmental program directors at least annually, if not each semester, to evaluate current websites, uniformity with other programs, and to explore future improvements.

Academic Advisors will create and share with advisees a flyer that includes the following options for students that reach across program lines in our College: common or complementary classes, minors, secondary majors, and international experiences open to a variety of students.

The Associate Dean for Undergraduate and International Studies will meet regularly with the departmental curriculum committees and/or the committee chairs to monitor, evaluate, and address duplication of classes within the College.

Faculty will identify examples of other institutions’ best practices in working collectively across program/department lines, and report these to the Dean.
Communication Sciences & Disorders (CSD)

CSD is committed to maintaining our exemplary, comprehensive undergraduate experience through retention of excellent students, high-quality instructors, cutting-edge technology and workspaces, and transformational service experiences.

**Action Step 5.1.1.** CSD will develop a plan to search for and recruit students from a range of backgrounds to enrich our community.

**Action Step 5.1.2.** CSD will develop a plan to continue to seek additional funding for scholarships and other forms of support for students.

**Action Step 5.1.3.** CSD will provide the newest technological innovations for students.

**Action Step 5.1.4.** CSD will continue to provide outstanding educational and service experiences.

Family and Consumer Sciences (FCS)

**Action Step 5.1.1.** FCS will contribute regularly to the College’s “Planned and Potential Student Projects” Canvas folder.

**Action Step 5.1.2.** FCS will work with the Director of Marketing and Communications to evaluate current webpages, uniformity with other programs, and to explore future improvements.

**Action Step 5.1.3.** Academic Advisors with the assistance of FCS division leaders will create and share with advisees a flyer that includes the following options for students that reach across program lines in our College: common or complementary classes, minors, secondary majors, and international experiences open to a variety of students.

**Action Step 5.1.4.** FCS faculty will identify examples of other institutions’ best practices in working collectively across program/department lines, and report these to the Dean.

Health, Human Performance & Recreation (HHPR)

**Action Step 5.1.1.** RLS will expand its collaborative efforts across campus for research and instructional activities, specifically with Campus Recreation, Environmental Studies, the Mayborn Museum, and Truett Seminary. We will conduct at least two research or program evaluation projects with one or more campus partners by 2022.

**Action Step 5.1.2.** RLS will offer two summer online courses to allow students to pursue classwork while working in the profession by 2021.

**Action Step 5.1.3.** HSS will explore opportunities to offer an online medical terminology class and/or work with Department of Classics regarding online medical terminology class by Spring 2019.

**Action Step 5.1.4.** HSS will explore opportunities to develop core courses and/or extend the selection of required minors for the Health Professions track that would promote successful application to a graduate Health Information Management Program or promote acquisition of certification in coding, patient access, personal training, group exercise, etc. by Spring 2019.

**Action Step 5.1.5.** HSS will develop and implement a pre-Physician Assistant (PA) track within the HSS major to adequately prepare students for successful application to PA programs by Spring 2018.
Act of Determination 5.2 - Advance Undergraduate Enhanced Learning and Research

We will ensure that Robbins College actively seeks opportunities to incorporate research experiences in our various undergraduate programs. We are convinced these experiences will produce more academically robust students who are better prepared for the challenges they will face in post-graduate education.

Action Steps toward achieving Act of Determination 5.2 include:

- The College will develop a database system of faculty profiles, needs, and expertise to match opportunities for collaboration across departments and programs. The “Planned and Potential Student Projects” Canvas Folder (mentioned in Acts of Determination 5.1) would be an added resource for the identification of projects and opportunities.

- The College will create a New Student Experience course for the purpose of integrating students into research tracks or teams early in their undergraduate experience. This will provide a designated path for engaged learning experiences that include more research-related opportunities.

- The College will establish an annual research Colloquia for the purpose of sharing and showcasing undergraduate research endeavors for both departmental and interdepartmental projects.

- The College will facilitate discussion and professional development opportunities regarding best practices as they relate to the integration of undergraduate research experiences into course curriculum.

