

1999-2009



Academic Master Plan

for

Health and Human Services Partnership

Middle Tennessee State University

As an internal focus the objectives are to create a synergy among the programs and to increase their contribution to the mission of the University and their positive impact on the community. One consideration was to explore models of organizational structures within other universities that would best promote and support strategic alliances and enable MTSU's health and human service-related programs to meet the goals articulated in the Academic Master Plan.

The partnership identified the needs of the region and the University's strengths that it could build upon to further the health and human services competitive advantage. They include:

- A growing demand exists for programs in several areas, especially at the master's level. For example, a need to implement graduate programs in nursing, communication disorders, psychology, and social work was identified. Post baccalaureate programs in health care management and school health nursing were identified as health care industry needs.
- Demographic trends reflecting an overall "graying" of the population indicate a need for expanding programs in aging studies, health care services, and social work fields including additional faculty preparation in these areas.
- The University's diversity of programs provides professional education and training in a number of specialized fields. The size and diversity of the partnership provides opportunities to

showcase unique aspects of programs and transdisciplinary activities through projects such as the Adult Development Center.

- The programs in Social Work, Nursing, Criminal Justice, Communication Disorders, Nutrition, Psychology, Aging Studies, Health Education, and Athletic Training provide opportunities for integrating study and community service.
- Many of the academic units have existing advisory boards and long range plans in place.
- The high success rates of students taking national and/or state examinations in their fields (e.g. nursing, recreation therapy, nutrition, and health education) indicate that graduates are well prepared.
- The diversity of programs and departments representing health and human services disciplines share commonalities that stimulate and strengthen the Partnership.
- The faculty in several departments have a record of extensive service and outreach to the community.
- The pre-health professions (medicine, dentistry, etc.) advising, housed in the Chemistry Department, has been highly successful in placing students in professional schools.

Areas to be addressed to further strengthen and to fully realize MTSU's potential to meet the health and human services competitive advantage within the region were also identified. They include:

- The identity of Health and Human Services (HHS) is not recognized and fully understood. A shared identity and focus is difficult when the programs are physically and administratively located within four colleges and eight departments across campus.



- Intellectual and thematic interrelationships between some programs are still evolving and need further development and clarification at the University, college, and departmental levels.
- Even though current faculty have excellent clinical professional credentials, HHS programs are not adequately supported with sufficient numbers of doctoral level prepared faculty.
- Overall research productivity (i.e., refereed articles, books, grants, and contracts) needs to be significantly increased.
- Full development of health and life sciences programs is challenged by the absence of a connection to a medical school and by the proximity of sister institutions. HHS must continue to pursue affiliations with large hospitals and other health and human service organizations and care centers in the area.
- No department appears to be well positioned for implementation of a new Ph.D. program at this time without significant additional resources.

Based on this assessment of strengths, weaknesses and opportunities, the Health and Human Services Partnership developed its mission as follows:

To establish partnerships which impact the quality and delivery of health and human services to the community by providing increased educational opportunities for students; by providing resources for individual faculty, groups of faculty, departments, and colleges to work with each other and members of the regional, national, and global community; and by supporting interactive community research and service.

