

# College of Public Health

## Strategic Plan FYs 2015-2017

# Strategic Planning at The Ohio State University

## Supporting Faculty, Students, and the Structures that Foster their Success

Ohio State's future will be defined and driven by an unwavering commitment to our faculty, students and the structures—physical, administrative, curricular, and financial—that will foster their success. Such a commitment is founded in the overarching principles of the institution's vision, mission, values, and core goals.

### VISION

The Ohio State University is the model 21st-century public, land grant, research, urban, community engaged institution.

### MISSION

The University is dedicated to:

- Creating and discovering knowledge to improve the well-being of our state, regional, national and global communities;
- Educating students through a comprehensive array of distinguished academic programs;
- Preparing a diverse student body to be leaders and engaged citizens;
- Fostering a culture of engagement and service.

We understand that diversity and inclusion are essential components of our excellence.

### VALUES

Shared values are the commitments made by the University community in how we conduct our work. At The Ohio State University we value:

- Excellence
- Diversity in people and of ideas
- Inclusion
- Access and affordability
- Innovation
- Collaboration and multidisciplinary endeavor
- Integrity, transparency, and trust

### CORE GOALS

Four institution-wide goals are fundamental to the University's vision, mission and future success:

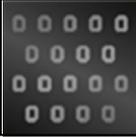
**Teaching and Learning:** to provide an unsurpassed, student-centered learning experience led by engaged world-class faculty and staff, and enhanced by a globally diverse student body.

**Research and Innovation:** to create distinctive and internationally recognized contributions to the advancement of fundamental knowledge and scholarship and toward solutions of the world's most pressing problems.

**Outreach and Engagement:** to advance a culture of engagement and collaboration involving the exchange of knowledge and resources in a context of reciprocity with the citizens and institutions of Ohio, the nation, and the world.

**Resource Stewardship:** to be an affordable public university, recognized for financial sustainability, unparalleled management of human and physical resources, and operational efficiency and effectiveness.





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## Letter from the Dean

August 22, 2014

Dear Friends of the College of Public Health,

The Ohio State University College of Public Health (CPH) presents to you our updated strategic plan for the near term (fiscal years 2015-2017). With this plan, under new College and University leadership, we begin our journey to find better ways to improve public health in Ohio and beyond. We recognize that our current success was built on decades of hard work and commitment by College faculty, staff and students. We will honor our past. We will show you where we are today and where we want to be in the future. Please read this plan as it was intended, as a transition plan for us to clearly define the challenges ahead and to work with our partners within Ohio State and across Ohio to make a real difference in public health and health services. Strategic planning is an iterative process that should remind us of the importance of our mission and how we must continually adapt and grow to become even more effective. We seek your input and support as we start this journey once again.



The Ohio State University is the land grant university for the state of Ohio. Our focus is first and foremost on the residents of Ohio. As a result, our strategic plan is to develop the capacity and the programs that will help solve the important public health problems in Ohio and around the world. Surprisingly, Ohio has some of the most challenging public health problems in the nation. For example, we rank 46<sup>th</sup> of 50 states in infant mortality. We also have high rates of smoking, obesity and cancer. And yet these major public health problems in Ohio, they pale in comparison to the burden of disease in low income countries. We need partners at Ohio State and in the community for all of us to improve public health in Ohio and beyond. How does a small college take on such big problems? Our answer is to catalyze all of Ohio State to do public health, as part of the “One University” commitment of Ohio State. As the saying goes, “it takes a village” to solve complex problems.

This strategic planning document focuses on five areas of strategic emphasis:

1. Interdisciplinary Capacity Building

2. Teaching and Learning
3. Research and Innovation
4. Outreach and Engagement
5. Resources

These five areas of strategic emphasis allow us to integrate divisions, academic courses and areas of research. Many of them are interlinked; they all impact our college as a whole and where we want to go.

Looking to the future, we hope to serve our local community, the citizens of Ohio and people around the world who are most vulnerable to disease and need our help most urgently. We will be there as partners in the community from Ohio to Malawi. Please join us in these efforts by being a public health advocate in your community; supporting our students and research through scholarships; and by keeping in touch through college events. As a team we can display our Buckeye pride by making a local and global impact on public health.

