

# College of Health Sciences

SHSU Strategy in Action  
FY 2027 Planning and Budget Presentation

Dean Ryan Zapalac



# College of Health Sciences

## Academic/Division Departments

- Department of Human Sciences
- Department of Kinesiology
- Department of Physical Therapy
- Department of Physician Assistant Studies and Athletic Training
- Department of Public Health
- School of Nursing
- SHSU Food Pantry
- Tripod's Thrift & Reba Bock Career Closet

## Centers

- COE-COHS Research Center

# Part 1 – Execution Accountability

# College of Health Sciences

## FY25 Funded Initiative Outcomes

Initiative	Original Allocation Overview	Implementation Status	Measurable Outcomes / Early Indicators	Next Steps	Strategic Alignment
<b>Program Director, faculty hires, and O&amp;M support for the developing Master of Physician Assistant Studies (MPAS) program</b>	New initiative funding to complete hiring of the MPAS Program Director, two core faculty, and initial staff member for program build and to meet ARC-PA requirements.	Completed	<ul style="list-style-type: none"> <li>MPAS curriculum was developed and approved by the TSUS BOR, THECB, and SACSCOC</li> <li>950+ applications received, demonstrating strong market demand</li> <li>Clinical placement capacity exceeded minimum requirements, ensuring full cohort placement</li> <li>Program positioned to launch with full initial cohort (Fall 2026)</li> <li>Establishes new healthcare workforce pipeline in high-demand PA field</li> </ul>	<ul style="list-style-type: none"> <li>Secure ARC-PA provisional accreditation (April 2026)</li> <li>Finalize cohort recruitment and admissions pipeline</li> <li>Launch inaugural cohort (Fall 2026)</li> <li>Expand clinical partnerships to support program growth</li> </ul>	<ul style="list-style-type: none"> <li>Student Success and Access</li> <li>Workforce Need</li> <li>Service to the State and Beyond</li> </ul>
<b>Director of Clinical Education (DCE) hire and O&amp;M support for the developing Doctor of Physical Therapy (DPT) program</b>	New initiative funding to complete Director of Clinical Education (DCE) hire for program build and securing clinical placement sites.	Completed	<ul style="list-style-type: none"> <li>Curriculum approved by TSUS BOR; progressing through THECB review</li> <li>Clinical placement partnerships in development to support cohort launch</li> <li>Program on track to establish new doctoral-level workforce pipeline in physical therapy</li> <li>Positioned to enroll inaugural cohort (Fall 2027, pending approval)</li> </ul>	<ul style="list-style-type: none"> <li>Complete THECB and SACSCOC approvals</li> <li>Submit CAPTE candidacy application (Nov 2026)</li> <li>Finalize clinical placement network</li> <li>Prepare for inaugural cohort launch (Fall 2027)</li> </ul>	<ul style="list-style-type: none"> <li>Student Success and Access</li> <li>Workforce Need</li> <li>Service to the State and Beyond</li> </ul>
<b>O&amp;M increases to support accreditation costs in Public Health and Human Sciences</b>	Fixed cost increases to support initial CEPH accreditation and increased CIDA accreditation.	Partially Completed / In-Progress	<ul style="list-style-type: none"> <li>CEPH accreditation process underway, enabling program credibility and enrollment growth</li> <li>CIDA reaccreditation progressing, ensuring continued program quality and compliance</li> <li>Positions programs for increased student recruitment and retention</li> </ul>	<ul style="list-style-type: none"> <li>Complete CEPH accreditation submission and site visit (Fall 2026)</li> <li>Execute CIDA reaccreditation site visit (April 2026)</li> <li>Leverage accreditation status to drive enrollment growth and program expansion</li> </ul>	<ul style="list-style-type: none"> <li>Student Success and Access</li> <li>Workforce Needs</li> <li>Student Excellence</li> </ul>

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## FY25 Funded Initiative Outcomes (cont)

