



## Strategic Plan FINAL: April 2025 - 2028

<p><b>Vision</b></p>	<p>To embody and exemplify each of the attributes we seek to instill in our students and to graduate Doctors of Physical Therapy who will serve diverse populations as autonomous primary care practitioners, leaders in the profession, and facilitators of learning through preservation, discovery, synthesis, and dissemination of knowledge.</p>
<p><b>Mission</b></p>	<p>To provide contemporary physical therapy education; to empower graduates and educators to exemplify excellence in clinical practice, scholarship, mentorship, leadership, and professionalism; and to engage all stakeholders in employing evidence-informed physical therapy that reflects and expands best practice.</p>
<p><b>Values</b></p>	<p><b>Integrity</b> – Our actions show that we understand honesty is the foundation of trust. We build unity among each other and our external partners by being living examples of our values in action. The measure of our value is in our personal and professional integrity.</p> <ul style="list-style-type: none"> <li>• <b>Duty</b> – We understand and are committed, both personally and professionally, to upholding the highest ethical standards. We choose to respond knowing we have an obligation to ourselves, each other, our patients, and partners to consistently act with honesty and respect. We accept that we are accountable for our choices.</li> <li>• <b>Synergy</b> – We behave in ways that inspire trust in each other and our partners. We work together as a cohesive team. We support each other to find and practice efficient and effective ways to work together.</li> <li>• <b>Connectivity</b> – We recognize that we are strongest when we are linked with others. We encourage and include students, faculty, family, patients, and our broader community in our work. We treat all people with respect. We seek to deepen our understanding by exploring diverse perspectives. We share what we are learning with others.</li> </ul>



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Strategic Themes Priority Yr.	Strategic Objectives SMART GOALS	Measurement(s)	Priority Champion (Individual or Team)
<b>Teaching / Learning / Curriculum</b>			
	1. A diverse panel of stakeholders will create (1y) a systematic process to review and evaluate the broader curriculum as well as specific courses related to student satisfaction, CAPTE standards, and NPTE content areas, making recommendations for improvement to the Program Chair and associated faculty.	Course evaluations / graduate surveys/ student advisory meetings / assessment grades – pre-curve	Curriculum Committee, Individual Faculty Program Director
	2. Following re-examination of neuro and ortho content blocks, provide recommendations to improve balance and continuity throughout 9 semesters of curriculum.	Course evaluations / 1-year graduate outcomes/ 5-year graduation outcomes / exit interviews / clinical feedback NPTE results	Core Faculty Curriculum Committee Graduate Student Leadership
	3. In collaboration with students, faculty will identify and develop (18m) professional and career transition educational content as well as a plan for implementation (36m). ¥	Creation of the plan, and evaluation of feedback survey	Student Leadership Professional Practice Coordinator
	4. On an annual basis, evaluate efficacy of teaching strategies and course delivery methods used by various faculty to facilitate learning and effective curriculum delivery.	Evaluate statistical data for delivery of curriculum and teaching methods.	Program Director and Core Faculty
<b>Student / Faculty Experiences</b>			
	1. Develop (18m) and implement (36m) a holistic retention process to maximize successful completion of PT education for all students (admission to graduation). ¥	Develop and implement the system; measure the retention rate of first-year students.	APSC, Individual Student Advisors / Faculty and Appropriate Individual Students
	2. Establish (12m) and implement (24m) a formal, structured faculty mentorship program that includes roles and	Develop and enhance the plan; Review other program best practices; successful	Program Director Senior Faculty New Faculty