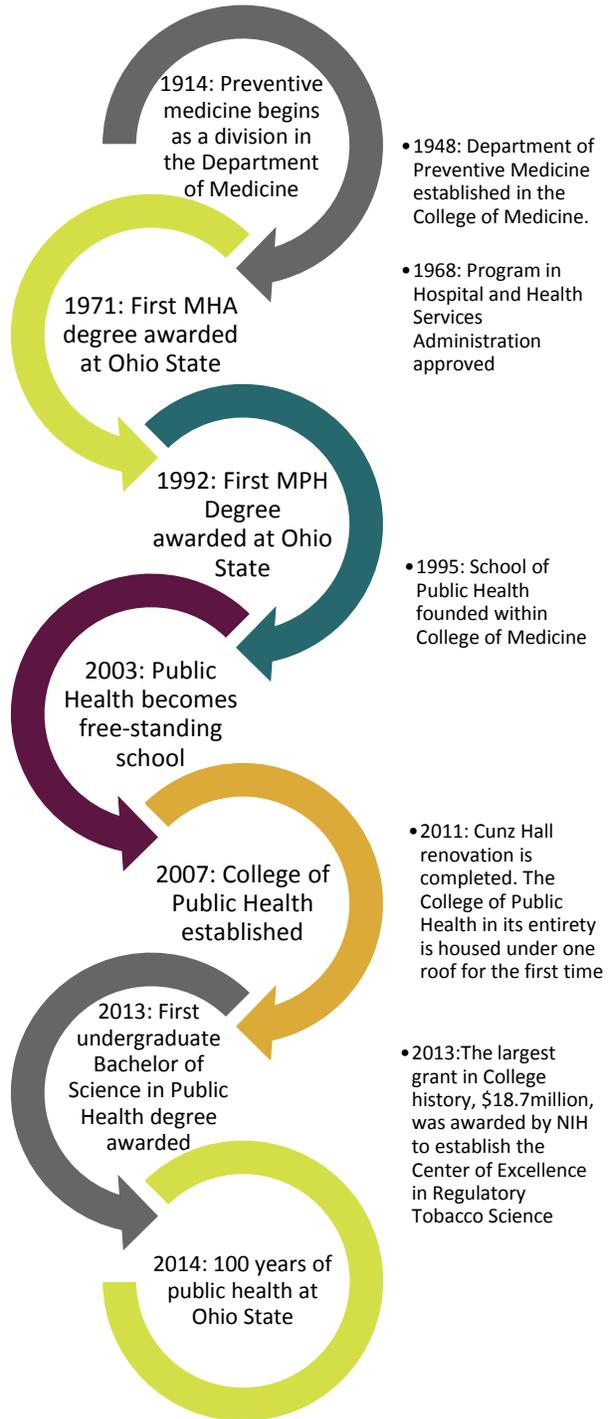
Sincerely,

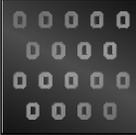


William J. Martin II, MD  
Professor & Dean  
College of Public Health

# From Where We Came

## 100 Years of Public Health Origins at Ohio State





## Where We Are

### **Mission**

To protect and improve the health of the people of Ohio, the nation and the world. Through interdisciplinary research, we seek to understand the forces that affect public health and the delivery of health services. We prepare the next generation of public health practitioners, health care managers and scholars. Collaborating with government agencies and other partners, we develop solutions to current and emerging public health problems.

### **Vision**

To be a leader in public health research and education with local impact and global significance.

### **Values**

**Equity:** We believe in the fundamental fairness of a healthy world. All people should have an environment that optimizes health, access to affordable and high-quality health care, awareness of personal choices for improving health and opportunities to help improve the health of our communities.

**Ethics:** We maintain high levels of academic and scientific integrity, conduct research that protects the rights and welfare of all study participants and create an inclusive environment that supports our faculty, staff, students and constituents.

**Excellence:** We pursue innovative research that is scientifically rigorous and relevant. We are committed to providing a high-quality learning experience and the tools to enable students to meet future challenges. We value dedicated service and leadership that helps individuals and communities live healthier lives.

**Diversity and Inclusion:** We celebrate the richness that diversity brings to our society and work to create a welcoming culture that respects all forms of diversity. We are committed to increasing the diversity of our students, faculty and staff and to equipping all our graduates to contribute effectively to a diverse public health workforce.