Initiative	Original Allocation Overview	Implementation Status	Measurable Outcomes / Early Indicators	Next Steps	Strategic Alignment
<b>HEF funds requests to support School of Nursing simulation equipment and upgrades to the Public Health Conference Room</b>	HEF funds were allocated to upgrade SON simulation equipment and make the Public Health Conference Room A/V equipment functional.	Completed	<ul style="list-style-type: none"> <li>Simulation capacity expanded, increasing hands-on clinical training opportunities</li> <li>Enhances student readiness and licensure success outcomes</li> <li>Supports enrollment growth in high-demand nursing programs</li> </ul>	<ul style="list-style-type: none"> <li>Integrate simulation into curriculum to increase clinical readiness</li> <li>Expand enrollment capacity in nursing programs</li> <li>Track impact on licensure pass rates and retention</li> </ul>	<ul style="list-style-type: none"> <li>Student Success and Access</li> <li>Faculty Excellence</li> <li>Workforce Needs</li> </ul>

# FY25 Keep–Stop–Start (KSS) Initiative Progress

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Initiative Area	Key Accomplishments	Status	Evidence of Impact	Strategic Plan Alignment
<b>Keep #1: COHS Bridge Scholarship Program</b>	<ul style="list-style-type: none"> <li>43% (6 of 14) of participants advanced to graduate/professional programs from Cohorts 1-3</li> <li>Cohort 4 launched with 8 participants</li> <li>Established pipeline into DPT, OT, MSAT, MPH programs</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Direct pipeline into graduate/professional programs (e.g., DPT, OT, MSAT, MPH).</li> <li>Increased student competitiveness through research and presentations</li> <li>Strengthens retention and post-baccalaureate success outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Student Success and Access</li> <li>Gap Elimination</li> <li>Academic Excellence</li> <li>SHSU Brand</li> </ul>
<b>Keep #2: The COHS Summer Camp has proven to be of high interest for potential students and serves as a valuable recruiting activity</b>	<ul style="list-style-type: none"> <li>56% conversion rate (Cohort 1) from rising seniors participants to SHSU applicants</li> <li>36.7% conversion rate (Cohort 2) with students now entering enrollment pipeline</li> <li>Largest cohort to date: 40 campers (2025)</li> <li>Expanding to 60 campers in 2026</li> </ul>	Ongoing/Expanding	<ul style="list-style-type: none"> <li>Strengthens early recruitment pipeline into COHS programs</li> <li>Increases enrollment yield through early engagement</li> <li>Expands brand visibility among high school counselors and students</li> <li>Former participant, now student worker in the Dean's office</li> </ul>	<ul style="list-style-type: none"> <li>Student Success and Access</li> <li>Enrollment</li> <li>Relationship Enhancement and Elevated Reputation</li> <li>Community Engagement</li> <li>Educational Opportunities</li> <li>SHSU Brand</li> </ul>
<b>Stop #1: BS/BA - Food Service Management Program</b>	<ul style="list-style-type: none"> <li>Initiated phase-out of low-enrollment BS/BA program</li> <li>Resources reallocated to higher-demand academic programs</li> </ul>	In Progress	<ul style="list-style-type: none"> <li>Improves program portfolio alignment with workforce demand</li> <li>Frees faculty and operational capacity for growth programs</li> <li>Supports overall enrollment and completion efficiency</li> </ul>	<ul style="list-style-type: none"> <li>Process Alignment</li> <li>Academic Excellence</li> <li>Optimization</li> </ul>