- The College will look for opportunities to develop interdepartmental research partnerships through engaged learning or study abroad experiences, including the creation of interdisciplinary research groups from which undergraduates could select and engage in research, including collaboration with Masters and Doctoral level students.

Communication Sciences & Disorders (CSD)

CSD is committed to strengthening our undergraduate students' research experience in an effort to enrich and deepen their learning and to develop a community of scholars interested in pursuing the doctoral degree.

Action Step 5.2.1. CSD will share their faculty research expertise via website lab profile development that includes areas of interest, publications, how students can get involved, and contact information.

Action Step 5.2.2. CSD will develop a sub-committee to evaluate potential undergraduate activities to occur on a monthly or bi-semester basis to encourage student research (e.g., visit a lab day, CSD undergraduate research poster day, faculty research presentation day(s), etc.).

Action Step 5.2.3. CSD will invite doctoral students in Communication Sciences and Disorders to facilitate discussion and research interest on topics of interest. This event may be incorporated with our Baylor student speech-language-hearing association calendar.

Family and Consumer Sciences (FCS)

Action Step 5.2.1. FCS will add content/information related to research and evidenced-based practice in the FCS 1104 New Student Experience Seminar.

Action Step 5.2.2. Each FCS division will create an independent research experience course as an option for high-performing students and find a place to incorporate it in the curriculum. All course proposals and curriculum revisions will be complete by Fall 2018.
Action Step 5.2.3. Every FCS division will discuss and develop a plan for how undergraduate classes in the curricula incorporate the various aspects of reading or conducting research throughout the curriculum.

Action Step 5.2.4. FCS will post research opportunities on bulletin boards and encourage high-performing students to take the Independent Research methods course tied to posted research opportunities.

Action Step 5.2.5. FCS will share and showcase undergraduate research endeavors for both departmental and interdepartmental projects. FCS Focus Event and Showcase of Student Excellence (projects, posters, design exhibits) are two examples of such events. Students will also be encouraged to participate in URSA presentations in the spring semester, and FCS will advertise URSA so students are aware of it.

Health, Human Performance & Recreation (HHPR)

Action Step 5.2.1. EP will design a research seminar series designed for undergraduate and master’s students so that faculty, invited guest speakers, and students present and discuss exercise physiology-, health-, and nutrition-related research topics. The structure and format for the research seminar series will be developed by the end of Summer 2018. Implementation will occur beginning Spring 2019.

Action Step 5.2.2. EP will develop at least one curriculum-based exercise programming opportunity for each of the following areas: sports performance, healthy adults, clinical, and wellness populations. This opportunity will allow students to gain experience applying professional knowledge, skills, abilities and aptitudes. Structure and format will be developed and venues identified for the exercise programming opportunities by the end of Fall 2018.

Action Step 5.2.3. EP will review program characteristics of analogous undergraduate programs at peer and aspirant universities to compare curriculum, program options, size, faculty loads, etc. The review of other programs will be completed by January 2018.

Action Step 5.2.4. EP will identify and define strengths and develop a vision statement for program by early Spring 2018.

Action Step 5.2.5. EP will identify a 12- to 15-hour core set of courses for the undergraduate program by early Fall 2018.

Action Step 5.2.6. EP will establish working groups, composed of EP faculty and faculty from other targeted programs, to identify degree plan options by Fall 2018.

Action Step 5.2.7. EP will work with faculty from other targeted programs (e.g., Health Science Studies in HHPR and Nutrition in FCS) to revise current curriculum to include a core and multiple degree plan options by the end of Spring 2018.

Action Step 5.2.8. EP working groups will identify courses with potential for cross-listing so that undergraduate and graduate students can learn together in the same class at the same time and with similar temporal sequencing. Courses with potential for cross-listing will be identified by the end of Spring 2019.

Action Step 5.2.9. EP will eliminate courses that are currently listed in our curriculum but inconsistent with our vision statement or that do not optimally serve our students by the end of Spring 2018.