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	responsibilities of the Chair, new faculty, and designated senior faculty mentors.	implementation of the plan New faculty feedback	
	3. Plan and schedule up to 5 annual non-academic student and faculty (clinical & academic) engagement events/activities to facilitate professional formation and foster meaningful connections and belongingness.	# of events, student/faculty participation rate, event feedback	Student Leadership Selected Core Faculty
<b>Service, Community / Alumni Engagement</b>			
	1. Within 2 years, create a usable and sustainable heat map of all alumni.	Creation of the heat map Ongoing, annual updates to the map	Alumni Committee PT Administrative Team
	2. Identify (12m) an alumni network that connects and mentors DPT 3 students and entry-level MUSOPT graduates and have the network (MUSOPT/Alumni Affinity Group) implemented within 24 m. ¥	Development of the program, implementation of the program, evaluation of the program	Alumni Committee PT Administrative Team New Affinity Group
	3. MUSOPT will commit to annually partnering with and supporting key community service causes/events that support the mission/vision of the profession and program.	Development of the plan, implementation of the plan measuring participation	Service-Learning Committee
	4. Organize and communicate alumni/student events (e.g., softball & tailgates) at least 2-3 months in advance to allow for enhanced participation by all stakeholders.	Evaluate the improvement by talking with alumni & students.	Alumni Chair & Selected Student Leadership
	5. Outline the marketing, branding, and outreach strategies (12m) being implemented to expand engagement with high schools, colleges, and the broader community, ultimately driving increased student enrollment.	Development of the plan, implementation of the initiatives measure results.	Program Director Faculty Selected Third Parties Student Ambassadors



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<b>Research / Testing / Knowledge / Collaboration</b>			
	1. Over the next three years foster research collaborations with clinical partners, and other universities departments/schools to include at least 25% of capstone projects. ¥	Measuring projects and the percentage of clinical practice PTs involvement. Review clinical practice sites survey data.	Chair Research Committee, Capstone Coordinator and Selected Core Faculty
	2. Over the next three years, the SOPT faculty will collectively submit on average one grant per year to support the program's research efforts and will conduct a minimum of one grant education workshop annually for PT students to enhance their understanding of grant writing and funding opportunities.	Measure grants pursued, awarded, and maintained. Documented completion of the grant education workshop. Review results of the grant and the workshop.	Selected Core Faculty and Program Grant Coordinator PT Administration Team
	3. Over the next three years, at least 40% of capstone projects will be presented annually at a national conference to reinforce the importance of research dissemination and improve the overall quality of projects.	Measure the percentage of Capstone projects presented at national and/or regional conferences. Review the quality of Capstone projects for educational awareness.	Selected Core Research Faculty
	4. Over the next three years, in partnership with the COHP PhD degree program, develop and implement a graduate course on research design, instrumentation, and methods.	Completed design and the implementation of the class into the curriculum.	Curriculum Committee, Individual Faculty Program Director
<b>Innovation in PT / Healthcare</b>			
	1. Within one year, in collaboration with MU IT services or third-party companies, develop and implement a PT School-wide digital calendar to streamline program communications, centralize event scheduling, and organize classroom schedules.	Completion of the digital tool outline including desired features and needs, and creation of the future implementation timeline.	Selected Student Leadership Core Faculty Program Director



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	2. The PT program will coordinate and host up to two healthcare technology education sessions per year for faculty applicable to a wide range of interdisciplinary health professions programs.	Successful completion of the education sessions. Review session feedback.	Selected Core Faculty Selected Student Leadership Program Director
	3. Explore, incorporate, and implement innovative technologies to enhance teaching and learning, such as virtual reality, simulations, AI, etc. into the PT curriculum over the next 3 years. ¥	The development of a plan to implement technology and tools into the curriculum	Curriculum Committee Selected Student Leadership Selected Outside Technology Companies.
	4. Over the next three years, organize and deliver one technology-based education lecture annually, featuring industry experts in the PT and healthcare fields, to enhance students' understanding of emerging technologies in practice.	Develop and complete the education lecture sessions.	Curriculum Committee Selected Student Leadership Selected Outside Technology Companies.

¥ Key objectives that are part of the Marshall University School of Physical Therapy Plan-on-a-Page



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## Task / Step List and Execution Prioritization Worksheet:

For the table below, when a goal has more than one target date, the first target date shows until accomplished. This table restates the themes and goals above and is set up to allow sorting by Target Completion Date and/or by primary responsibility. **The table is presented as above. By entering priority numbers, target completion dates, and selecting one entity to be primarily responsible, the table can be sorted by applicable column headings by selecting the table and clicking sort.**

