

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 2024 DPT entering class profile included the following averages - cumulative GPA: 3.63; GRE Total 302; Verbal GRE 151; Writing GRE 4.0. 63% of the Fall 2024 entering class is from Georgia; 67.5% female; 52.5% white.	1. Increase recruitment and enrollment of Mercer undergraduate students for graduate/professional programs.	2025-2026	Senior Director, Admissions and Chairs
<i>Physician Assistant:</i> The Spring 2025 MMSc entering class profile included the following averages - cumulative GPA: 3.7; GRE Total 308; and 3,380 patient contact hours. 56% of the Spring 2025 entering class is from Georgia; 81% female; 59% white.	2. Increase recruitment and enrollment of a diverse student body (eg, race/ethnicity, gender, geographical) for graduate/professional programs.	2025-2026	Senior Director, Admissions and Chairs
<i>Public Health:</i> The Fall 2024 MPH entering class profile included the following average - cumulative GPA: 2.97. 46% of the Fall 2024 MPH entering class is from Georgia; 92% female; 62% African American. The Spring 2025 DrPH entering class profile included the following average: graduate GPA: 3.64. 19% of the Spring 2025 DrPH entering class is from Georgia; 88% female; 66% African American.	3. Expand recruitment efforts of students throughout the state of Georgia for graduate/professional programs.	2025-2026	Senior Director, Admissions
	4. Promote the established Accelerated Special Consideration Programs and Special Consideration Programs with Mercer undergraduate students for the CHP graduate and professional programs.	2025-2026	Senior Director, Admissions and Chairs
<i>Clinical Psychology:</i> The Fall 2024 PsyD entering class profile included the following averages - cumulative GPA: 3.66; GRE Total 309. 22% of the Fall 2024 entering class is from Georgia; 70% female; 35% white; 26% African American.	5. Establish additional feeder programs for graduate/professional programs with universities, colleges, and HBCUs in Georgia.	2025-2026	Senior Director, Admissions
<i>Athletic Training:</i> The Summer 2025 MAT entering class profile included the following average - cumulative GPA: 3.13. 43% of the Summer 2025 entering class is from Georgia; 71% female; 43% white; 57% African American.	6. Assess predictors of success (eg, admissions data, course pass rates) for progression, graduation, licensure pass rates, and job placement.	2025-2026	Senior Director, Admissions and Chairs
	7. Strengthen strategies to increase yield of accepted students in graduate/professional programs.	2025-2026	Senior Director, Admissions and Chairs
	8. Strengthen strategies to maximize the online presence of the undergraduate/graduate/professional programs (eg, CHP website, social media, virtual fairs, videos).	2025-2026	Senior Director, Admissions and Chairs
College Goal 2: 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. Increase student involvement in community-based, state, regional, and national organizations through memberships, appointed/elected positions, and professional initiatives.	2025-2026	Chairs
<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 research/scholarly activity at community-based, state, regional, and national organizations through presentations and publications.	2025-2026	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. Utilize the College Student Ambassadors, College Student Leadership Group, professional organizations, and department committees to foster student leadership growth.	2025-2026	Senior Director, Admissions and Chairs
<i>Clinical Psychology:</i> Professionalism and leadership are taught throughout the curriculum. PsyD students present research at regional and national meetings.	4. Identify and nominate students for community-based, state, regional, and national awards for service, research, and leadership.	2025-2026	Chairs
<i>Athletic Training:</i> Professionalism and leadership concepts are taught throughout the curriculum. MAT students present research at state and national meetings.	5. Explore the feasibility of creating leadership and advocacy workshops for student development.	2025-2026	Senior Director, Admissions and Chairs

College Goal 3: 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 2025 is: Professors - 13 (6 with tenure; 7 non-tenure); Associate Professors - 15 (2 on tenure track; 13 non-tenure); Assistant Professors - 22 (8 on tenure track; 13 non-tenure; 1 visiting). The Department of Physical Therapy has 12 full-time faculty, 1 part-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 7 full-time faculty and 1 staff member; Department of Exercise Science has 9 full-time faculty, 1 part-time faculty, and 0.5 staff member. As of July 2025, current open faculty positions in the College are: 1 physical therapy, 2 clinical psychology, 2 physician assistant studies; 1 kinesiology; 1 public health; current open staff position in the College is: 1 physician assistant studies.	1. Recruit and retain faculty and staff by providing competitive salaries and adequate resources.	2025-2026	Dean, Chairs, and Directors
	2. Promote recruitment and retention of diversity faculty and staff (eg, race/ethnicity, practice specialization, experiences).	2025-2026	Dean, Chairs, and Directors
	3. Support the development of faculty through the promotion and pre-promotion review process.	2025-2026	Dean, Chairs, and Directors
	4. Support the development of research/scholarship for tenure and non-tenure track faculty through regularly scheduled Research Roundtable discussions.	2025-2026	Executive Associate Dean
	5. Support opportunities for staff development both internal and external to the University.	2025-2026	Dean, Chairs, and Directors

