A MESSAGE FROM THE DEAN

Dear Colleagues and Friends,

The University of North Texas College of Health & Public Service (HPS) has been in existence for nearly 50 years, and, as we approach our semi-centennial in 2023, it has been an important time for us to reflect on the transformational impact that HPS has made in the lives of thousands of women and men who have graduated and gone on to serve in the health and public service sectors. As we continue to celebrate our college’s proud past, we have developed a strategic plan, Synergy 2025: Our Path Forward, for our optimistic future. Such a plan is imperative as HPS transitions into the next phase of development as it educates students to prepare them for a rapidly evolving workplace and global society.

This plan, Synergy 2025: Our Path Forward, establishes our college’s ambitious goals for the next five years. Its development was informed by an inclusive strategic planning process. This transformative journey formally began in September 2018, one month after I arrived to assume the position as Dean of HPS, and ended December 2019. The development of this strategic plan engaged faculty, staff, students, alumni, community partners, and many of our generous benefactors.

The result of this important work provides a strategic framework with a set of strategic initiatives and goals to be executed by 2025. Throughout this plan, you will find a heightened attention to provide an even more personalized experience to prepare our students for fulfilling careers and inspire them to lead meaningful lives, while strengthening the community, providing economic and social benefits to our region, and offering leadership by example across our country and around the world.

This five-year strategic plan, Synergy 2025: Our Path Forward, underscores our strong commitment to realizing the bold aspirations for HPS as solicitously formed by numerous stakeholders and as informed by performance and strategic goals by the new UNT strategic plan. Successful implementation of our plan requires sustained focus and follow-up. We will continue to hold retreats, forums, visits, and presentations throughout the next academic year. At the “heart” of these efforts is promoting each of our individual responsibilities and our collective roles in creating an impact.

As a leader of this great organization, I certainly bear the burden and responsibility for guiding transformative change, but I cannot do it all alone. The strategic plan was arguably the most inclusive and far-reaching strategic effort in our college’s history.

I encourage each of you to familiarize yourselves with the plan’s promises, charges, and metrics and the impact they have on our students and the community we serve because, in the coming years, they will serve as our guideposts. Please know that you are critically important to the future of HPS, and we appreciate all that you do. With your support, we will reach greater heights of success never before imagined. It is an exciting time at HPS and UNT, and I am excited to collaborate with you to continue to elevate HPS.

Warm Regards,

Neale R. Chumbler
Dean, UNT College of Health & Public Service
MISSION

The College of Health and Public Service (HPS) is a trusted force that shapes diverse leaders who advance a healthy, equitable, and just society. HPS fosters faculty, students, and staff to conduct innovative, high-impact research and promote excellence in education. Our college is committed to being globally recognized for its unique achievements addressing challenges in health and public service.

VISION

HPS strives to be a transformative and collaborative leader in health and public service through inspirational teaching, groundbreaking research, impactful service, and community engagement.

CORE VALUES

Collaboration  Continuous Improvement  Diversity & Inclusion
Ethics & Integrity  Recognition & Respect  Transparency
Strategic Initiative 1: Excellence in Teaching and Dedication to Learning

Our college will provide student-driven, experiential education that implements research-based, high-quality, high-impact teaching for every student.

We will provide student-driven, experiential education that provides our students with the tools needed to be career ready in an inclusive and supportive environment. We will implement research-based pedagogy and ensure that students can meet the needs of a diverse and evolving society.

Strategic Goal 1.1: Meet the needs of a diverse and evolving society by promoting excellence in graduate and undergraduate education through innovative, impactful, and research-based pedagogy.

Strategic Goal 1.2: Recognize the interconnection between proficient teaching and improved student learning outcomes and evaluate teaching effectiveness through embracing informed and innovative approaches to assessment and improvement of student learning.

Strategic Goal 1.3: Improve and sustain existing programs and develop new, high-quality, state-of-the-art graduate and undergraduate programs in high-demand areas, ensuring students are career-ready.

Strategic Goal 1.4: Encourage participation in meaningful and specialized professional development activities for all faculty and teaching staff, considering everyone’s unique contribution to teaching and student learning.

Strategic Goal 1.5: Become a leader in the scholarship of teaching and learning, cultivating interest and collaboration among faculty members, and providing the supports needed to encourage dissemination of teaching scholarship.
As an interdisciplinary college at a top-tier research university, our college will recruit and retain outstanding faculty who will be known nationally and internationally for discovering, applying, testing, and sharing knowledge and creative works; and attracting external resources that expand understanding and positively impact lives and communities.

To make measurable progress towards our initiative, we will execute the following strategic goals by 2025.