Action Step 5.2.10. EP will develop an exercise science research degree plan option for undergraduates by the end of Spring 2019.
**Action Step 5.2.11.** EP will restructure all EP laboratory experiences to include elements of sound scientific method by the end of Spring 2018.

**Action Step 5.2.12.** EP will restructure Exercise Biochemistry (HP 3320) and other potential lab-based courses that include benchtop sample analysis instruction to develop practical methods and techniques used in research data acquisition and analyses by the end of Summer 2018.

**Action Step 5.2.13.** EP will develop the structure and format for undergraduate research thesis projects as an option to the current capstone internship experience by the end of Spring 2019.

**Action Step 5.2.14.** EP will present the revised undergraduate EP degree and program options for Departmental, College, and University approvals during Fall 2018 semester.

**Action Step 5.2.15.** HSS will continue to expand available internship sites; explore new/additional partnerships with the healthcare community to establish unique clinical opportunities/experiences; add two to three competitive clinical internships that will provide unique clinical experiences and expose students to multi-disciplinary teams (e.g., TIRR Memorial Hermann Brain Injury Rehabilitation & Research, PATE Rehab, Texas Orthopedic Associates, UT Southwestern Medical Center Hospital Clinics, etc.) by Spring 2020.

**Public Health (PH)**

**Action Step 5.2.1.** PH will complete a curriculum analysis in light of nationally-documented workforce needs by Fall 2018. PH will complete a programmatic self-study for CEPH (Council on Education for Public Health) re-accreditation by Fall 2018.

**Action Step 5.2.2.** PH will complete a curriculum analysis in light of nationally-documented workforce needs by Fall 2018. PH will complete a programmatic self-study for CEPH (Council on Education for Public Health) re-accreditation by Fall 2018.

**Action Step 5.2.3.** PH will complete any needed curriculum changes based on curriculum analysis outcomes by Fall 2020.

**Action Step 5.2.4.** PH will launch a curriculum analysis update based on nationally-documented workforce needs by Fall 2022. PH faculty will launch its next required programmatic self-study for CEPH re-accreditation by Spring 2022.
Act of Determination 5.3 - Achieve Positive Outcomes in Undergraduate Programs

We will ensure that the College is committed to the quality of its undergraduate academic experience through the refinement of its instructional quality, development of technologies and cutting-edge educational spaces, and improvement of undergraduate experiences by surveying alumnus and industry stakeholders.

**Action Steps toward achieving Act of Determination 5.3 Include:**

The College, in conjunction with Departments, will determine standards for clinical faculty for the purpose of increasing clinical faculty lines to lessen the need for adjunct faculty for key undergraduate courses.

The College will create a standard for selecting and evaluating adjunct instructors to ensure quality of undergraduate courses.

The College will encourage the development of virtual classrooms and related technologies to host an increasing number of online courses and opportunities for industry-related individuals to interact with students in the classroom.

Individual programs will ensure that curricula/learning experiences align with workforce needs and expectations by hosting annual advisory board meetings of industry stakeholders.

The College will lead an initiative for tracking alumnus to gauge undergraduate academic experiences and post-undergraduate placements to improve and refine undergraduate program experiences.

The College will launch a fully-developed website that will allow for the attraction to and exposure of undergraduate programs and opportunities.

**Communication Sciences & Disorders (CSD)**

CSD is committed to the quality of its undergraduate academic experience through the refinement of its instructional quality, development of technologies and cutting-edge educational, clinical, and research spaces, and improvement of undergraduate experiences by surveying alumnus and practicing professionals.

**Action Step 5.3.1.** CSD will participate in the College’s initiative for tracking alumnus to gauge undergraduate academic experiences and post-undergraduate placements to improve and refine undergraduate program experiences.

**Action Step 5.3.2.** CSD will continue to update its departmental website to facilitate the attraction and exposure to its undergraduate programs in speech-language pathology, Deaf Education, minor in Interpreter Training, and other opportunities.