**One University and One College:** We embrace the Ohio State value of “One University.” It establishes one comprehensive and flexible vision that will allow Ohio State to advance knowledge and serve neighboring communities for years to come. We also see ourselves as One College pursuing an integrated vision for public health and health services for all of Ohio and beyond.

## Where We Are

### About Us

**Students:** 480

*Graduate: 352*

*Undergraduates: 128*

**Faculty:** 47

**Staff:** 57

Public health is the public's health. It is everyone's business. We live in a society that values individual choices that clearly influence personal health; however, these individual choices are also influenced by systems, some of which are beyond the control of individuals. There can be positive system influence by society itself or good public policy. Or there can be system influences that undermine public health such as pervasive poverty, multinational industries such as fast food or tobacco, lack of access to health care, poor urban planning, etc. Public health cares about the individual within complex systems that modulate health risks for entire populations.

### Areas of Study

- Biomedical Informatics
- Biostatistics
- Environmental Health Sciences
- Epidemiology
- Global Public Health
- Health Behavior and Health Promotion
- Health Services Management and Policy
- Public Health Sociology
- Veterinary Public Health
- Clinical Translational Science

### Degrees

- Doctor of Philosophy
- Master of Science
- Master of Public Health
- Master of Health Administration
- Bachelor of Science in Public Health
- Undergraduate minor in Global Public Health

### Full Listing

For a full listing of degrees, including minors and areas of study by undergraduate/graduate category, visit our website [cph.osu.edu](http://cph.osu.edu).

### One University

#### Dual Degrees

College of Nursing  
MPH-Health Behavior and Health Promotion/MS-Nursing

College of Engineering  
MPH-Environmental Health Sciences/MISE

Glenn School of Public Affairs  
MPH/MA

Fisher College of Business  
MHA/MBA  
MPH/MBA

College of Social Work  
MPH-Health Behavior and Health Promotion/MSW  
MPH-Health Services Management and Policy/MSW

#### Combined Degrees

College of Medicine  
MPH/MD  
MHA/MD

College of Veterinary Medicine  
MPH/DVM

Moritz College of Law  
MHA/JD

## Where We Are

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The College of Public Health is organized by divisions and centers to develop and improve our successful programs in teaching and learning, research and outreach and engagement. Our divisions and centers change over time as needs and opportunities arise based on an organizational premise that “form follows function.”

### **Divisions**

- Biostatistics
- Environmental Health Sciences
- Epidemiology
- Health Behavior and Health Promotion
- Health Services Management and Policy

### **Centers**

- Center of Excellence in Regulatory Tobacco Science (CERTS)
- Center for Public Health Practice (CPHP)
- Center for Health Outcomes, Policy and Evaluation Studies (HOPES)
- Public Health Training Center
- Prevention Research Center (PRC)

### **Research**

- Adolescent health
- Biostatistics
- Cancer screening and prevention
- Chronic disease prevention
- Clean air and water
- Comparative effectiveness research
- Data modeling
- Food-based prevention of cancer
- Food safety
- Health disparities
- Health literacy
- Health services quality improvement
- Infectious diseases
- Prevention of childhood obesity
- Tobacco use prevention and cessation
- Tobacco regulatory science
- Work-related injuries

### **Highlights**

First accredited college of public health in Ohio.

College ranked 20th by *U.S. News & World Report* magazine.

Master of Health Administration program ranked 14th in the country

CPH Students and alumni have worldwide impact:

Students serve in international practice placements, including Bangladesh and Uganda.

Faculty conduct research in Manipal (India), Malawi (Africa), Cameroon (Africa), Dalian (China) and Ethiopia (East Africa).

Partnership with Fudan University in Shanghai, China, for biostatistics research and education.

Since 2004, funded research more than tripled

The college moved into the LEED-certified Cunz Hall in 2011



## The Public Health Neighborhood- Global Reach, Local Impact

The College of Public Health (CPH) serves all of Ohio to help fulfill The Ohio State University's mission as a land grant university (more on page 10). To serve the diverse communities of Ohio, the College of Public Health must understand and articulate the challenges of public health and healthcare in Ohio, and these challenges relate to similar issues across the nation and around the world. The College and the state of Ohio are part of a global neighborhood. What we do and how effectively we collaborate with our partners will largely determine whether we have significant impact on improving public health in Ohio and beyond.



