

College Goal 1: Enhanced Quality of Entering Students

University Imperatives: 1 (being an intimate and diverse community of gifted scholars committed to changing the world), 5 (achieving meaningful outcomes)

Current Reality	Action Steps	Due Date	Person(s) Responsible
<i>Physical Therapy:</i> The Fall 2023 DPT entering class profile included the following averages: cumulative GPA: 3.67; GRE Total 303; Verbal GRE 152; Writing GRE 4.0.	1. Increase recruitment and enrollment of Mercer undergraduate students for graduate/professional programs.	2024-2025	Director, Admissions
<i>Physician Assistant:</i> The Spring 2024 MMSc entering class profile included the following averages: cumulative GPA: 3.65; GRE Total 307; and 2,600 patient contact hours.	2. Expand recruitment efforts of students throughout the state of Georgia for graduate/professional programs.	2024-2025	Director, Admissions
<i>Public Health:</i> The Fall 2023 MPH entering class profile included the following average: cumulative GPA: 3.05. The Spring 2024 DrPH entering class profile included the following average: graduate GPA: 3.71.	3. Promote the established Accelerated Special Consideration Programs and Special Consideration Programs with Mercer undergraduate students for the CHP graduate and professional programs.	2024-2025	Director, Admissions and Chairs
<i>Clinical Psychology:</i> The Fall 2023 PsyD entering class profile included the following averages: cumulative GPA: 3.67; GRE Total 311.	4. Assess predictors of success (eg, admissions data, course pass rates) for progression, graduation, licensure pass rates, and job placement.	2024-2025	Director, Admissions and Chairs
<i>Athletic Training:</i> The Summer 2024 MAT entering class profile included the following average: cumulative GPA: 3.02.	5. Strengthen strategies to increase yield of accepted students in graduate/professional programs.	2024-2025	Director, Admissions and Chairs
	6. Strengthen strategies to maximize the online presence of the undergraduate/graduate/professional programs (eg, CHP website, social media, virtual fairs, videos).	2024-2025	Director, Admissions and Chairs

College Goal 2: Commitment to Diversity

University Imperatives: 4 (being relevant), 5 (achieving meaningful outcomes), 7 (being true to our heritage)

Current Reality	Action Steps	Due Date	Person(s) Responsible
<i>Physical Therapy:</i> 61% of the Fall 2023 entering class is from Georgia; 84% female; 66% white.	1. Increase recruitment and enrollment of a diverse student body (eg, race/ethnicity, gender, geographical) for graduate/professional programs.	2024-2025	Director, Admissions and Chairs
<i>Physician Assistant:</i> 56% of the Spring 2023 entering class is from Georgia; 83% female; 61% white.	2. Explore training grant opportunities for health professions students from diverse backgrounds.	2024-2025	Associate Dean and Chairs
<i>Public Health:</i> 43% of the Fall 2023 MPH entering class is from Georgia; 78% female; 65% African American. 19% of the Spring 2024 DrPH entering class is from Georgia; 85% female; 58% African American.	3. Explore establishment of additional feeder programs with Historically Black Colleges and Universities for graduate/professional programs.	2024-2025	Director, Admissions and Chairs
<i>Clinical Psychology:</i> 33% of the Fall 2023 entering class is from Georgia; 87.5% female; 54% white; 25% African American.	4. Increase retention of underrepresented students in undergraduate and graduate/professional programs.	2024-2025	Director, Admissions and Chairs
<i>Athletic Training:</i> 60% of the Summer 2024 entering class is from Georgia; 60% female; 60% white; 20% African American; 20% Asian-Indian.	5. Strengthen educational approaches for diversity, equity, inclusion, and health equity concepts in the curriculum.	2024-2025	Associate Dean and Faculty
<i>College:</i> The College seed grant for initiatives and research in diversity and inclusion was established in 2020 and three grants have been awarded.	6. Promote recruitment and retention of diversity faculty and staff (eg, race/ethnicity, practice specialization).	2024-2025	Dean, Chairs, and Directors
	7. Increase opportunities for faculty and staff development in diversity, equity, inclusion, and health equity.	2024-2025	Dean, Associate Dean, Chairs, and Directors

	8. Continue the College faculty seed grant award for diversity and inclusion initiatives and research.	2024-2025	Dean
	9. Develop interprofessional education opportunities on health equity for students.	2024-2025	Associate Dean
	10. Explore opportunities identified in the diversity climate assessment for the College and implement next steps and recommendations.	2024-2025	Associate Dean
	11. Refine the College Diversity Statement, as needed.	2024-2025	Associate Dean

