George Mason University’s overarching goal is to be the best university for the world, and one of the ways it aims to achieve this is by recognizing excellence in teaching and scholarship in the context of providing services to our many constituencies. By design, Mason is an inclusive university earning stature as both the largest and most diverse public research institution in Virginia, one of the best U.S. universities, and among the top 300 universities in the world. The College of Health and Human Services delivers rigorous and innovative curricula focusing on all aspects of health across the lifespan for Mason students, while meeting our mission of conducting research of consequence and professional service.

Our strategic plan comprises 12 ambitious goals and specific actions for meeting them. These goals are operationalized by each of our five departments and the School of Nursing to ensure we offer state-of-the-art curricula using novel teaching methods to position our students for successful careers and to remain lifelong learners. Among our many values is the commitment to diversity and civility as we prepare future generations of health practitioners and researchers.

Dean’s Introduction

The College of Health and Human Services (CHHS) is the “health college” at George Mason University, and it plays a key role in promoting the health and well-being of the many populations we serve. We do so by offering rigorous and innovative academic programs and experiential learning opportunities for our students who are pursuing careers in global and community health, health administration and policy, nursing, nutrition and food studies, rehabilitation science, and social work. In addition, the college is working to build public health. Our alumni comprise a notable percentage of the health care workforce in Virginia; the Washington, D.C. metropolitan area; and beyond. The breadth of our academic programs allows students to understand the many factors that impact health, including social factors, while helping them perfect their skills in practicing their disciplines. We prepare our students to be leaders and early information adopters. Our faculty and students design and implement innovative research that has consequence for ensuring the health of our populations and helping function return in the context of disease, disability, or injury. Our success is made possible with the help of our many community partners who continue to support our mission for excellence in academics, research, and practice.

To achieve our mission, these goals were developed during college retreats with the participation of faculty and staff and the ongoing efforts of the Strategic Planning Working Group. The 2018 update to our 2014-2024 strategic plan reflects the input and thinking of many, and it is considered a living document to help guide the college’s future path. We will continue to reflect upon our strategic direction and to make necessary adjustments along the way to ensure we meet the mission of both the college and the university. In so doing, the college welcomes opportunities to deliver upon our mission and to positively impact the health of all.

Please share your comments with us. We welcome visitors to experience all the Peterson Family Health Sciences Hall has to offer.

Sincerely,

Germaine M. Louis, PhD, MS
Dean and Professor
College of Health and Human Services
George Mason University
UNIVERSITY GOAL
Deliver a transformative, signature Mason Learning Experience that is experiential, global, and technology-rich.

CHHS GOAL
Deliver integrative, collaborative student learning with a strong focus on improving the public’s health.

ACTIONS
- Deliver integrative and experiential curricula inclusive of the social determinants of health.
- Develop and redesign online courses within degree and certificate programs to ensure high standards of instructional design.
- Foster an interprofessional approach to classroom instruction by collaborating and integrating curricula that focuses on the public’s health.

Students collaborate to interpret and analyze quotes in their Introduction to Public Health class in Peterson Hall.
UNIVERSITY GOAL
Provide multiple pathways and delivery formats to serve the needs of different students.

CHHS GOAL
Create and strengthen learning pathways that are responsive to students’ career goals and diverse needs.

ACTIONS
▪ Provide a variety of scheduling options, to include learning models conducive for the nontraditional student.
▪ Develop and strengthen online and hybrid programs.
▪ Create and strengthen dual degree programs.
▪ Engage with employers to ensure that curricula are aligned with workforce needs.

Graduate and doctoral students of the College of Health and Human Services visit offices of members of Congress to discuss various health provider issues on Capitol Hill in Washington DC.
UNIVERSITY GOAL
Enable all graduates to pursue meaningful lives and successful careers.

CHHS GOAL
Develop and position students for successful and rewarding careers and lifelong learning.

ACTIONS
- Prepare students with career-ready skills and competencies.
- Develop dual, joint, and certificate degree programs that are responsive to changing markets, workforce needs, and career opportunities.
- Implement student-centric career advising and coaching (in-person, virtual) to position students for successful professional lives.
- Build career networks and partnerships for graduates entering the workforce and opportunities for continuing professional education.

Bachelor of Science in Nursing student practices administering intravenous medication.
UNIVERSITY GOAL
Help meet the demands of the commonwealth, the region, and the world for dynamic, creative, collaborative thinkers, doers, and problem-solvers.

CHHS GOAL
Prepare professionals to serve as leaders for improving the public’s health.

ACTIONS
▪ Monitor and respond to emerging trends across health disciplines.
▪ Meet health workforce demands through contemporary curricula.
▪ Create or adapt programs of study across disciplines, such as dual degree programs.
▪ Create an awareness program and targeted recruitment plan to reach potential undergraduate and graduate students.
▪ Strengthen relationships with employers to facilitate sponsoring employee education.
▪ Increase faculty positions to meet the needs of additional students.

100,000 Career-Ready Graduates

Spring 2018 College of Health and Human Services Degree Celebration.
UNIVERSITY GOAL
Contribute to the economic and civic vitality of the region by driving innovation and creating learning partnerships with private and public organizations.

CHHS GOAL
Lead initiatives and partner with public and private organizations to cultivate collaborative and innovative learning environments.

ACTIONS
▪ Create and enhance strong professional continuing education programs within and across units.
▪ Support the development of telehealth and other information technologies.
▪ Develop new revenue streams for areas of expertise.

President Ángel Cabrera and Dean Germain Louis present Vice Rector of the Board of Visitors Jon Peterson with a framed photo during the May 3, 2018 Peterson Family Health Sciences Hall Ribbon-Cutting Ceremony.
UNIVERSITY GOAL
Contribute to the cultural vitality of our community through regional partnerships and commitments to the arts, athletics, and community engagement.