Strategic Theme	#	Goals	Target Completion	Responsibility	Steps / Actions
Teaching / Learning / Curriculum		A diverse panel of stakeholders will create a systematic process to review and evaluate the broader curriculum as well as specific courses related to student satisfaction, CAPTE standards, and NPTE content areas, making recommendations for improvement to the Program Chair and associated faculty.	04/30/2026	Curriculum Committee, Individual Faculty Program Director	<ol style="list-style-type: none"> <li>1. Click or tap here to enter text.</li> <li>2. Click or tap here to enter text.</li> <li>3. Click or tap here to enter text.</li> </ol>
Teaching / Learning / Curriculum		Following re-examination of neuro and ortho content blocks (1y), provide recommendations to improve balance and continuity throughout 9 semesters of curriculum.	04/30/2026	Core Faculty Curriculum Committee Graduate Student Leadership	<ol style="list-style-type: none"> <li>1. Click or tap here to enter text.</li> <li>2. Click or tap here to enter text.</li> <li>3. Click or tap here to enter text.</li> </ol>
Teaching / Learning / Curriculum		In collaboration with students, faculty will identify and develop (18m) professional and career transition educational content as well as a plan for implementation (36m). ¥	09/30/2026	Student Leadership Professional Practice Coordinator	<ol style="list-style-type: none"> <li>1. Click or tap here to enter text.</li> <li>2. Click or tap here to enter text.</li> <li>3. Click or tap here to enter text.</li> </ol>
Teaching / Learning / Curriculum		On an annual basis, evaluate efficacy of teaching strategies and course delivery methods used by various faculty to facilitate learning and effective curriculum delivery.	04/30/2026	Program Director and Core Faculty	<ol style="list-style-type: none"> <li>1. Click or tap here to enter text.</li> <li>2. Click or tap here to enter text.</li> </ol>
Student / Faculty Experiences		Develop (18m) and implement (36m) a holistic retention process to maximize successful completion of PT education for all students (admission to graduation). ¥	09/30/2026	APSC, Individual Student Advisors / Faculty and Appropriate Individual Students	<ol style="list-style-type: none"> <li>1. Click or tap here to enter text.</li> <li>2. Click or tap here to enter text.</li> <li>3. Click or tap here to enter text.</li> </ol>



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Strategic Theme	#	Goals	Target Completion	Responsibility	Steps / Actions
Student / Faculty Experiences		Establish (12m) and implement (24m) a formal, structured faculty mentorship program that includes roles and responsibilities of the Chair, new faculty, and designated senior faculty mentors.	04/30/2026	Program Director Senior Faculty New Faculty	<ol style="list-style-type: none"> <li>Click or tap here to enter text.</li> <li>Click or tap here to enter text.</li> <li>Click or tap here to enter text.</li> </ol>
Student / Faculty Experiences		Plan and schedule up to 5 annual non-academic student and faculty (clinical & academic) engagement events/activities to facilitate professional formation and foster meaningful connections and belongingness.	12/31/2025	Student Leadership Selected Core Faculty	<ol style="list-style-type: none"> <li>Click or tap here to enter text.</li> <li>Click or tap here to enter text.</li> <li>Click or tap here to enter text.</li> </ol>
Service, Community / Alumni Engagement		Within 2 years, create a usable and sustainable heat map of all alumni.	04/30/2027	Alumni Committee PT Administrative Team	<ol style="list-style-type: none"> <li>Click or tap here to enter text.</li> <li>Click or tap here to enter text.</li> <li>Click or tap here to enter text.</li> </ol>
Service, Community / Alumni Engagement		Identify (12m) an alumni network that connects and mentors DPT 3 students and entry-level MUSOPT graduates and have the network (MUSOPT/Alumni Affinity Group) implemented within 24 m. ¥	04/30/2026	Alumni Committee PT Administrative Team New Affinity Group	<ol style="list-style-type: none"> <li>Click or tap here to enter text.</li> <li>Click or tap here to enter text.</li> <li>Click or tap here to enter text.</li> </ol>
Service, Community / Alumni Engagement		MUSOPT will commit to annually partnering with and supporting key community service causes/events that support the mission/vision of the profession and program.	12/31/2025	Service-Learning Committee	<ol style="list-style-type: none"> <li>Click or tap here to enter text.</li> <li>Click or tap here to enter text.</li> <li>Click or tap here to enter text.</li> </ol>
Service, Community / Alumni Engagement		Organize and communicate alumni/student events (e.g., softball & tailgates) at least 2-3 months in advance to allow for enhanced participation by all stakeholders.	12/31/2025	Alumni Chair & Selected Student Leadership	<ol style="list-style-type: none"> <li>Click or tap here to enter text.</li> <li>Click or tap here to enter text.</li> </ol>