College Goal 3: Students who are Recognized Beyond the University

University Imperatives: 2 (being a place of discovery and innovation), **4** (being relevant), **5** (achieving meaningful outcomes), **7** (being true to our heritage)

Current Reality	Action Steps	Due Date	Person(s) Responsible
<i>Physical Therapy:</i> The Leadership Development series of courses is threaded throughout the curriculum. DPT students present research at state and national meetings. DPT students are involved in leadership positions in state and national organizations.	1. Assess and refine leadership concepts in the curriculum.	2024-2025	Associate Dean and Faculty
<i>Physician Assistant:</i> Professionalism and leadership concepts are taught throughout the curriculum. PA students are involved in leadership positions in state and national organizations.	2. Increase student involvement in community-based, state, regional, and national organizations through memberships, appointed/elected positions, and professional initiatives.	2024-2025	Chairs
<i>Public Health:</i> Leadership concepts are taught in several classes and is a competency domain of the MPH and DrPH curriculums. MPH and DrPH students are involved in leadership positions in community-based and state organizations.	3. Increase student involvement in research/scholarly activity at community-based, state, regional, and national organizations through presentations and publications.	2024-2025	Chairs
<i>Clinical Psychology:</i> Professionalism and leadership are taught throughout the curriculum. PsyD students present research at regional and national meetings.	4. Utilize the College Student Ambassadors, College Student Leadership Group, professional organizations, and department committees to foster student leadership growth.	2024-2025	Director, Admissions and Chairs
<i>Athletic Training:</i> Professionalism and leadership concepts are taught throughout the curriculum. MAT students present research at state and national meetings.	5. Identify and nominate students for community-based, state, regional, and national awards for service, research, and leadership.	2024-2025	Chairs
	6. Explore the feasibility of creating leadership and advocacy workshops for student development.	2024-2025	Chairs

College Goal 4: Comprehensive Complement of Faculty and Staff

University Imperatives: 1 (being an intimate and diverse community of gifted scholars committed to changing the world), 2 (being a place of discovery and innovation), 4 (being relevant)

Current Reality	Action Steps	Due Date	Person(s) Responsible
The breakdown of rank and tenure for faculty as of July 2024 is: Professors - 9 (6 with tenure; 3 non-tenure); Associate Professors - 17 (2 on tenure track; 15 non-tenure); Assistant Professors - 24 (9 on tenure track; 14 non-tenure; 1 visiting); Instructor - 1. The Department of Physical Therapy has 13 full-time faculty and 3 staff members; Department of Physician Assistant Studies has 13 full-time faculty, 1 part-time faculty, and 5 staff members; Department of Public Health has 9 full-time faculty and 1.5 staff members; Department of Clinical Psychology has 6 full-time faculty and 1 staff member; Department of Exercise Science has 8 full-time faculty, 1 part-time faculty, and 0.5 staff member. As of July 2024, current open faculty positions in the College are: 1 physical therapy, 1 clinical psychology, 1 physician assistant studies; 1 kinesiology; current open staff positions in the College are: 1 clinical psychology, 1 physician assistant studies, and 1 advancement.	1. Recruit and retain faculty and staff by providing competitive salaries and adequate resources.	2024-2025	Dean and Chairs
	2. Support the development of faculty through the promotion and pre-promotion review process.	2024-2025	Dean and Chairs
	3. Support the development of research/scholarship for tenure and non-tenure track faculty through regularly scheduled Research Roundtable discussions.	2024-2025	Associate Dean
	4. Support opportunities for staff development both internal and external to the University.	2024-2025	Dean and Chairs

College Goal 5: Commitment to Teaching Excellence

University Imperatives: 2 (being a place of discovery and innovation), 4 (being relevant)

Current Reality	Action Steps	Due Date	Person(s) Responsible
To date, seven College seed grants for initiatives and research in the scholarship of teaching and learning (SoTL) have been awarded. Currently, faculty in all programs have ongoing SoTL projects. The number of publications and presentations related to teaching and learning in 2023-2024 was 11.	1. Support teaching innovation and excellence through regular training workshops, tutorials, videos, and discussions at Department Meetings and College Meetings related to classroom teaching, experiential teaching, and student advisement.	2024-2025	Instructional Design Specialist and Chairs
	2. Continue the College faculty seed grant award for scholarship of teaching and learning initiatives and research.	2024-2025	Dean
	3. Make a total of 15 publications and presentations related to teaching and learning.	2024-2025	Faculty
	4. Assess and refine the formal mentoring process for junior faculty members within each department.	2024-2025	Chairs
	5. Provide opportunities to optimize the ability to effectively utilize instructional technologies (eg. Canvas, Zoom, Respondus, Echo360, others) to enhance student's experiences in courses.	2024-2025	Instructional Design Specialist
	6. Explore the creation of regularly scheduled Teaching Roundtable discussions to support faculty development in teaching.	2024-2025	Associate Dean