Background

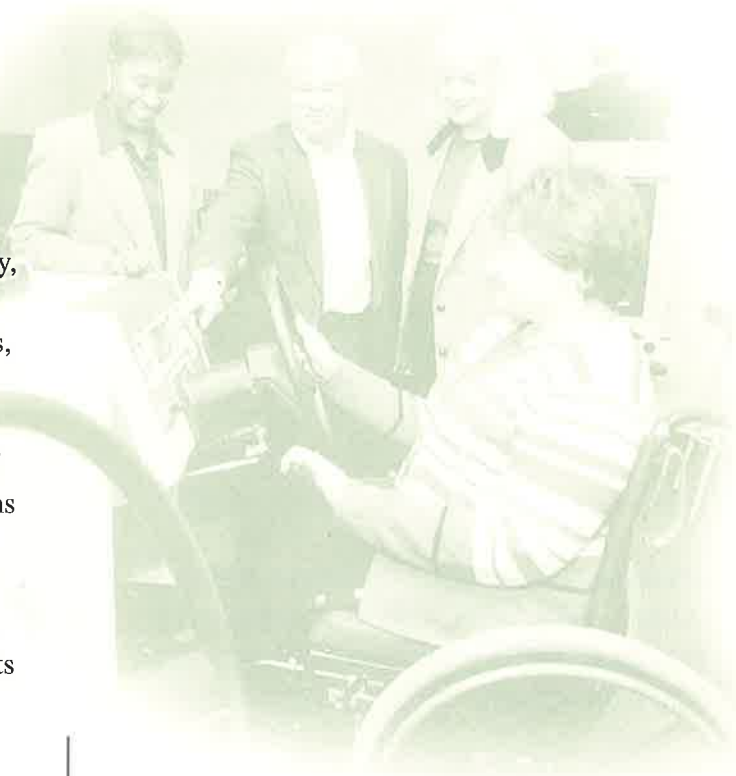
Today's challenges in the areas of human services and health care are complex. Diseases must be understood at the cellular level and addressed at the community level. Issues beginning with the individual diffuse and impact the entire social structure of the community. Interventions must be developed and implemented for individuals with the full awareness of their implications on public policy. Systems of care are emerging and are very enigmatic. As an interdisciplinary community of scholars, competent and well versed in their multiple disciplines, the Health and Human Services Partnership strives to forge solutions to these complex challenges.

While health and human services might seem to be a disparate group of units linked together, they are grouped together in government for administrative purposes. In academic settings, various disciplines have come to be recognized coincidentally in a school or college bearing a variety of titles such as health and human services, health and public affairs, health and human performance, nursing, health sciences, and human services. However, underlying this apparent diversity are strong threads of continuity that run through the various fields and bond them together in a common purpose.

The first is a commitment to service. Academically, graduates from these fields are prepared to enter communities and begin careers of service in clinics, hospitals, classrooms, shelters, rehabilitation centers, prisons, research labs, or wherever citizens may need help to maintain or restore the quality of their lives. The health and human services programs are involved every day in the work of improving our community. Through active partnerships with the health care industry, government agencies, and not-for-profit organizations, the faculty and students make a wealth of contributions toward such goals as better health care, more effective crime prevention, and promotion of health—physical and mental—standards for all of our citizens.

Another common bond reflects the depth and breadth of real world experience possessed by the faculty in these applied disciplines . They are experienced scholars who have established careers in the fields in which they teach, research, and engage in public service. They are recognized and respected within their professional communities across the nation and internationally.

The programs in health and human services at MTSU are an important regional, national, and international resource. The faculty is committed to improving the health, welfare, and quality of life of the citizens of Tennessee and beyond. Thus, the University's goal is to educate superior graduates in nursing, social work, aging studies, nutrition, family studies, mental health, criminal justice, health and wellness, communicative disorders, athletic training, health care management, recreational therapy, and others.



Goals

Internal and external collaborations which underlie the Partnership provide the foundation for achieving the specific goals of the Health and Human Services Academic Master Plan. These goals are:

GOAL 1:

Impact the quality and delivery of health and human services to the community by providing increased learning opportunities for students.

GOAL 2:

Enhance existing internal and external alliances and develop new strategic alliances.

GOAL 3:

Improve the quality of life in the community by expanding community and university interactions in the health and human services field.



Goal

1

Goals and Strategies

Impact the quality and delivery of health and human services to the community by providing increased learning opportunities for students.

The HHS Partnership seeks to deepen the quality of existing programs and to expand the depth and breadth of programs to meet the workforce and service needs of the region. Deepening quality requires additional commitment of University and industry resources to advance those programs that meet specific regional needs; to enrich the learning opportunities for MTSU students; and to anticipate and provide leadership to meet future industry workforce needs.