# FY25 Keep–Stop–Start (KSS) Initiative Progress (cont)

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Initiative Area	Key Accomplishments	Status	Evidence of Impact	Strategic Plan Alignment
<b>Stop #2: Discretionary spending on swag and COHS events</b>	<ul style="list-style-type: none"> <li>Reduced discretionary spending on external events and promotional items</li> <li>Reallocated funds toward high-impact academic and student success initiatives</li> <li>Implemented more targeted, ROI-driven event and engagement strategy</li> </ul>	Initial Completion / In Progress	<ul style="list-style-type: none"> <li>Increased investment in initiatives tied to enrollment, retention, and completion</li> <li>Improved budget efficiency and alignment with strategic priorities</li> <li>Shifted resources from low-impact activities to high-value student outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Process Alignment</li> <li>Quality Events</li> <li>Optimization</li> </ul>
<b>Stop #3: Stop duplicates of some lab equipment and software packages across departments</b>	<ul style="list-style-type: none"> <li>Conducted college-wide audit of lab equipment and software</li> <li>Identified and reduced duplication across departments</li> <li>Standardized platforms (EXXAT implemented; ATrack retired)</li> <li>Leveraged shared resources (COM anatomy labs supporting MPAS and DPT)</li> </ul>	Initial Completion / In Progress	<ul style="list-style-type: none"> <li>Reduced redundant technology and equipment costs</li> <li>Improved operational efficiency and procurement planning</li> <li>Enhanced cross-program collaboration and resource utilization</li> </ul>	<ul style="list-style-type: none"> <li>Academic Excellence</li> <li>Process Alignment</li> <li>Optimization</li> </ul>
<b>Start #1: Expansion of programming in Health Professions – development of DPT and MPAS programs</b>	<ul style="list-style-type: none"> <li>Hired program leadership, faculty, and staff for MPAS and DPT</li> <li>Advanced curricula through approval processes (MPAS w/ ARC-PA, DPT w/ THECB)</li> <li>Established foundation for multiple new health profession programs (MPAS, DPT, MSAT, MSDI)</li> <li>Prepared Health Professions Building (HPB) for program launch</li> </ul>	In Progress	<ul style="list-style-type: none"> <li>Expands SHSU’s capacity to produce healthcare professionals in high-demand fields</li> <li>Strengthens the Health Science Complex as a regional workforce hub</li> <li>Positions programs for cohort launches beginning Summer/Fall 2026–2027</li> </ul>	<ul style="list-style-type: none"> <li>Student Success and Access</li> <li>Academic Agility</li> <li>Academic Excellence</li> <li>SHSU Brand</li> <li>Expand and Elevate Service to the State</li> </ul>

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## FY26 Funded Initiative Outcomes (COM funding support)

Initiative	Original Allocation Overview	Implementation Status	Measurable Outcomes / Early Indicators	Next Steps	Strategic Alignment
<b>Two faculty hires, one staff hire, stipends for Chair/Medical Director, and O&amp;M/travel support for the developing Master of Physician Assistant Studies (MPAS) program</b>	New initiative COM funding to complete hiring of the two additional Clinical Assistant/Associate Professors, an additional support staff member, and basic O&M and travel budgets to support the program build and to meet ARC-PA requirements.	In Progress	<ul style="list-style-type: none"> <li>950+ applications received, 299 verified, demonstrating strong market demand</li> <li>Clinical placement capacity exceeds minimum requirements, ensuring full cohort readiness</li> <li>Program positioned to launch with full initial cohort (Fall 2026)</li> <li>Establishes new physician assistant workforce pipeline for Texas</li> </ul>	<ul style="list-style-type: none"> <li>Secure ARC-PA provisional accreditation (April 2026)</li> <li>Finalize admissions and cohort enrollment</li> <li>Launch inaugural cohort (Fall 2026)</li> </ul>	<ul style="list-style-type: none"> <li>Student Success and Access</li> <li>Workforce Need</li> <li>Service to the State and Beyond</li> </ul>
<b>Three faculty hires, one chair stipend, one staff position, and O&amp;M/travel support for the developing Doctor of Physical Therapy (DPT) program</b>	New initiative COM funding to complete hiring of the two additional Clinical Assistant/Associate Professors, a tenure-track Assistant professor, an Assistant to the Chair, and basic O&M and travel budgets to support the program build and to meet CAPTE requirements.	In progress	<ul style="list-style-type: none"> <li>2 of 3 faculty hires completed; program staffing nearing full capacity</li> <li>Curriculum approved by TSUS BOR; advancing through THECB review</li> <li>Program positioned to establish a new doctoral-level physical therapy pipeline</li> <li>Targeting inaugural cohort launch (Fall 2027)</li> </ul>	<ul style="list-style-type: none"> <li>Complete THECB and SACSCOC approvals</li> <li>Submit CAPTE candidacy (Nov 2026)</li> <li>Finalize clinical placement network</li> </ul>	<ul style="list-style-type: none"> <li>Student Success and Access</li> <li>Workforce Need</li> <li>Service to the State and Beyond</li> </ul>
<b>School of Nursing Program Expansion – 4 Nursing Faculty and 5 Staff Members – to support eventual 70% expansion</b>	New initiative COM funding to hire additional faculty and staff to accommodate increase in cohort size from 85 to 144 (70% growth).	Partially Completed / In-Progress	<ul style="list-style-type: none"> <li>Faculty and staff hiring supports planned 70% program expansion (425 to 720 at full capacity)</li> <li>Increases capacity to educate and graduate additional nursing students</li> <li>Strengthens pipeline to address regional and statewide nursing shortages</li> </ul>	<ul style="list-style-type: none"> <li>Complete faculty and staff hiring and onboarding</li> <li>Expand clinical placement capacity</li> <li>Scale enrollment to meet 70% growth target</li> </ul>	<ul style="list-style-type: none"> <li>Student Success and Access</li> <li>Workforce Needs</li> <li>Enrollment</li> <li>Student Excellence</li> </ul>