**Strategic Goal 2.1:** Produce groundbreaking, high-impact scholarship that could be funded through federal, state, foundation, and other types of research grants.

**Strategic Goal 2.2:** Generate interdisciplinary, community-centered research that will impact the region’s, state’s, nation’s, and world’s pressing challenges.

**Strategic Goal 2.3:** Increase opportunities for teacher-scholars to integrate their scholarship with their teaching through undergraduate, graduate, and postdoctoral research supervision programs and mentorships.

**Strategic Goal 2.4:** Recruit and retain research-active faculty who will not only meaningfully contribute to expanding innovative scholarship, but also mentor Assistant and Associate Professors.
Our college will empower students intellectually, socially, and professionally, and will inspire them to take advantage of an experiential education through cross-disciplinary research initiatives, conference participation, study abroad opportunities, and new life experiences.

Strategic Goal 3.1: Increase undergraduate student engagement with HPS and UNT by meeting the diverse needs of students and allowing them to customize their education to achieve their individual learning objectives.

Strategic Goal 3.2: Enhance student success, persistence, and retention by utilizing various student support programs and developing new intervention strategies.

Strategic Goal 3.3: Bolster academic advising by implementing data-informed advising and decision making to support student success.

Strategic Goal 3.4: Strengthen community college, high school, and internal recruitment strategies to recruit a diverse body of qualified students.

Strategic Goal 3.5: Enhance undergraduate career coaching and develop strong alumni connections to foster student accountability in obtaining desired employment post-graduation.
As a community-engaged college, we will be recognized for mobilizing and leading partnerships that revitalize and sustain our city and region. We will bring together HPS and our stakeholders to address societal needs and enhance our ability to generate and mobilize our skills and knowledge as subject matter experts. We will actively engage in outreach to community partners while building upon current relationships to elevate experiential learning, development, and research opportunities for our students. We also will leverage our commitment to community to inspire our stakeholders to invest in our college and our students.

**Strategic Goal 4.1:** Increase awareness about the numerous health and public service offerings available through HPS on a continuous and growing basis for our community and stakeholders.

**Strategic Goal 4.2:** Ensure that our academic programs and services align with the community needs of the North Texas region and beyond.

**Strategic Goal 4.3:** Expand the HPS research base to include external funding sources that focus on health and community service-related issues to find solutions to everyday problems.

**Strategic Goal 4.4:** Become recognized statewide and nationally as a leader for our programmatic approach to service learning.

**Strategic Goal 4.5:** Capitalize on our strong legacy by increasing opportunities for outreach and lifelong connections between alumni and students.

**Strategic Goal 4.6:** Develop a culture of cultivating and stewarding alumni and non-alumni donors.
Strategic Initiative 5: Diversity, Inclusion, and Respect

Our college will cultivate a more diverse student body, faculty, and staff while establishing a culture of inclusion to ensure fair treatment, access, advancement, and opportunity for all. HPS will provide a respectful and supportive environment that meets the needs of a diverse and evolving society.

We believe as a defining feature of UNT’s past, present, and future that diversity refers to the variety of personal experiences, values, and worldviews that arise from differences of culture and circumstance. Such differences include race, ethnicity, gender identity, age, religion, language, abilities/disabilities, sexual affiliation, socioeconomic status, geographic region, and more.

Inclusion is the act of creating environments in which any individual or group can feel welcomed, respected, supported, and valued. An inclusive climate embraces differences and offers respect in words and actions so that all people can fully participate in HPS’s opportunities. Inclusion will be an important component to cultural competence.

Equity is the guarantee of fair treatment, access, opportunity, and advancement for all students, faculty, and staff in every stage of HPS education and career development, while striving to identify and eliminate barriers that have prevented the full participation of marginalized groups.

Strategic Goal 5.1: Be a college committed to a diverse and inclusive environment by providing extensive training programs to faculty and staff that will result in greater diversity in people and ideas throughout HPS.

Strategic Goal 5.2: Augment inclusive initiatives to embed cultural competencies across curricular and co-curricular experiences.
**Strategic Initiative 6:**
**Professional Development, Excellence, and Recognition**

*Professional Development refers to the continued training and education of HPS faculty and staff in order to improve and increase discipline and job-related competencies and expertise.*

*Recognition relates to reinforcement of specific behaviors, practices, or activities that result in improve work performance.*

**Strategic Goal 6.1:** HPS will be known as a college that develops employees and treats all faculty, staff, and students with respect and optimal recognition.

**Strategic Goal 6.2:** Recognize and reward faculty and staff for using their expertise, creativity, and collaborative spirit to improve accountability, productivity, and efficiency.

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**Special thanks...**

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