**Action Step 5.3.3.** CSD will ensure that curricular and co-curricular opportunities are available to help students discern their vocation and enrich their understanding of their professional scope of practice.

**Action Step 5.3.4.** CSD will provide students with a sufficient breadth of experiences to allow them to choose the part of the field in which they are the most comfortable and to maximize potential employment opportunities.

**Action Step 5.3.5.** CSD will develop and incorporate service learning opportunities within courses and as extra-curricular activities to help students develop their service and leadership skills.

**Action Step 5.3.6.** CSD will develop and implement an exit survey for students to evaluate our undergraduate experience to continue to improve all facets of the undergraduate program.

**Family and Consumer Sciences (FCS)**

**Action Step 5.3.1.** FCS will support the RCHS effort to determine standards for clinical faculty for the purpose of increasing clinical faculty lines to lessen the need for adjunct faculty for key undergraduate courses. Development of clinical guidelines will be completed.

**Action Step 5.3.2.** FCS will support the RCHS effort to create a standard for selecting, training, and evaluating adjunct instructors to ensure quality of undergraduate courses.
Action Step 5.3.3. FCS will pursue potential development of virtual classrooms and related technologies to host increasing numbers of online courses and opportunities for industry-related individuals to interact with students in the classroom.

Action Step 5.3.4. Individual programs will ensure that curricula/learning experiences align with workforce needs and expectations by hosting annual advisory board meetings of industry stakeholders.

Action Step 5.3.5. FCS will support the College effort to track alumni to gauge undergraduate academic experiences and post-undergraduate placements to improve and refine undergraduate program experiences.

Action Step 5.3.6. FCS will highlight undergraduate research on the FCS website and support travel of undergraduates to present scholarly work at professional conferences.

Health, Human Performance & Recreation (HHPR)

Action Step 5.3.1. HHPR will seek to maintain that no more than 20% of an academic program’s core classes will be taught by adjuncts or doctoral students by 2022.

Action Step 5.3.2. LF will offer resources to improve the classroom teaching of the Graduate Teaching Assistants by the end of 2018. Resources will include written evaluations from supervisors and peers, instructional seminars for specific classes, and expanded training during orientation sessions.

Action Step 5.3.3. LF will collaborate with the Department of Recreation, Park, and Tourism Sciences to have some of their graduate students teach as adjuncts for Baylor LF classes by the end of 2019.

Action Step 5.3.4. LF will add a Full-time Lecturer to direct and develop curriculum by 2020 for instructors who teach Fitness Theory and Practice, Beginning Weight Training, Walking, and Running. The Lecturer will also teach classes in several of these areas, capitalizing on expertise and providing continuity and quality.

Action Step 5.3.5. LF will partner with Campus Recreation to create another full-time position for the university, serving both the Lifetime Fitness program (especially classes with higher risk management) and the Campus Recreation programming by the end of 2018. This will benefit both programs when needs might not justify a full-time position for either program.

Action Step 5.3.6. LF will offer travel support on a rotating basis to adjunct faculty members to enhance course materials, maintain certifications, or facilitate new curriculum development.

Strategic Plan Theme 6

INCREASE GLOBAL EXPERIENCES FOR FACULTY AND STUDENTS

Pro Futuris emphasizes the responsibility of Baylor University to prepare students to live, work, and play in an interconnected world. Faculty are also called to engage with scholars and practitioners from across the globe to find solutions to problems that transcend traditional geopolitical boundaries.
Act of Determination 6.1 - Increase Student Global Engagement Opportunities

Baylor's mission is "to educate men and women for worldwide leadership and service by integrating academic excellence and Christian commitment within a caring community." This community extends beyond our campus, state, and country, to engage university members to be transformational international stewards. Within RCHHS, global engagement opportunities present themselves in three formats: mission experiences, study abroad opportunities, and on-campus formal and informal learning experiences that embody a global perspective. A list of current RCHHS coursework related to global perspectives is provided in Appendix A.