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## FY26 Funded Initiative Outcomes (COM funding support) (cont)

Initiative	Original Allocation Overview	Implementation Status	Measurable Outcomes / Early Indicators	Next Steps	Strategic Alignment
<b>Pool faculty budget increase for health-related programs</b>	New initiative COM funding was used to help address pool faculty costs for health-related programs.	Completed	<ul style="list-style-type: none"> <li>• Reduced reliance on ad hoc funding requests from Academic Affairs</li> <li>• Improved financial predictability for health programs</li> <li>• Stabilized instructional delivery across high-demand programs</li> </ul>	<ul style="list-style-type: none"> <li>• Sustain funding model to support enrollment growth and program expansion</li> <li>• Monitor impact on course availability and instructional capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Student Success and Access</li> <li>• Process Alignment</li> <li>• Workforce Needs</li> <li>• Educational Opportunities</li> </ul>



# FY26 Keep–Stop–Start (KSS) Initiative Progress

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Initiative Area	Key Accomplishments	Status	Evidence of Impact	Strategic Plan Alignment
<b>Keep #1: COHS Week as a retention strategy</b>	<ul style="list-style-type: none"> <li>Hosted COHS Week events in Spring and Fall 2025</li> <li>Engaged all academic departments, Dean’s Office, and SHSU Food Pantry</li> <li>Focused on building student connection, engagement, and support networks</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Increased student engagement with faculty, staff, and support services (over 350 discrete attendees during Fall 2025 event)</li> <li>Growth in student participation and program inquiries following events</li> <li>Establishing baseline data to measure impact on retention rates</li> </ul>	<ul style="list-style-type: none"> <li>Student Retention</li> <li>Empowered Students</li> <li>Academic Support and Excellence</li> <li>Career Readiness</li> </ul>
<b>Keep #2: Expand funding for ACE course support</b>	<ul style="list-style-type: none"> <li>Expanded ACE course offerings and applied project support</li> <li>Positioned COHS as a leading college in ACE participation</li> </ul>	Ongoing/Expanding	<ul style="list-style-type: none"> <li>115 ACE course sections delivered by 60 faculty (Spring 2025)</li> <li>Impacted 1,800+ students through applied learning experiences</li> <li>Strengthens experiential learning, career readiness, and community engagement</li> </ul>	<ul style="list-style-type: none"> <li>Student Success and Access</li> <li>Relationship Enhancement and Elevated Reputation</li> <li>Community Engagement</li> <li>Educational Opportunities</li> <li>SHSU Brand</li> </ul>
<b>Stop #1: Affiliation Agreement decentralization</b>	<ul style="list-style-type: none"> <li>Centralized management of affiliation agreements and MOUs</li> <li>Reclassified staff role to streamline oversight and coordination</li> </ul>	Completed	<ul style="list-style-type: none"> <li>Reduced approval timelines for agreements (if you have data—add it)</li> <li>Improved responsiveness to clinical partners</li> <li>Increased efficiency in securing clinical placements</li> <li>Positive feedback from clinical coordinators and external partners</li> </ul>	<ul style="list-style-type: none"> <li>Process Alignment</li> <li>Academic Excellence</li> <li>Optimization</li> </ul>