Strategies

MTSU will move forward with HHS undergraduate and graduate programming in the following areas:

Clinical Psychology, Ph.D.
Communicative Disorders, M.S.
Early Childhood Education,
Alliance and Articulation
Gerontology, Graduate Certificate
Health Care Management, Graduate Certificate
Health Psychology, Ph.D.
Mental Health Services, Interdisciplinary Minor
Nursing, M.S.N.
Social Work, M.S.W.
Sports Management, Graduate Concentration

The University will enhance current undergraduate and graduate programming and classes in the following:

Athletic Training, undergraduate and graduate
Child Development and Family Studies
Driver Training and Safety,
graduate and undergraduate
Drug and Alcohol Dependency
Exercise Science, undergraduate and graduate
Health Education
Nutrition/ Food Science
Occupational Health
Physical Education, D.A.
Physical Education, concentrations
Recreation/Leisure
Recreational Therapy
School Nursing
Work Site Wellness

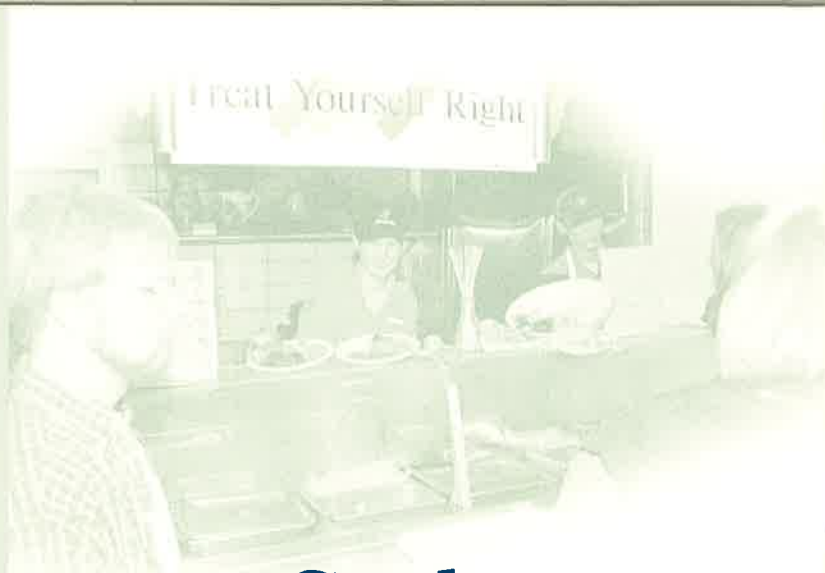
MTSU will develop new programs in HHS with a focus on transdisciplinary activity:

Alternative and Complementary Health
Behavioral Therapy

Creative Arts Therapy
Evaluative Sciences
Intergenerational Care
Long Term Care Administration/Management
Medical Informatics
Professional Counseling
Sports Psychology

By fall 2000, MTSU will increase resources to pre-professional advising by allocating FTE to faculty engaged in the professional advising programs and by increasing funding to the Health Science Preprofessional Advising Center in the Department of Chemistry. Preprofessional advising includes HHS professional career counseling, developing intra institutional relationships, and the screening of preprofessional applicants to increase acceptance into professional programs. Additionally, it includes advising of preprofessional students on campus in professional HHS programs such as nursing, nutrition, etc.

By fall 2001, MTSU will enhance learning opportunities for students by adding a service learning component to each of the HHS academic programs. To facilitate this program enhancement, a service learning program coordinator will be appointed.



Goal 2

Enhance existing internal and external alliances and develop new strategic alliances.

Building strong internal alliances will position MTSU to take advantage of the opportunities that abound to establish successful external partnerships. The building of these relationships benefits the educational opportunities for our students and improves the quality of life in the community. Human service and health organizations need competent graduates for the workforce, and universities need appropriate sites and opportunities for clinical and applied educational experiences.