**Action Steps toward achieving Act of Determination 6.1 include:**

- Increase funding for exploratory travel for faculty for future global engagement opportunities and sites.
- Increase number of programs offered by RCHHS programs by increasing opportunities of one new global engagement opportunity per department. Encourage RCHHS departments to partner with other units across the university to increase student participation and interdisciplinary learning opportunities.
- Increase scholarships for global engagement opportunities.
- Increase the number of students participating in existing college and departmental global engagement opportunities.

**Communication Sciences & Disorders (CSD)**

The CSD Department recognizes that its sphere of influence is the world itself, so Baylor must prepare its graduates and encourage its faculty to participate in and seek solutions that embody a global society. CSD's mission is consistent with Baylor's mission "to educate men and women for worldwide leadership and service by integrating academic excellence and Christian commitment within a caring community." CSD will carry out its global engagement opportunities via mission experiences, study abroad opportunities, and on-campus formal and informal learning experiences that embody a global perspective.

**Action Step 6.1.1.** CSD will seek ways to increase funding for exploratory travel for faculty for future global engagement opportunities and sites.

**Action Step 6.1.2.** CSD will increase one new global engagement opportunity per year. The CSD missions committee will work with the College's Associate Dean of Undergraduate and International Studies and other University representatives to develop potential missions.

**Action Step 6.1.3.** CSD will increase scholarships for global engagement opportunities.

**Family and Consumer Sciences (FCS)**

**Action Step 6.1.1.** FCS will gather information about and develop a plan for an international exchange program with the University of Sydney.

**Action Step 6.1.2.** By December 2018, FCS will agree on a plan for a Summer 2019 Study Abroad program in Asia or Australia that includes opportunities for Child and Family Studies, Nutrition, and/or Apparel students.

**Action Step 6.1.4.** CSD will increase the number of students participating in CSD global engagement opportunities.

**Action Step 6.1.5.** CSD will be involved in ASHA and CAPCSD global initiatives.

**Action Step 6.1.6.** CSD will work with The Center for Global Engagement (CGE) to develop these opportunities.
**Action Step 6.1.3.** By December 2018, CFS will develop a proposal for re-starting the Belize mission trip, potentially expanding it to include service learning pertinent to majors other than CFS.

**Action Step 6.1.4.** FCS will work with the College Development Officer to increase contributions to the Excellence Fund and set some of these funds aside for scholarships for global engagement opportunities.

**Action Step 6.1.5.** FCS will increase the number of students participating in existing college and departmental global engagement opportunities. Opportunities for expanding Belize and Guatemala mission/study trips to other majors in the College will be considered, and potential for our students to participate in HHPR existing programs will also be explored. FCS will also consider potential for cross-listing of courses to expand the participation of our students in other study abroad opportunities.

**Health, Human Performance & Recreation (HHPR)**

**Action Step 6.1.1.** ALPE/SP students will have an opportunity every fall semester to participate in student teaching abroad programs with the School of Education beginning Fall 2017.

**Act of Determination 6.2 - Grow Existing International Education Programs and Develop New Programs With Global Components**

**Action Steps toward achieving Act of Determination 6.2 Include:**
- Develop semester-long programs.
- Increase international exchange programs where students pay Baylor tuition and receive Baylor course credits.
- Identify existing courses within the programs which have an international component and develop research projects for the students which would have a global impact.
- Increase the summer programs in other countries taught by Baylor faculty.
- Increase/Develop international internship opportunities.
- Explore the possibility/feasibility of offering study abroad programs during a “Jan Term” mini-semester (the first two weeks of January before the Spring term begins).

**Communication Sciences & Disorders (CSD)**

The CSD Department recognizes that its sphere of influence is the world itself, so Baylor must prepare its graduates and encourage its faculty to participate in and seek solutions that embody a global society. CSD’s mission is consistent with Baylor’s mission “to educate men and women for worldwide leadership and service by integrating academic excellence and Christian commitment within a caring community.” CSD will carry out its global engagement opportunities via mission experiences, study abroad opportunities, and on-campus formal and informal learning experiences that embody a global perspective.