# FY26 Keep–Stop–Start (KSS) Initiative Progress (cont)

## College of Health Sciences

Initiative Area	Key Accomplishments	Status	Evidence of Impact	Strategic Plan Alignment
<b>Start #1: Creation of an Assistant Dean of Interprofessional Education (IPE)</b>	<ul style="list-style-type: none"> <li>Appointed Assistant Dean of Interprofessional Education (IPE)</li> <li>Launched cross-college IPE programming and partnerships</li> </ul>	Completed	<ul style="list-style-type: none"> <li>Expanded student participation in interprofessional learning experiences</li> <li>Strengthened collaboration across health disciplines</li> <li>Enhances student readiness for team-based healthcare environments</li> </ul>	<ul style="list-style-type: none"> <li>Empowered Students</li> <li>Academic Excellence</li> <li>Excellence and Belonging</li> <li>Relationship Enhancement</li> <li>Career Readiness</li> </ul>
<b>Start #2: Development of a (1) HOSA Advisory Board and a (2) School Counselor Advisory Board</b>	<ul style="list-style-type: none"> <li>Established foundation for HOSA and School Counselor Advisory Boards</li> <li>Expanded engagement through the Texas HOSA conference and recruitment outreach</li> <li>Strengthened collaboration with Admissions to align recruitment strategy</li> </ul>	In Progress	<ul style="list-style-type: none"> <li>Builds an early recruitment pipeline into COHS programs</li> <li>Increases visibility among high school students and counselors</li> <li>Positions COHS for sustained enrollment growth</li> </ul>	<ul style="list-style-type: none"> <li>Enrollment</li> <li>Empowered Students</li> <li>Academic Excellence</li> <li>Increase Partnerships</li> <li>Relationship Enhancement</li> <li>Educational Opportunities</li> </ul>
<b>Start #3: Create a career counseling / engagement strategy for pre-Health Professions students</b>	<ul style="list-style-type: none"> <li>Implemented targeted engagement strategy for pre-health students</li> <li>Reclassified staff role to focus on retention and student communication</li> <li>Partnered with SAM Center and academic units to support alternative pathways</li> </ul>	In Progress	<ul style="list-style-type: none"> <li>Improved communication and support for students not admitted to competitive programs</li> <li>Strengthens retention by redirecting students into viable academic pathways</li> <li>Early indicators show improved student engagement and persistence</li> </ul>	<ul style="list-style-type: none"> <li>Student Success and Access</li> <li>Academic Agility</li> <li>Academic Excellence</li> <li>Student Retention and Completion</li> </ul>