College Goal 4: 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, eight 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 2024-2025 was 12.	1. Support teaching innovation and excellence through regular training workshops, tutorials, videos, and discussions at Department Meetings and College Meetings related to clasSenioroom teaching, experiential teaching, and student advisement.	2025-2026	Instructional Design Specialist and Chairs
	2. Continue the College faculty seed grant award for scholarship of teaching and learning initiatives and research.	2025-2026	Dean
	3. Make a total of 15 publications and presentations related to teaching and learning.	2025-2026	Faculty
	4. Assess and refine the formal mentoring process for junior faculty members within each department.	2025-2026	Chairs
	5. Provide monthly opportunities to optimize the ability to effectively utilize instructional technologies (eg, Canvas, Zoom, Respondus, Echo360, others) to enhance student's experiences in courses.	2025-2026	Instructional Design Specialist
	6. Explore the creation of regularly scheduled Teaching Roundtable discussions to support faculty development in teaching.	2025-2026	Executive Associate Dean

College Goal 5: 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 2024-2025, PT faculty procured \$190,204 in research grants and contracts and \$52,600 in residency contracts; published 11 manuscripts in peer-reviewed journals; presented 24 scholarly presentations. PT faculty hold leadership positions in state and national organizations. PT faculty received 4 national awards.	1. Make a total of 85 scholarly presentations annually (peer-reviewed and invited).	2025-2026	Faculty
	2. Publish a total of 40 peer-reviewed manuscripts.	2025-2026	Faculty
Physician Assistant: In 2024-2025, PA faculty procured \$11,500 in research grants and contracts; published 4 manuscripts in peer-reviewed journals and 1 book chapter; presented 24 scholarly presentations. PA faculty hold leadership positions in state and national organizations. PA faculty received 1 national award, 1 regional award, and 2 state awards.	3. Department of Physical Therapy procures \$100,000 in research grants and contracts.	2025-2026	Physical Therapy Faculty
	4. Department of Physician Assistant Studies procures \$50,000 in research grants and contracts.	2025-2026	Physician Assistant Faculty
Public Health: In 2024-2025, PH faculty procured \$11,062 in research grants and contracts; published 4 manuscripts in peer-reviewed journals; presented 15 scholarly presentations. PH faculty hold leadership positions in state and national organizations.	5. Department of Public Health procures \$100,000 in research grants and contracts.	2025-2026	Public Health Faculty
	6. Department of Clinical Psychology procures \$100,000 in research grants and contracts.	2025-2026	Clinical Psychology Faculty
Clinical Psychology: In 2024-2025, CP faculty procured \$513,882 in research grants and contracts; published 5 manuscripts in peer-reviewed journals; presented 30 scholarly presentations. CP faculty hold leadership positions in state and national organizations. CP faculty received 1 regional award.	7. Department of Exercise Science procures \$50,000 in research grants and contracts.	2025-2026	Athletic Training and Kinesiology Faculty
	8. Refine the comprehensive, College Scholarly Activity and Research Plan, as needed.	2025-2026	Executive Associate Dean
Exercise Science: In 2024-2025, AT and KIN faculty procured \$7,062 in research grants and contracts; published 7 manuscripts 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.	2025-2026	Chairs
	10. Faculty will be involved in appointed and elected leadership positions in community-based, state, regional, and national organizations.	2025-2026	Faculty

College Goal 6: 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.	2025-2026 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.	2025-2026 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. The reaccreditation self-study is due April 14, 2026. The CEPH site visit is scheduled September 14-15, 2026.	3. Submit Public Health Program Annual Report to CEPH.	2025-2026 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.	2025-2026 September	Chair, Clinical Psychology
<i>Athletic Training:</i> MAT program is fully accredited by the Commission on Accreditation of Athletic Training Education (CAATE) through 2034.	5. Submit Athletic Training Annual Report to CAATE.	2025-2026 October	Chair, Exercise Science
Occupational Therapy: The inaugural cohort for the OTD program is slated for Fall 2026. The Accreditation Council for Occupational Therapy Education (ACOTE) requires the candidacy self-study to be submitted in December 2025.	6. Submit the ACOTE candidacy accreditation self-study for the Doctor of Occupational Therapy program.	2025-2026 December	Director, Occupational Therapy and Assistant Dean, Accreditation
<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 is fully accredited by ABPTRFE through 2029.	7. Submit the CEPH reaccreditation self-study for the public health programs - BSPH, MPH, and DrPH.	2025-2026 April	Chair, Public Health
	8. Submit Physical Therapy Residency Program (Orthopaedic, Neurologic, Cardiovascular & Pulmonary, and Wound Management) Annual Reports to ABPTRFE.	2025-2026 January	Chair, Physical Therapy
Fellowship: The Fellowship in Orthopaedic Manual Physical Therapy is fully accredited by the Accreditation Council on Orthopaedic Manual Physical Therapy Education (ACOMPTE) through 2032.	9. Submit Fellowship in Orthopaedic Manual Physical Therapy Annual Report to ACOMPTE.	2025-2026 January	Chair, Physical Therapy