MTSU can assist employers with their need for professional staff development and in the maintenance of continued competence, as new knowledge, technology, and procedures evolve. Likewise, governmental and business organizations in the health and human services can help the University identify new programs and modify existing programs so that they meet the need of these agencies. Partnerships that are properly built and last over a long time strengthen both.

Strategies

By Fall 1999 MTSU will recognize individual partners through the honorary adjunct status designation.

By fall 1999 a Health and Human Services web page will be available, identifying all HHS programs at MTSU.

MTSU will begin publishing current HHS inventories of partnerships to include advisory boards, councils, program affiliations, etc. by January 2000. An MTSU Health and Human Service Council to broaden regional community support and enhance external resources will be established by January 2000. The newly formed HHS Council will assist in developing partnerships to support collaborative/interactive community research and service.

A task force will be appointed to recommend an organizational structure to facilitate internal alliances and to advocate for visibility and growth of HHS at MTSU. The task force will submit its report by Spring 2000 and will consider recommendations from an external review panel in its deliberations.

The University will support a grant writing workshop and subsequent staff support to enhance HHS interdisciplinary projects by fall 2001. A task force will be convened to develop policies and procedures for faculty appointments and collaborative work between faculty in different organizational units within the University by fall 2001.

By summer 2001 the University will designate five summer research faculty stipends annually to support interdisciplinary HHS research and/or community service projects.



Goal

3

Improve the quality of life in the community by expanding community and university interactions in the health and human service fields.

Interactive community research and service improve the quality of life in the community. Dynamic HHS industries demand growing numbers of competent and flexible professionals for their workforce. Thus, the HHS programs must reflect the needs of the industries by involving faculty and students everyday in the work of improving the community through leading edge curricula and field service, service learning, volunteer, and clinical practice activities. In conjunction with community partners, interventions will be developed that will have implications for public policy and sustained improvements for the community.

Strategies

MTSU will provide leading edge professional preparation and continuing education for the HHS workforce based on continuing industry needs assessment. Internal and external partners will collaboratively sponsor the programs.

MTSU will establish the Adult Development program offering intergenerational and interdisciplinary activities for aging adults in the community as service learning and volunteer opportunities for students by fall 1999.

Beginning fall 1999, the Aging Studies Advisory Board will develop a plan to enhance and expand MTSU's role in community-based aging programs.

A task force appointed by fall 1999 including health education, nursing, psychology, social work, communication disorders, criminal justice, physical education, and nutrition will develop a Coordinated Comprehensive School Health Partnership.

A feasibility study for an interdisciplinary center for drug and alcohol dependency studies will be completed by fall 2000.

A task force will be appointed to develop a plan for establishing a center for evaluative sciences to support interactive community research and public service in HHS by fall 2000.

A community service component of the Sports Medicine Management Clinic will be established within the year that the clinic opens.

MTSU will establish a clinical/faculty exchange program for faculty development and industry enhancement with affiliated partners by Fall 2002.

By 2001 a study will be conducted to determine the feasibility and role of a Psychological Services Clinic to support graduate programming.

The TECTA program, a service and learning laboratory in Early Childhood Education, will be developed and supported by summer 1999.



The Challenge

Today's rapidly changing human service and health care arena requires MTSU aggressively to meet the challenge of providing timely educational programs of the highest quality. Since human service and health care programs are continuously being redefined to adapt to the changing needs of the region, a strong internal demand is created to strengthen and develop transdisciplinary studies and service opportunities for our students and area professionals. The members of MTSU's Health and Human Services Partnership have prepared transdisciplinary responses to meet this demand. The partnership has forged an academic master plan that meets these needs and recognizes that, only through the joint effort, intellect, and resources of the University in partnership with industry professionals can it meet the challenge of this changing health and human services environment.

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