College Goal 6: Faculty who are Recognized Beyond the University			
University Imperatives: 2 (being a place of discovery and innovation), 4 (being relevant), 5 (achieving meaningful outcomes), 7 (being true to our heritage)			
Current Reality	Action Steps	Due Date	Person(s) Responsible
Physical Therapy: In 2023-2024, PT faculty procured \$136,686 in research grants and contracts and \$86,045 in residency contracts; published 10 manuscripts in peer-reviewed journals; presented 33 scholarly presentations. PT faculty hold leadership positions in state and national organizations. PT faculty received 1 national award and 1 regional award.	1. Make a total of 85 scholarly presentations annually (peer-reviewed and invited).	2024-2025	Faculty
	2. Publish a total of 40 peer-reviewed manuscripts.	2024-2025	Faculty
Physician Assistant: In 2023-2024, PA faculty procured \$14,000 in research grants and contracts; published 2 manuscripts in peer-reviewed journals; presented 29 scholarly presentations. PA faculty hold leadership positions in state and national organizations. PA faculty received 1 national award, 1 regional award, and 1 state award.	3. Department of Physical Therapy procures \$165,000 in research grants and contracts.	2024-2025	Physical Therapy Faculty
	4. Department of Physician Assistant Studies procures \$50,000 in research grants and contracts.	2024-2025	Physician Assistant Faculty
Public Health: In 2023-2024, PH faculty procured \$2,494 in research grants and contracts; published 4 manuscripts in peer-reviewed journals; presented 26 scholarly presentations. PH faculty hold leadership positions in state and national organizations.	5. Department of Public Health procures \$200,000 in research grants and contracts.	2024-2025	Public Health Faculty
	6. Department of Clinical Psychology procures \$250,000 in research grants and contracts.	2024-2025	Clinical Psychology Faculty
Clinical Psychology: In 2023-2024, CP faculty procured \$678,134 in research grants and contracts; published 7 manuscripts in peer-reviewed journals; presented 22 scholarly presentations. CP faculty hold leadership positions in state and national organizations.	7. Department of Exercise Science procures \$10,000 in research grants and contracts.	2024-2025	Athletic Training and Kinesiology Faculty
	8. Refine the comprehensive, College Scholarly Activity and Research Plan, as needed.	2024-2025	Associate Dean
Exercise Science: In 2023-2024, AT and KIN faculty procured \$3,922 in research grants and contracts; published 1 manuscript in peer-reviewed journals; presented 4 scholarly presentations.	9. Identify and nominate faculty for community-based, state, regional, and national awards for teaching, research, service, and leadership.	2024-2025	Chairs
	10. Faculty will be involved in appointed and elected leadership positions in community-based, state, regional, and national organizations.	2024-2025	Faculty

College Goal 7: Fully Accredited Programs

University Imperatives: 1 (being an intimate and diverse community of gifted scholars committed to changing the world), 4 (being relevant), 5 (achieving meaningful outcomes)