### ***Public Health Needs in Ohio***

The Ohio Department of Health has identified infant mortality prevention, tobacco cessation, obesity prevention and the expansion of coordinated health care as top priorities. We share these priorities. The burden of disease is great in Ohio (see "Where Does Ohio Stack Up?" on page 9). Our faculty, staff and students seek creative new solutions that promote health and prevent disease and disability for all of Ohio.

In years past, infectious diseases dominated the burden of disease in the U.S. and globally. Today, the vast majority of deaths and disabilities relate to the burden of chronic disease, such as cardiovascular diseases, chronic lung diseases (COPD and asthma), cancer, diabetes, mental illness and so on. The College has a national reputation in tobacco regulatory science and in cancer prevention, especially in the Appalachian counties of Ohio. But all across Ohio the burden of chronic disease is high.

The College of Public Health, with our partnering colleges at Ohio State, studies the health of populations across the entire life span from conception to end of life. Infant mortality in Ohio is an example of a galvanizing issue that brings us together to find practical and sustainable solutions now. Poor infant health and high risk of infant death in Ohio also relates to the burden of chronic disease at the other end of the life span. Emerging evidence over the past 30 years indicates that the risk of chronic disease in children and adults in later life begins in the "first 1,000 days," from conception to 2 years of infancy. The hope is that protecting health at the earliest stages of life may not only save an infant from an early death and the terrible implications of this for family and society. It may also be our best chance to develop a programmatic strategy for the primary prevention of chronic disease. This is the "holy grail" of public health, to prevent disease before it even starts.

**The Public Health Neighborhood**

# How Does Ohio Stack Up?

Ohio health outcomes listed in alphabetical order  
#1 ranking indicates best outcome in the country; #50 indicates worst outcome



Read more:  
[AmericasHealthRankings.org](http://AmericasHealthRankings.org)

*\*Infant mortality ranking based on 2011 mortality data from CDC*

Look for this image throughout the strategic plan for ways we address the emerging health care needs of Ohio and beyond.





## The Public Health Neighborhood

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### **Central Ohio Community**

The College is located in the state capital, which facilitates the collaboration of the College with the Ohio Department of Health, Ohio Environmental Protection Agency, Ohio Department of Job and Family Services and other state agencies and organizations with a health-related mission.

Our student practice placements, workforce development, outreach centers and other public services provide opportunities for scholarly work in a community setting. Through these practices, CPH supports The Ohio State University's vision for connecting with community partners as an engaged university.



### **The Ohio State University Community**

The College of Public Health is a committed member of the Ohio State community with its land grant mission (see box). Inherent in this bold idea is the integration of all colleges at Ohio State into an academic collaborative based on a shared commitment to the land grant mission. A collective and shared vision is essential and includes an overarching goal of improving public health and well-being for all Ohioans in the most effective and efficient way possible.



### **Public Health Academic Programs**

The Council on Education for Public Health (CEPH) today has accredited more than 50 schools of public health nationally, compared to 36 in fall of 2003, when public health separated from the College of Medicine. In addition to accredited schools of public health, there are over 90 CEPH accredited MPH programs in the country, including our academic partners throughout Ohio.

#### **A Land Grant University**

In 1862 President Abraham Lincoln signed into law the Morrill Act, which gave 10,000 acres of Federal government land to each state to sell and use the proceeds to create a public university.

Each state's land grant university has the major responsibility for agricultural research and teaching responsibility as well as a major "outreach" or extension education mission to the public.

"The **land-grant** colleges by virtue of the Act of 1862 became a great educational endeavor based upon the public domain as a national asset... (In) this great conception there was a profound conviction that education in the everyday experience of life was essential if the character of American citizenship was to keep pace with the progress of the country."

**-William Oxley Thompson**  
*Ohio State University*  
*President*  
*1899-1925*

## The Public Health Neighborhood

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### **Our Country**

Passed in March 2010, the Affordable Care Act (ACA) contains numerous provisions that expand health coverage to 25 million Americans, provide new funding for public health and prevention and bolster our health care and public health workforce and infrastructure. The ACA includes critical funding for public health and prevention. It is impacting the curriculum at CPH as well as the landscape of public health careers from hospital administration to prevention services.