College Goal 7: 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
<p><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 trips for Mercer On Mission in Vietnam.</p> <p><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.</p> <p><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.</p> <p><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.</p> <p><i>Exercise Science:</i> No established partnerships exist at this time.</p>	1. Develop collaborative service partnerships for Physician Assistant students.	2025-2026	Chair, Physician Assistant Studies
	2. Develop collaborative service partnerships for Clinical Psychology students.	2025-2026	Chair, Clinical Psychology
	3. Develop collaborative service partnerships for Athletic Training students.	2025-2026	Chair, Exercise Science
	4. Explore feasibility of establishing global initiatives for the College.	2025-2026	Executive Team
	5. Assess and expand the establishment of local, interprofessional initiatives for the College.	2025-2026	Executive Associate Dean and Chairs
	6. Explore development of an additional Mercer on Mission trip for the College.	2025-2026	Executive Team
College Goal 8: 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 2024-2025, students were involved in peer-reviewed manuscript publications and presentations.	1. Increase undergraduate and graduate student research involvement.	2025-2026	Executive Associate Dean and Chairs
	2. Explore interprofessional grant submission options and opportunities.	2025-2026	Executive Associate Dean
	3. Continue College faculty seed grant awards for research.	2025-2026	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) .	2025-2026	Executive Associate Dean

College Goal 9: 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
<i>Physical Therapy:</i> The Doctor of Physical Therapy program is located on the Atlanta campus. In 2024-2025, total enrollment was 113 DPT students. In 2024-2025, there were 1 Neurologic resident, 3 Orthopaedic residents, and 2 Manual Orthopaedic fellows.	1. Create an enrollment management strategy for the Doctor of Occupational Therapy program.	2025-2026	Senior Director, Admissions and Chair, Occupational Therapy
	2. Refine the enrollment management strategy to grow a strong applicant pool for the Doctor of Public Health program.	2025-2026	Senior Director, Admissions and Chair, Public Health
<i>Physician Assistant:</i> The Master of Medical Science program is located on the Atlanta campus. In 2024-2025, total enrollment was 209 PA students.	3. Refine the enrollment management strategy for the Master of Athletic Training program.	2025-2026	Senior Director, Admissions and Chair, Exercise Science
<i>Public Health:</i> The Master of Public Health program is located on the Atlanta campus with an online option. Total MPH enrollment in 2024-2025 was 45 students. The Bachelor of Science in Public Health began in Fall 2015 on the Macon campus; first graduates in 2017. Total BSPH enrollment in 2024-2025 was 72 students. The Doctor of Public Health program began in Spring 2022 on the Atlanta campus; first graduates in 2024. Total DrPH enrollment in 2024-2025 was 83 students.	4. Refine the enrollment management strategy for the Master of Public Health program.	2025-2026	Senior Director, Admissions and Chair, Public Health
	5. Refine the enrollment management strategy for the DPT / MBA combined degree program.	2025-2026	Senior Director, Admissions and Chair, Physical Therapy
<i>Clinical Psychology:</i> The Doctor of Psychology program is located on the Atlanta campus. Total enrollment in 2024-2025 was 109 students.	6. Refine the enrollment management strategy for the MPH combined degree programs: DPT/MPH, PsyD/MPH, MMSc/MPH, and PharmD/MPH.	2025-2026	Senior Director, Admissions and Chair, Public Health
<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 2024-2025 was 10 students.	7. Maintain involvement in recruitment for the undergraduate programs.	2025-2026	Senior Director, Admissions and Assistant Dean, Undergraduate
<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 2024-2025 was 149 students.	8. Maintain student retention in undergraduate programs.	2025-2026	Assistant Dean, Undergraduate
	9. Maintain student retention in graduate/professional programs.	2025-2026	Chairs
	10. Explore graduate program in speech-language pathology.	2025-2026	Dean and Assistant Dean, Accreditation
	11. Increase the number of Physical Therapy residents and residency practice site locations.	2025-2026	Chair, Physical Therapy
	12. Renovate of the first floor of Davis Hall, Atlanta campus.	2025-2026	Dean and University Administration
	13. Renovate the 3015 Flowers Road Building, Atlanta campus to accommodate the Physical Therapy Clinic and Campus Health.	2025-2026	Dean and University Administration
	14. Renovate the first floor of the Administrative Conference Center, Atlanta campus to accommodate the Doctor of Occupational Therapy program classroom, laboratory space, and faculty offices.	2025-2026	Dean and University Administration

College Goal 10: 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 Director of Development for the College is was hired in May 2025.	1. Design, initiate, and enhance continuing education offerings for clinicians, professionals, preceptors, and alumni.	2025-2026	Chairs
	2. Explore, establish, and refine strategies to develop student scholarship opportunities with alumni and constituents.	2025-2026	Dean and Director, Development
	3. Expand scholarship opportunities for student academic and leadership accomplishments for all College programs.	2025-2026	Dean and Director, Development
	4. Refine strategies to enhance alumni involvement in each program in the College.	2025-2026	Dean, Chairs, and Director, Development
	5. Establish a Board of Visitors for the College of Health Professions.	2025-2026	Dean and Director, Development