**Action Step 6.2.1.** The CSD curriculum committee will assess the infusion of cultural diversity in each graduate course as well as in the clinical curriculum to assess student learning opportunities. Findings and recommendations from the assessment will be presented at faculty meetings for discussion and improvement where needed.

**Action Step 6.2.2.** The CSD faculty and executive committee will assess courses and opportunities to increase student cultural competence.
Family and Consumer Sciences (FCS)

**Action Step 6.2.1.** FCS will increase international exchange programs where students pay Baylor tuition and receive Baylor course credits. The apparel program already has this model in place with Study Abroad Italy, and FCS will seek assistance from CGE in developing more and similar opportunities for other FCS majors.

**Action Step 6.2.2.** FCS will identify existing courses within the programs which have an international component (regardless of whether travel is included) and develop research projects for the students which would have a global impact. Appendix A list is a starting point.

Health, Human Performance & Recreation (HHPR)

**Action Step 6.2.1.** HSS will explore the possibility of a medical mission trip/internship opportunity for HSS students and meet with CGE regarding existing and potential opportunities by the end of Fall 2017.

Act of Determination 6.3 - Increase the Amount of RCHHS Research and Informed Engagement Occurring Across the Globe

**Action Steps toward achieving Act of Determination 6.3 include:**

- By 2018, identify three grand areas of research on which RCHHS can partner with other universities to make a positive impact on communities around the globe.
- Require service learning to be incorporated into all study abroad programs hosted by the College by 2020.
- By 2020 have 60% of RCHHS faculty involved in research or informed engagement outside the United States.

Communication Sciences & Disorders (CSD)

**Action Step 6.3.1.** By 2020, 25% of CSD faculty will be involved in research and clinical service outside the United States.

Family and Consumer Sciences (FCS)

**Action Step 6.3.1.** By December 2018, identify three grand areas of research with which FCS can partner with other universities to make a positive impact on communities around the globe.

**Action Step 6.3.2.** Where academically appropriate, FCS will incorporate service learning into study abroad programs by 2020. Service learning is already a part of the Belize and Guatemala experiences, and FCS will consider opportunities for other existing and new programs.

**Action Step 6.3.3.** FCS will increase faculty involved in research or informed engagement outside the United States by developing a database of current/recent research or informed engagement of FCS faculty. In FCS faculty meetings, best practices in developing international research opportunities will be shared. FCS will intentionally seek opportunities for international collaborations for research or engagement.
Act of Determination 6.4 - Increase Promotion of Global Engagement Opportunities

**Action Steps toward achieving Act of Determination 6.4 include:**

A coordinated promotion of all RCHHS global engagement opportunities. Each department will designate a departmental global engagement representative and/or departmental global engagement committee. Robbins College should appoint an “RCHHS Global Engagement Coordinator”. This coordinator does not need to be a full-time position so it may simply be an additional responsibility for a current RCHHS administrator. The coordinator will share strategic planning information and will coordinate the promotion of all RCHHS global opportunities. The CHHS coordinator will meet with department representatives on a regular basis.

Dedicated RCHHS webpage space to global opportunities. The RCHHS Global Engagement Coordinator will work with IT to develop a webpage on the College’s website. This webpage will highlight all global engagement opportunities occurring across the College. Pictures of students and faculty should be prominent, as well as testimonials from students about how the global experience has impacted them. Because these opportunities are dynamic, it will be important to update this site on a regular basis.

**Communication Sciences & Disorders (CSD)**

**Action Step 6.4.1.** CSD will develop a section of the CSD website for global engagement opportunities. Updated pictures of students and faculty as well as testimonials from students about how the global experience has impacted them will be featured.

**Family and Consumer Sciences (FCS)**

**Action Step 6.4.1.** FCS will support the coordinated promotion of all CHHS global engagement opportunities and will designate a departmental global engagement representative and/or departmental global engagement committee.