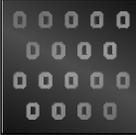
### **Career Opportunities for Graduates**

According to the Association of Schools and Programs of Public Health (ASPPH), schools of public health will have to graduate three times as many public health workers by 2020 in order to meet national health care needs. The growing need creates opportunities for CPH graduates locally and internationally.

<b>Career Field</b>	<b>Projected Growth by 2022</b>	<b>Why?</b>
Environmental scientists and specialists	15%	Heightened public interest, population growth
Epidemiologists	10%	Good job prospects overall
Health educators and community health workers	21%	Improve health outcomes and reduce health care costs by teaching people about healthy habits and behaviors
Medical and health services managers	23%	Aging baby-boomers and increased demand for medical services
Statisticians	27%	More widespread use of statistical analysis to make informed business, healthcare and policy decisions

### **Global Community**

Public health is global health. CPH has partnerships in Manipal, India; Malawi, Africa; Cameroon, Africa; Dalian, China and Ethiopia, East Africa. The speed of global travel spreads disease and disease risks, regardless of geographic boundaries. The term “global public health” reflects the comprehensive view that local, national and international health are inter-related. Our work in public health elsewhere in the world not only inspires us to focus on areas with the highest burden of disease, it helps us promote health and prevent disease in Ohio.



## Our Role in the Public Health Neighborhood

The College of Public Health's role in the greater public health neighborhood can be grouped into four main areas:

- Teaching and Learning
- Outreach and Engagement
- Research and Innovation
- Resources

### **Teaching and Learning**

The College has had graduate students for 100 years, starting as the Division of Preventive Medicine in the College of Medicine in 1914. In fall 2012, the College admitted its first students in the Bachelor of Science in Public Health (BSPH). It was launched with interdisciplinary specialization in public health sociology and environmental public health, partnering with the College of Arts and Sciences.

In 2013, the College of Public Health received a total of 854 applications. CPH has developed new specializations in veterinary public health, clinical translational science and biomedical informatics. Our joint programs, including a PhD with the Department of Statistics, help create an unsurpassed learning environment at Ohio State. Coinciding with the BSPH degree, the new 3+2 program allows a student to earn a bachelor's and master's degree in five years.

### **Research and Innovation**

Research and innovation are at the heart of how the College of Public Health hopes to improve public health in Ohio and beyond. Taking full advantage of the scope of expertise at Ohio State, the College participates in innovative interdisciplinary research that supports the University's Discovery Themes. The College has fully committed to the Discovery Themes as a critical mechanism to recruit new research-focused faculty and to support innovative research programs and training opportunities. We have initiated or partnered with other colleges on proposals for the first four Discovery Theme competitions.

**The Ohio State University  
Discovery Themes**

**Energy and Environment**  
Sustainability and stewardship powered by teaching and research

**Food Production and Security**  
Feeding the global population with innovation and research

**Health and Wellness**  
Promoting healthy communities, improving the quality of life

## **Our Role in the Public Health Neighborhood**

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Total research dollars per full-time employee (FTE) faculty have doubled since 2005. Research expenditures have more than tripled what they were in FY2004. Of our 13 full professors, four are fellows of the American Association for the Advancement of Science (AAAS).

## ***Outreach and Engagement***

The College's outreach and collaboration strategies help Ohio State fulfill its land grant mission. Engagement with stakeholders is a hallmark of that mission. Public health as a discipline is most successful at the community level, whether that community is a neighborhood, a state or a country.

Furthermore, CPH is partnering with colleges, schools and centers at Ohio State and with community organizations and agencies to improve public health in Ohio. We develop new approaches for engaging and sustaining these partnerships to advance our missions of education, research and service. For example, the first-ever accreditation process aimed at improving quality practices and performance within public health departments was established nationally in 2011. Two years later, the Ohio legislature required that all local health departments in the state become accreditation-ready by 2018, and fully accredited by 2020. Additionally, the 2012-2014 State Health Improvement Plan counts workforce development among its top priorities. Both of these initiatives present opportunities for the College's outreach and engagement centers to expand, provide valuable services to Ohio's public health agencies and their community partners, offer continued training to today's and tomorrow's public health workforces and to ultimately have a positive impact on the health of our communities.