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Strategic Theme	#	Goals	Target Completion	Responsibility	Steps / Actions
Service, Community / Alumni Engagement		Outline the marketing, branding, and outreach strategies (12m) being implemented to expand engagement with high schools, colleges, and the broader community, ultimately driving increased student enrollment.	04/30/2026	Program Director Faculty Selected Third Parties Student Ambassadors	<ol style="list-style-type: none"> <li>1. Click or tap here to enter text.</li> <li>2. Click or tap here to enter text.</li> <li>3. Click or tap here to enter text.</li> </ol>
Research / Testing / Knowledge / Collaboration		Over the next three years foster research collaborations with clinical partners, and other universities departments/schools to include at least 25% of capstone projects. ¥	04/30/2028	Chair Research Committee, Capstone Coordinator and Selected Core Faculty	<ol style="list-style-type: none"> <li>1. Click or tap here to enter text.</li> <li>2. Click or tap here to enter text.</li> <li>3. Click or tap here to enter text.</li> </ol>
Research / Testing / Knowledge / Collaboration		Over the next three years, the SOPT faculty will collectively secure on average one grant per year to support the program’s research efforts and will conduct a minimum of one grant education workshop annually for PT students to enhance their understanding of grant writing and funding opportunities.	04/30/2028	Chair Research Committee, Capstone Coordinator and Selected Core Faculty	<ol style="list-style-type: none"> <li>1. Click or tap here to enter text.</li> <li>2. Click or tap here to enter text.</li> <li>3. Click or tap here to enter text.</li> </ol>
Research / Testing / Knowledge / Collaboration		Over the next three years, at least 20% of capstone projects will be presented annually at a national conference to reinforce the importance of research dissemination and improve the overall quality of projects.	04/30/2028	Chair Research Committee, Capstone Coordinator and Selected Core Faculty	<ol style="list-style-type: none"> <li>1. Click or tap here to enter text.</li> <li>2. Click or tap here to enter text.</li> <li>3. Click or tap here to enter text.</li> </ol>
Research / Testing / Knowledge / Collaboration		Over the next three years, in partnership with the COHP PhD degree program, develop and implement a graduate course on research design, instrumentation, and methods.	04/30/2028	Curriculum Committee, Individual Faculty Program Director	<ol style="list-style-type: none"> <li>1. Click or tap here to enter text.</li> <li>2. Click or tap here to enter text.</li> <li>3. Click or tap here to enter text.</li> </ol>





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Strategic Theme	#	Goals	Target Completion	Responsibility	Steps / Actions
Innovation in PT / Healthcare		Within one year, in collaboration with MU IT services or third-party companies, develop and implement a PT School-wide digital calendar to streamline program communications, centralize event scheduling, and organize classroom schedules.	04/30/2026	Selected Student Leadership Core Faculty Program Director	<ol style="list-style-type: none"> <li>Click or tap here to enter text.</li> <li>Click or tap here to enter text.</li> </ol>
Innovation in PT / Healthcare		The PT program will coordinate and host up to two healthcare technology education sessions per year for faculty applicable to a wide range of interdisciplinary health professions programs.	12/31/2025	Selected Core Faculty Selected Student Leadership Program Director	<ol style="list-style-type: none"> <li>Click or tap here to enter text.</li> <li>Click or tap here to enter text.</li> <li>Click or tap here to enter text.</li> </ol>
Innovation in P Innovation in PT / Healthcare		Explore, incorporate, and implement innovative technologies to enhance teaching and learning, such as virtual reality, simulations, AI, etc. into the PT curriculum over the next 3 years. ¥	04/30/2028	Curriculum Committee Selected Student Leadership Selected Outside Technology Companies	<ol style="list-style-type: none"> <li>Click or tap here to enter text.</li> <li>Click or tap here to enter text.</li> <li>Click or tap here to enter text.</li> </ol>
Innovation in P Innovation in PT / Healthcare		Over the next three years, organize and deliver one technology-based education lecture annually, featuring industry experts in the PT and healthcare fields, to enhance students' understanding of emerging technologies in practice.	04/30/2028	Curriculum Committee Selected Student Leadership Selected Outside Technology Companies	<ol style="list-style-type: none"> <li>Click or tap here to enter text.</li> <li>Click or tap here to enter text.</li> <li>Click or tap here to enter text.</li> </ol>