CHHS GOAL
Steward community-driven health initiatives.

ACTIONS
- Strengthen and expand relationships with local, state, regional, national, and international entities and organizations.
- Market subject-matter expertise to enhance community partnerships.
- Collaborate with community stakeholders on innovative practice, research, and teaching endeavors that respond to community needs.

Mason and Partners Clinics Co-Directors Caroline (left) and Rebecca Sutter (right) with Potomac Health Foundation Executive Director Susie Lee (center).
UNIVERSITY GOAL
Become a model well-being university that supports and enhances well-being for all of its members.

CHHS GOAL
Demonstrate model and evidence-based practices that support and enhance the well-being of the CHHS community.

ACTIONS
- Integrate concepts of well-being into the curriculum and co-curricular activities.
- Deliver new health initiatives for Mason’s Human Resources Office and Center for the Advancement of Well-being.
- Evaluate the effectiveness of the college’s well-being initiatives.

The Department of Nutrition and Food Studies and Mason Women’s Basketball teamed up for a nutrition-focused cooking class in the nutrition kitchen.
UNIVERSITY GOAL
Create an inclusive and diverse academic community that reflects the diversity of the National Capital Region.

CHHS GOAL
Foster a diverse, accessible, and inclusive environment for faculty, staff, and students.

ACTIONS
▪ Cultivate a robust academic environment of civility, respect, and diversity throughout the college.
▪ Implement strategies to promote diversity, equity, accessibility, and inclusivity among faculty, staff, advisory boards, and students.
▪ Embody a culture of civility and respect throughout the college to stimulate diversity and varied perspectives.
▪ Integrate cultural competency education across degree programs in the college.
UNIVERSITY GOAL
Provide an environment and resources to support and encourage academic innovation and excellence.

CHHS GOAL
Provide an environment and culture that facilitates faculty teaching excellence and academic innovation.

ACTIONS
▪ Provide support, training, and opportunities for faculty to ensure teaching excellence.
▪ Provide training opportunities for staff to pursue growth in areas of academic support.
▪ Design and implement recruitment and retention strategies for faculty.
▪ Align faculty goals and evaluation metrics.
▪ Develop and implement innovative academic programs and/or delivery systems.

Professor Farrokh Alemi teaches health informatics in the Department of Health Administration and Policy.
UNIVERSITY GOAL
Strengthen Mason’s research and scholarship portfolio to solidify the institution’s position as a public research university of the highest caliber.

CHHS GOAL
Expand the national and international impact of our research and scholarship.

ACTIONS
• Expand research support services in the Office of Research for high-impact research.
• Implement a college-level research advisory board or council to support research initiatives.
• Recruit established researchers with extramurally funded research portfolios.
• Strengthen mechanisms for hosting visiting scholars.
• Develop strategic communication and marketing initiatives to promote awareness of CHHS research, its significance, and its contributions.
• Develop a robust mechanism for internal peer review of grant proposals that facilitates faculty development of competitive research proposals.
• Expand research seminars to support an environment rich with research discussions and sharing.
UNIVERSITY GOAL
Enhance Mason research in domains of great academic, societal, and economic consequence.

CHHS GOAL
Focus our research on producing new knowledge and actionable findings that can positively impact the public’s health.

ACTIONS
- Increase college-wide contributions to the scientific literature addressing questions of consequence to the public’s health.
- Support research teams through college-level resources for the development of competitive funding proposals.
- Create a flexible structure of shared appointments to establish external relationships that advance our research mission.
- Build a bank of templates and supporting documentation that can be used in competitive proposal submissions.
- Increase funding for pilot projects.
UNIVERSITY GOAL
Expand opportunities for global learning by creating partnerships and programs to support student and faculty mobility and collaboration.

CHHS GOAL
Expand international partnerships, exchanges, and opportunities for meaningful engagement for students and faculty.

ACTIONS
▪ Create a college-wide working group that leverages existing international partnerships and opportunities for faculty and students, while developing new ones.

▪ Develop a dedicated section of the website for global experiences and research.

▪ Create written guidance and template materials for faculty and students applying for international funding for research and scholarship or exchange opportunities (e.g., Fulbright, Fogarty awards).

▪ Increase the number of students who participate in study-abroad opportunities.

Nursing PhD alumnus and student are pictured in Oman.
At a Glance

The College of Health and Human Services traces its origin to 1974 when it began as the Department of Nursing at George Mason University. It rapidly expanded to include other health disciplines. Currently, the college comprises six academic units—Global and Community Health, Health Administration and Policy, Nursing, Nutrition and Food Studies, Rehabilitation Science, and Social Work—and three research centers all working to improve the public’s health. Currently, the college offers 5 undergraduate degrees, 12 graduate degrees, and 11 certificate programs, with accreditation from 7 national representative entities.

The college accomplishes its mission in its new home—the Peterson Family Health Sciences Hall. With approximately $71 million in state and private funding, the 165,000-square-foot building opened in January 2018 and was formally dedicated on May 3, 2018. It is now home to state-of-the-art classrooms, offices, research laboratories, nursing simulation laboratories, and a nutrition kitchen. Shortly, the college will be opening its population health clinic in the accompanying space that will be dedicated to clinical practice, research, workforce training, and experiential learning opportunities for our students.

With an overarching mission of improving the public’s health, the college will be creating new academic degree programs in public health to serve our many communities and to prepare our students for careers that promote and deliver health for all. Our research will continue to focus on health and the prevention of disease and on designing interventions that promote health and well-being. Our goals are ambitious, but we are confident that with our talented faculty, staff, and students, we will achieve these objectives and more.
CHHS Leadership

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