The CPH alumni family continues to grow--not only with the passage of years but also as a result of new programs and degrees. Alumni use the foundation of our teaching, learning and research opportunities and build upon it. Whether it is with additional formal education or practice, those with degrees from CPH are improving the well-being of our world. Alumni are our greatest ambassadors and shining proof that our College has a local impact and global reach on public health.

In addition, the College has leveraged the University's international gateways to develop public health programs and learning opportunities across the globe. CPH faculty and students work and study in places such as Africa, Europe, India, China and South America to learn how these and other areas of the world are impacted by public health threats and how we can work together to develop culturally sensitive and sustainable solutions.

# Strategic Partners



## **Our Role in the Public Health Neighborhood**

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### **Resources**

Since becoming a free-standing school in 2003 and a college in 2007, the College has been able to expand through the strategic use of existing resources. Using existing resources and revenue streams, we developed two new graduate specializations and established an undergraduate major.

The increase in research has resulted in more recovered indirect costs (IDC). From FY2004 to FY2013, IDCs increased from \$360,000 to \$1.5 million because of heightened faculty and faculty productivity.

While recent economic impacts have hampered resource growth, Ohio is one of the top states in private giving. Alumni have expressed interest in participating in the College's growth. Alumni can also help ensure that the College's academic programs are relevant to practice.

Through development fundraising with alumni and other donors, we take advantage of emerging opportunities to meet our growth needs. For example, the alumni of the Health Services Management and Policy (HSMP) Division supported the Stephen F. Loeb's Distinguished Professorship as well as the \$1 million William O. Cleverley scholarship campaign to reduce the cost of tuition. CPH engages our friends and alumni to plan and support growth and success in the College.

## Where We're Going: Strategic Goals

The College of Public Health has identified core strategic goals and corresponding initiatives that align with and will advance the University's primary overarching goals and emphasis areas in **Teaching and Learning**, **Research and Innovation**, **Outreach and Engagement**, and **Resource Stewardship**. A summary of the University's overarching goals follows:

- An unsurpassed **Teaching and Learning** environment.
- A well-defined **Research and Innovation** agenda, concentrated on the themes of food security and production; sustainability and energy; and health and wellness.
- Mutually beneficial **Outreach and Engagement** with the residents, institutions, and organizations of Ohio, the nation, and the world.
- Financial soundness, operational simplicity, a healthy culture and other activities that enhance the university's **Resources**.

Each of the College's aligned strategic goals have specific initiatives with corresponding metrics of performance. The metrics are included in a score card format (see page 32). All metrics have a three-year time horizon ending June 30, 2017, unless otherwise noted.

In addition to the College's strategic goals, the College has developed an overarching "audacious" goal. This goal was developed with faculty input and represents a "stretch goal," or as popularized by the author Jim Collins, a "big hairy audacious goal" (see box). This goal is viewed as catalytic to achieve all of the subsequent strategic goals for the College to facilitate the needed changes and to reach the scale required to begin the long journey of addressing the major public health problems in Ohio and beyond.

### **The Big Hairy Audacious Goal (BHAG)**

CPH is adapting the use of the Big Hairy Audacious Goal from Jim Collins' book, *Built to Last*.

Use of the BHAG is a visionary goal that is strategic and emotionally compelling that can drive organizations to success.

A BHAG is a major challenge.

Even if you don't reach your BHAG, you will do amazing things.

**The BHAG for CPH 2014-2017:  
Each and every college and school at Ohio State will partner with  
CPH to develop a new public health program or initiative by 2017.**

A key step in achieving this goal will be to build interdisciplinary capacity in public health by collaboration through existing and new relationships with other units throughout the University and within the community. There are emerging opportunities at Ohio State that dovetail with the public health needs of Ohio and the commitment of Ohio State to research and innovation in the Discovery Themes (see page 12).

