

Baylor
College of
Medicine

SCHOOL *of* HEALTH PROFESSIONS

STRATEGIC PLAN 2023-2028



MISSION

The School of Health Professions administers exemplary educational programs driven by continuous quality improvement to deliver an exceptionally prepared healthcare workforce grounded in evidence-based care and competent interprofessional practice.

VISION

Baylor's School of Health Professions will be the leader in development a diverse workforce that will transform healthcare through science, scholarship and innovation.

VALUES

Respect
Integrity
Innovation
Teamwork
Excellence



Dear Colleagues and Friends,

I am delighted to share with you the strategic plan that will guide the Baylor College of Medicine School of Health Professions' journey over the next five years. This comprehensive roadmap has been meticulously crafted, drawing from the collective wisdom and dedication of our community — faculty, staff, students, alumni and valued partners.

As we envision the future of the School of Health Professions, which is housed in the Texas Medical Center – the world's largest medical complex – our commitment to excellence remains steadfast. The strategic plan is a testament to our shared aspirations and outlines what we believe is a compelling vision for the growth and evolution of our school.

The strategic plan is a compass that will guide us through the exciting and challenging terrain that lies ahead. It reflects our shared commitment to excellence, innovation and the enduring values that define our school. I extend my gratitude to all members of our community for your dedication, passion and collaborative spirit. Together, we will realize the full potential of our school and contribute meaningfully to the intersection between pedagogy and practice in educating the next generation of healthcare providers.

Sincerely,

A handwritten signature in black ink that reads "Todd A. Reinhart". The signature is fluid and cursive.

Todd A. Reinhart, Sc.D.
Dean, School of Health Professions

PROGRAM INSIGHTS

The School of Health Professions has four graduate degree programs:

PHYSICIAN ASSISTANT

Ranked first in Texas and second in the nation by *U.S. News & World Report*.

NURSE ANESTHESIA

Ranked second in the nation by *U.S. News & World Report*

ORTHOTICS AND PROSTHETICS

The first of its kind to integrate residency into the curriculum.

GENETIC COUNSELING

Students receive integrated medical genetics education within two years.





PRIORITY AREAS

- ▶ Teaching and Learning
- ▶ Clinical
- ▶ Wellness and Community
- ▶ Financial and Operational Resources
- ▶ Scholarship, Research and Inquiry
- ▶ Engagement



STRATEGIC IMPERATIVES

Deepen
Engagement
with Partners

Grow Excellence
in Teaching and
Learning

Strengthen
Support for
Scholarship,
Research and
Inquiry

Learner
Experience
and Success

Ensure
Excellence in
Clinical Learning

Strengthen
Financial and
Operational
Resources

Cultivate a
Culture of
Wellness and
Community

STRATEGIC PLAN 2023-2028

GOAL The School of Health Professions will continue a positive trajectory and expand our excellence in teaching and learning across all modalities and settings.

OBJECTIVES

- ▶ Develop faculty expertise in new and innovative instructional approaches and assessment methods
- ▶ Leverage the use of technology and simulation for teaching and assessment
- ▶ Elevate inclusive teaching approaches through curriculum review and professional development
- ▶ Expand the use of active learning approaches in School of Health Professions core didactic curricula
- ▶ Grow our understanding and use of best practices in teaching and learning in the online environment

GOAL Given our central focus on preparation of exceptional and empathetic providers of clinical care, we will sustain, grow and nurture the collective and individual clinical learning environments essential to the School of Health Professions' success and growth.