Current Reality	Action Steps	Due Date	Person(s) Responsible
<i>Physical Therapy:</i> DPT program is fully accredited by the Commission on Accreditation in Physical Therapy Education (CAPTE) through 2028.	1. Submit Physical Therapy Program Annual Report to CAPTE.	2024-2025 December	Chair, Physical Therapy
<i>Physician Assistant:</i> PA program is fully accredited by the Accreditation Review Commission on Education for the Physician Assistant (ARC-PA) through 2027.	2. Submit Physician Assistant Program Annual Report to ARC-PA.	2024-2025 December	Chair, Physician Assistant Studies
<i>Public Health:</i> MPH program, BSPH program, and DrPH program are fully accredited by the Council on Education for Public Health (CEPH) through 2026.	3. Submit Public Health Program Annual Report to CEPH.	2024-2025 December	Chair, Public Health
<i>Clinical Psychology:</i> PsyD program is fully accredited by the American Psychological Association Commission on Accreditation (APA-CoA) through 2032.	4. Submit Clinical Psychology Program Annual Report to APA-CoA.	2024-2025 September	Chair, Clinical Psychology
<i>Athletic Training:</i> MAT program is fully accredited by the Commission on Accreditation of Athletic Training Education (CAATE) through 2025. The reaccreditation self-study is due July 22, 2024 with the in-person site visit scheduled for January 26-29, 2025.	5. Submit Athletic Training Annual Report to CAATE.	2024-2025 October	Director, Athletic Training
<i>Residencies:</i> The Residency in Orthopaedic Physical Therapy is fully accredited by the American Board of Physical Therapy Residency and Fellowship Education (ABPTRFE) through 2026. The Residency in Neurologic Physical Therapy is fully accredited by ABPTRFE through 2028. The Residency in Cardiovascular and Pulmonary Physical Therapy is fully accredited by ABPTRFE through 2031. The Residency in Wound Management Physical Therapy received candidacy status by ABPTRFE; follow-up site visit scheduled in July 2025.	6. Submit the responses to the APA-CoA reaccreditation site visit.	2024-2025 September	Chair, Clinical Psychology
	7. Submit the CAATE reaccreditation self-study for the Master of Athletic Training Program.	2024-2025 July	Director, Athletic Training
<i>Fellowship:</i> The Fellowship in Orthopaedic Manual Physical Therapy is fully accredited by the Accreditation Council on Orthopaedic Manual Physical Therapy Education (ACOMPTE) through 2032.	8. Submit Physical Therapy Residency Program (Orthopaedic, Neurologic, Cardiovascular & Pulmonary, and Wound Management) Annual Reports to ABPTRFE.	2024-2025 January	Chair, Physical Therapy
	9. Submit Fellowship in Orthopaedic Manual Physical Therapy Annual Report to ACOMPTE.	2024-2025 January	Chair, Physical Therapy
	10. Complete the CAATE reaccreditation site visit for the Master of Athletic Training Program.	2024-2025	Director, Athletic Training

College Goal 8: Collaborative Service

University Imperatives: 3 (being a global university), 5 (achieving meaningful outcomes), 7 (being true to our heritage)			
Current Reality	Action Steps	Due Date	Person(s) Responsible
<i>Physical Therapy:</i> Established partnerships include FOCUS, Cathedral Towers, and Good Samaritan Health Center Atlanta. Service-learning is threaded throughout the DPT curriculum. Completed scouting trip for Mercer On Mission in Vietnam.	1. Develop collaborative service partnerships for Physician Assistant students.	2024-2025	Chair, Physician Assistant Studies
<i>Physician Assistant:</i> Established partnerships include the Gwinnett Good Samaritan Clinic, Clarkston Grace Village Medical Clinic, and Migrant Farmworkers program. Service experiences are threaded throughout the PA program.	2. Develop collaborative service partnerships for Clinical Psychology students.	2024-2025	Chair, Clinical Psychology
<i>Public Health:</i> Established partnerships include the North Central Health District in Macon, DeKalb County Board of Health, American Cancer Society, and the Center for Prevention Services.	3. Develop collaborative service partnerships for Athletic Training students.	2024-2025	Chair, Exercise Science
<i>Clinical Psychology:</i> Established partnerships include the Gwinnett Good Samaritan Clinic, Clarkston Grace Village Medical Clinic, Alzheimer's Foundation of America, and DeKalb County School Board.	4. Explore feasibility of establishing global initiatives for the College.	2024-2025	Executive Team
<i>Exercise Science:</i> No established partnerships exist at this time.	5. Assess and expand the establishment of local, interprofessional initiatives for the College.	2024-2025	Executive Team
	6. Explore development of a Mercer on Mission trip for the College.	2024-2025	Executive Team

College Goal 9: Collaborative Research

University Imperatives: 3 (being a global university), 5 (achieving meaningful outcomes), 7 (being true to our heritage)			
Current Reality	Action Steps	Due Date	Person(s) Responsible
Research partnerships exist in the College of Health Professions within the University and with external constituents. Undergraduate and graduate students are involved with research initiatives. In 2023-2024, students were involved in peer-reviewed manuscript publications and presentations.	1. Increase undergraduate and graduate student research involvement.	2024-2025	Associate Dean and Chairs
	2. Explore interprofessional grant submission options and opportunities.	2024-2025	Associate Dean
	3. Continue College faculty seed grant award for research.	2024-2025	Dean
	4. Identify and disseminate all Mercer University interprofessional/interdisciplinary research partnerships and all collaborative research partnerships in the College (eg, other universities, public/private sector, government, international) .	2024-2025	Associate Dean