# Part 2 – Strategic Resource Alignment

# FY27 Operational Enhancements

## College of Health Sciences

Priority	Proposal	What the Investment Enables	Why Needed Now	Expected Outcomes / Institutional Impact	Strategic Alignment
1	<p><b>MPAS Investment</b></p> <p>Faculty, staff, O&amp;M, and HEF funds to support the Master of Physician Studies (MPAS) program</p>	<ul style="list-style-type: none"> <li>Meets ARC-PA accreditation requirements</li> <li>Enables Fall 2026 program launch</li> <li>Establishes a new Physician Assistant workforce pipeline</li> </ul>	<ul style="list-style-type: none"> <li>Required to secure accreditation and avoid launch delay</li> <li>Addresses immediate physician assistant shortages in Texas</li> </ul>	<ul style="list-style-type: none"> <li>Launches MPAS program with inaugural cohort in Fall 2026</li> <li>Expands SHSU's healthcare education portfolio</li> <li>Produces graduates to meet regional and statewide provider shortages</li> </ul>	<ul style="list-style-type: none"> <li>Enrollment &amp; Completion</li> <li>Academic Excellence</li> <li>Educational Opportunities</li> <li>SHSU Brand</li> <li>Career Readiness</li> </ul>
2	<p><b>SON Expansion</b></p> <p>Faculty, staff, O&amp;M, and HEF funds to support the School of Nursing (SON) expansion</p>	<ul style="list-style-type: none"> <li>Supports 70% increase in nursing student capacity</li> <li>Enables expansion of faculty, staff, and clinical instruction</li> <li>Scales program delivery to meet workforce demand</li> </ul>	<ul style="list-style-type: none"> <li>Responds to critical statewide nursing shortage (~50,000 deficit)</li> <li>Supports immediate expansion tied to The Woodlands Center growth</li> </ul>	<ul style="list-style-type: none"> <li>Increases nursing enrollment capacity by 70% by Spring 2028 (144 per cohort)</li> <li>Accelerates production of licensed nurses into the Texas workforce</li> <li>Positions SHSU as a key contributor to addressing statewide nursing shortages</li> </ul>	<ul style="list-style-type: none"> <li>Enrollment &amp; Completion</li> <li>Gap Elimination</li> <li>Academic Excellence</li> <li>Educational Opportunities</li> <li>Elevated Reputation</li> <li>Community Engagement</li> <li>SHSU Brand</li> <li>Career Readiness</li> </ul>
3	<p><b>DPT Investment</b></p> <p>Faculty, staff, O&amp;M, and HEF funds to support Doctor of Physical Therapy (DPT) program</p>	<ul style="list-style-type: none"> <li>Meets CAPTE accreditation requirements</li> <li>Enables Fall 2027 program launch</li> <li>Establishes a doctoral-level physical therapy pipeline</li> </ul>	<ul style="list-style-type: none"> <li>Required to secure accreditation and maintain launch timeline</li> <li>Addresses growing demand for physical therapy professionals statewide</li> </ul>	<ul style="list-style-type: none"> <li>Launches DPT program with inaugural cohort in Fall 2027</li> <li>Expands access to physical therapy education in Texas</li> <li>Supports workforce needs across rural, suburban, and urban communities</li> </ul>	<ul style="list-style-type: none"> <li>Enrollment &amp; Completion</li> <li>Academic Excellence</li> <li>Educational Opportunities</li> <li>SHSU Brand</li> <li>Career Readiness</li> </ul>

# Part 3 – Institutional Listening

# Part 3. Institutional Listening

## College of Health Sciences

Category	Summary
<i>Ideas Submitted</i>	Two ideas, both of which were interdisciplinary
<i>Key Themes</i>	<ol style="list-style-type: none"><li>1. Support an Employee Gym (several interdisciplinary partners; resource-dependent)</li><li>2. Microcredentialing Opportunities (Academic Affairs as a partner; LT infrastructure planning)</li></ol>
<i>Actions Taken in Response</i>	These ideas were placed in the “Parking Lot” for further evaluation.
<i>Future Investment Considerations (of the two Parking Lot initiatives)</i>	Both initiatives would require significant resource investments/commitments to bring them to fruition.

### Other Feedback Mechanisms

1. **Systematic Feedback Collection:** Continuously gather data from key stakeholders and ensure that academic programs remain aligned with evolving healthcare industry standards and student needs.
2. **Innovation Through Interdisciplinary Collaboration:** Encourage cross-departmental research initiatives, simulation-based learning partnerships, and interprofessional education opportunities.
3. **Data-Driven Program Assessment:** COHS advances continuous improvement through regular curriculum reviews and program outcome assessments tied to accreditation standards, and using performance metrics to identify gaps and implement targeted enhancements.
4. **Faculty and Student Empowerment:** The college supports continuous improvement by investing in faculty professional development, funding student research and scholarship opportunities, and maintaining open communication channels.