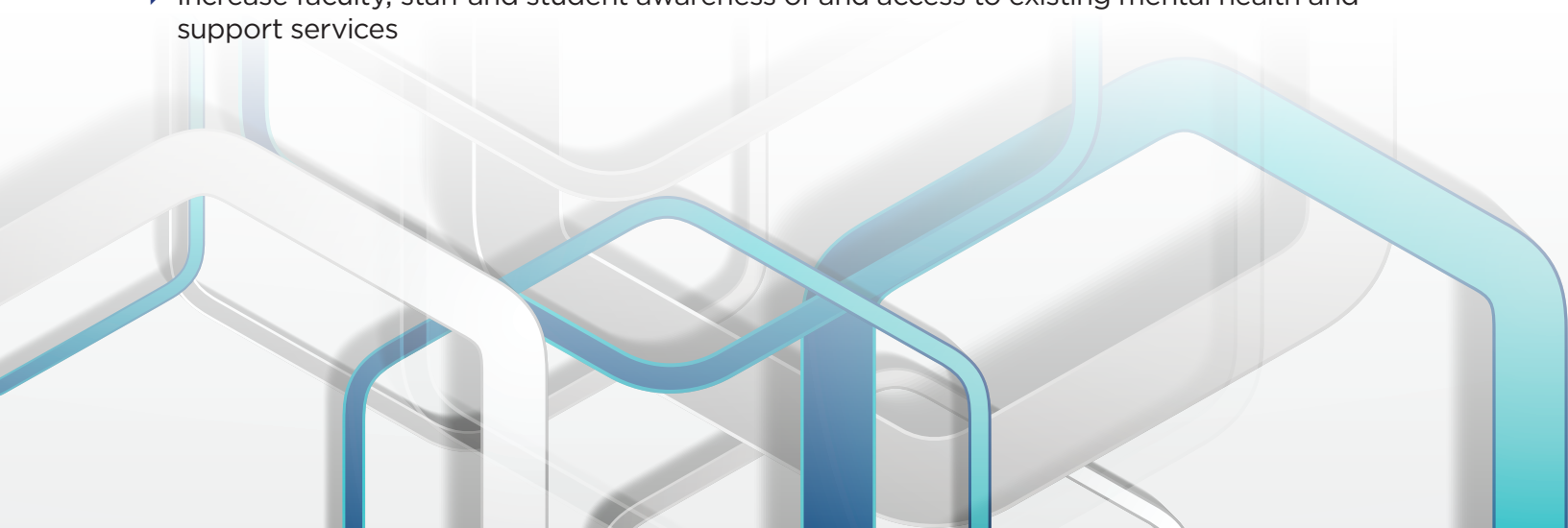
OBJECTIVES

- ▶ Re-energize relationships with Baylor's affiliates and expand the proportion of School of Health Professions clinical placements within affiliate clinical education sites
- ▶ Increase learning environment quality across all clinical education partnerships
- ▶ Develop a community of practice among clinical preceptors

GOAL Recognizing the significant time and energy invested by staff, faculty and students in the School of Health Professions and the fulfillment of its mission, we will improve the well-being of all School of Health Professions community members.

OBJECTIVES

- ▶ Create a dedicated position for leading and monitoring well-being efforts
- ▶ Develop and deliver programs for expanding awareness of and competencies related to wellness
- ▶ Improve communications related to well-being, organizational support and community among staff, students and faculty
- ▶ Increase faculty, staff and student awareness of and access to existing mental health and support services



GOAL As financial resources are central to sustaining our abilities to improve, deploy and align all types of resources necessary to thrive as we execute our educational mission, we will strengthen the School of Health Professions' foundation of resources as well as their operational deployment.

OBJECTIVES

- ▶ Develop and implement a campaign to increase alumni giving
- ▶ Identify and obtain resources to create new, high-value academic programs
- ▶ Establish at least one endowed chair within the School of Health Professions
- ▶ Increase indirect cost recovery to the School of Health Professions through attainment of grants
- ▶ Develop a plan to maximize the opportunity presented by the new Health Sciences Tower in the Texas Medical Center
- ▶ Optimize the structure, alignment, efficiencies and skills of the human resources in the School of Health Professions

GOAL As a national leader in the education of health professionals, the School of Health Professions will cultivate a culture of inquiry and develop programs and processes to support expansion of research and scholarship.

OBJECTIVES

- ▶ Develop and implement strategies to increase faculty bandwidth for the entire spectrum of research and scholarship
- ▶ Increase participation in local and national programs designed to increase faculty competency in research and scholarship
- ▶ Develop an infrastructure for support of scholarship and management of grants
- ▶ Elevate awareness within the Baylor community of School of Health Professions and accomplishments by School of Health Professions faculty, students, and staff
- ▶ Increase dissemination of scholarly work from student theses, dissertations and capstone projects
- ▶ Strategically attend to faculty and staff portfolios to position them strongly for promotion and advancement

GOAL The School of Health Professions will improve engagement with local, national and international partners to leverage access to resources and energies that support the fulfillment of our mission.

OBJECTIVES

- ▶ Establish a centralized staff position to coordinate and lead internal and external communications and facilitate outreach
- ▶ Develop and implement strategic internal and external communications plans
- ▶ Increase participation and leadership by School of Health Professions faculty and staff members in Baylor's committees, groups and initiatives
- ▶ Expand engagement with Houston and Texas governmental and nonprofit organizations
- ▶ Explore opportunities for, and increase engagement in, global educational and service activities

Baylor College of Medicine



[BCM.EDU/HEALTHPROFESSIONS](https://bcm.edu/healthprofessions)

 @BCMHealthProf