College Goal 10: Growth of Health Professions Programs

University Imperatives: 1 (being an intimate and diverse community of gifted scholars committed to changing the world), 2 (being a place of discovery and innovation), 4 (being relevant), 5 (achieving meaningful outcomes)

Current Reality	Action Steps	Due Date	Person(s) Responsible
<p><i>Physical Therapy:</i> The Doctor of Physical Therapy program is located on the Atlanta campus. In 2023-2024, total enrollment was 111 DPT students. In 2023-2024, there were 1 Neurologic resident, 6 Orthopaedic residents, 1 Cardiovascular and Pulmonary, 1 Wound Management, and 4 Manual Orthopaedic fellows.</p>	1. Refine the enrollment management strategy to grow a strong applicant pool for the Doctor of Public Health program.	2024-2025	Director, Admissions and Chair, Public Health
	2. Refine the enrollment management strategy for the Master of Athletic Training program.	2024-2025	Director, Admissions and Director, Athletic Training
<p><i>Physician Assistant:</i> The Master of Medical Science program is located on the Atlanta campus. In 2023-2024, total enrollment was 208 PA students.</p>	3. Refine the enrollment management strategy for the Master of Public Health program.	2024-2025	Director, Admissions and Chair, Public Health
<p><i>Public Health:</i> The Master of Public Health program is located on the Atlanta campus with an online option. Total MPH enrollment in 2023-2024 was 65 students. The Bachelor of Science in Public Health began in Fall 2015 on the Macon campus; first graduates in 2017. Total BSPH enrollment in 2023-2024 was 73 students. The Doctor of Public Health program began in Spring 2022 on the Atlanta campus; first graduates in 2024. Total DrPH enrollment in 2023-2024 was 72 students.</p>	4. Refine the enrollment management strategy for the DPT / MBA combined degree program.	2024-2025	Director, Admissions and Chair, Physical Therapy
	5. Refine the enrollment management strategy for the MPH combined degree programs: DPT/MPH, PsyD/MPH, MMSc/MPH, and PharmD/MPH.	2024-2025	Director, Admissions
<p><i>Clinical Psychology:</i> The Doctor of Psychology program is located on the Atlanta campus. Total enrollment in 2023-2024 was 103 students.</p>	6. Maintain involvement in recruitment for the undergraduate programs.	2024-2025	Director, Admissions
<p><i>Athletic Training:</i> The Master of Athletic Training program began in Summer 2018 on the Macon campus; first graduates in 2020. Total MAT enrollment in 2023-2024 was 11 students.</p>	7. Maintain student retention in undergraduate programs.	2024-2025	Chair, Public Health and Director, Kinesiology
<p><i>Kinesiology:</i> The Bachelor of Science in Kinesiology program began in Fall 2021 on the Macon campus; first graduates in 2024. Total kinesiology enrollment in 2023-2024 was 158 students.</p>	8. Maintain student retention in graduate/professional programs.	2024-2025	Chairs
	9. Develop a graduate program in Occupational Therapy on the Atlanta campus.	2024-2025	Dean and Associate Dean
	10. Develop additional Physician Assistant residency collaborations with health systems in Georgia.	2024-2025	Chair, Physician Assistant Studies
	11. Increase the number of Physical Therapy residents and residency practice site locations.	2024-2025	Chair, Physical Therapy
	13. Renovate of the first floor of Davis Hall, Atlanta campus.	2024-2025	Dean and University Administration
	14. Renovate the 3015 Flowers Road Building to accommodate the Physical Therapy Clinic and Campus Health.	2024-2025	Dean and University Administration

College Goal 11: Commitment to Advancing Relationships with Alumni and Constituents

University Imperatives: 4 (being relevant), 5 (achieving meaningful outcomes)			
Current Reality	Action Steps	Due Date	Person(s) Responsible
A search for the Director of Development for the College is underway.	1. Design, initiate, and enhance continuing education offerings for clinicians, professionals, preceptors, and alumni.	2024-2025	Chairs
	2. Explore, establish, and refine strategies to develop student scholarship opportunities with alumni and constituents.	2024-2025	Dean, Chairs, and Director, Development
	3. Expand scholarship opportunities for student academic and leadership accomplishments for all College programs.	2024-2025	Dean, Chairs, and Director, Development
	4. Refine strategies to enhance alumni involvement in each program in the College.	2024-2025	Dean, Chairs, and Director, Development
	5. Establish a Board of Visitors for the College of Health Professions.	2024-2025	Dean