**Action Step 6.4.2.** FCS will improve promotional materials related to all types of global opportunities for FCS students that draw on their subject matter expertise. There will be a dedicated section of the FCS web site to highlight global engagement opportunities and previous activities including research with international component. FCS will also develop a brochure of international opportunities with the assistance of the College Marketing Director and will use FCS monitors effectively to showcase international activity and opportunities.
Act of Determination 6.5 - Gather Existing Information about Study Abroad Programs

Action Steps toward achieving Act of Determination 6.5 include:

Gather existing information about study abroad programs within RCHHS and develop a chart showing the programs, countries, semesters, average number of students involved (historically), as well as any areas where “crossover” between programs might occur (opportunities to combine and/or collaborate).

Consult with Eva Doyle’s Global Initiatives Engagement Committee.

A proposed timeline for these activities includes: Year 1 - gather information/research/explore, develop college level plan for new programs, and work with Marketing Director; Years 2 to 4 - implementation beginning in Year 2, development of new programs in Years 2 through 4; Year 5 - each department has one to two ongoing global (study abroad) programs.

Family and Consumer Sciences (FCS)

Action Step 6.5.1. FCS will explore opportunities for collaborative programs that either connect with or are separate from existing programs. FCS program info has been added below.

<table>
<thead>
<tr>
<th>FCS</th>
<th>Country (countries)</th>
<th>Duration</th>
<th>Course(s)</th>
<th>Collaboration with other Depts/Colleges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apparel Design &amp; Merchandising</td>
<td>Europe every other summer</td>
<td>5 weeks Summer II</td>
<td>ADM 3364, 3396</td>
<td>Business majors who minor in Apparel Merchandising often participate</td>
</tr>
<tr>
<td>Interior Design</td>
<td>Europe every other summer</td>
<td>5 weeks Summer II 2.5 weeks, May-Mester</td>
<td>ID 3313</td>
<td>Course has previously been listed by A&amp;S as a Fine Arts elective, so could potentially include other majors</td>
</tr>
<tr>
<td>Nutrition Science</td>
<td>Guatemala</td>
<td>Spring break</td>
<td></td>
<td>Potential for other majors to be explored</td>
</tr>
<tr>
<td>Child &amp; Family Studies</td>
<td>Belize</td>
<td>Previously over Spring Break</td>
<td></td>
<td>Potential for other majors to be explored</td>
</tr>
<tr>
<td>CSD</td>
<td>Honduras</td>
<td></td>
<td></td>
<td>CSD &amp; Engineering</td>
</tr>
</tbody>
</table>

Kenya

HHPR

Baylor in Brazil          | HHPR & Biology
Baylor in Australia       | HHPR & Environmental Science

Health, Human Performance & Recreation (HHPR)

Action Step 6.5.1. HSS will promote study abroad programs appropriate and beneficial for HSS majors. Programs will be promoted through Freshman Orientation, Welcome Week, HSS newsletters, e-mail notifications, etc. beginning Fall 2018.
Appendix A. – Acts of Determination and Action Steps

Faculty writing groups developed Acts of Determination and Action Steps during the initial phases of the strategic planning process. Departments and programs may find these statements helpful for developing or revising their strategic plans. However, departments and programs are not required or expected to address all of the issues described in these statements. In addition, departments and programs may develop additional Acts of Determination or Action Steps to align their programs with the Robbins College Strategic Plan Themes.

Acts of Determination are intended as overarching goal statements. Acts of Determination are general concept statements about department or program activities directed towards achieving a particular strategic plan theme. Action Steps are specific and measurable steps needed to achieve an Act of Determination. A useful way of making Action Steps more powerful and measurable is to use the SMART mnemonic. There are slight variations to this mnemonic; however, SMART usually stands for: S – Specific; M – Measurable; A – Attainable; R – Relevant (and realistic), and; T – Time-sensitive. (Please Note: Action Steps that were provided by the writing groups can be made stronger by including benchmarks and timelines.)