**Examples of emerging  
opportunities in public  
health at Ohio State  
(2015-2017)**

Infant mortality and  
children's health

Prevention of chronic  
diseases

Data analytics and data  
coordination

Community-based  
participatory research

Global health

One Health

## Where We're Going: Strategic Goals

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# *Interdisciplinary Capacity Building*



*The College of Public Health aspires to facilitate implementation and sustainment of a "One University" program at Ohio State to improve public health in Ohio and beyond.*

Public health can be linked to some extent with almost every college, center and institute within Ohio State as well as several external organizations. Given the global need and demand for increased emphasis on population-based health, the College of Public Health aspires to stimulate capacity-building to increase the number of faculty within Ohio State qualified to engage in high-impact collaborative efforts centered around or incorporating public health themes. Indeed, the University, via the College of Public Health as a catalyst, has an opportunity to capitalize on the breadth of Ohio State faculty expertise to develop and grow a world-class portfolio of public health teaching and learning programs, research and innovation projects and outreach and engagement activities. This can be achieved, in part, through increased leveraging and improved management of existing faculty, staff and infrastructure resources among units within Ohio State. In turn, this increased public health capacity-building and collaboration has the potential for increased external revenue growth and sustainability as well as measureable positive impacts to the domestic and international communities served by the University.

### **1. Establish and formalize partnerships to support an Ohio State public health faculty collaborative to integrate expertise.**

- 1.1. Identify key units and new partners to be part of the collaborative.
- 1.2. Convene applicable faculty and facilitate discussions centered on or involving integration of public health themes.
- 1.3. Formalize relationships, where appropriate, via courtesy and joint appointments.
- 1.4. Identify and commit to development and implementation of applicable interdisciplinary programs, multidisciplinary research projects and team-based service activities.

1.5. Identify and prioritize program areas, research projects and service activities.

1.6. Establish workgroups with timelines and specific deliverables for implementation.

**2. Develop a “One University” approach to public health.**

2.1. Develop a strategy within the College of Public Health that presents opportunities for all colleges and units at Ohio State to participate in interdisciplinary programs. As one example, we would cooperatively develop “mosaic programs” integrating public health content relevant to the specialized interests of partnering academic units at Ohio State with new course development as well as the addition of public health certificates or dual degrees with an MPH or MHA. We will develop similar mosaic programs in research, service and outreach/community engagement.

**Examples of Participating Colleges and Schools in  
“Mosaic Programs” at Ohio State**



**3. Expand and formalize external partnerships with The Ohio State University.**

- 3.1. Form relationships with new external partners and stakeholders.
- 3.2. Convene suitable partners and facilitate discussions centered on or involving integration of public health themes.
- 3.3. Formalize relationships, where appropriate, via memorandums of understanding and contracts.
- 3.4. Identify and commit to development and implementation of cross-organization research projects and service activities.
- 3.5. Identify and prioritize program areas, research projects and service activities.
- 3.6. Establish workgroups with timelines and specific deliverables for implementation.

**4. Make strategic, interdisciplinary faculty hires.**

- 4.1. Ensure that hires build capacity for emerging opportunities and other strategic goals.
- 4.2. Use new and existing organizational strategies for the College to more successfully integrate new faculty hires and new programs within the College, across Ohio State and with partners in the community.



- 4.3. Leverage resources and programs at Ohio State like the Discovery Themes to expand opportunities in education research and service at CPH and across Ohio State.

## **Where We're Going: Strategic Goals**

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### ***Teaching and Learning***

We are committed to training tomorrow's workforce to address and manage our current and future public health threats. The College of Public Health will develop, implement and expand its competency-based academic programs. The goal is to attract high-quality students and provide superb learning and research opportunities that enhance students' overall experience with the college.

#### **1. Recruit, matriculate, retain and graduate high-quality and culturally-diverse students.**

- 1.1. Expand recruitment nationally and internationally.
- 1.2. Align the College's marketing and recruitment plan with the Ohio State Enrollment Services Strategic Marketing and Communication Plan.
- 1.3. Develop informative marketing and recruitment messaging.
- 1.4. Attend select student recruitment fairs throughout the U.S. with primary, but not exclusive, focus on Ohio and the surrounding states.
- 1.5. Ensure that the application review process is optimized.
- 1.6. Enrich the student experience from the point of pre-admission through graduation.
- 1.7. Increase student scholarships via increased development and external grants.

#### **2. Enhance student life experience at CPH.**

- 2.1. Develop mechanism for needs assessment of CPH students.
- 2.2. Increase the percentage of courses in Cunz Hall from a baseline of 70 percent to 85 percent by academic year 2017-2018.
- 2.3. Create new leadership position to promote improved student experience.

2.4. Identify successful student life experiences programs in other colleges and schools and adapt where appropriate to CPH.

**3. Develop and update academic courses and programs that are contemporary, relevant and accessible.**

3.1. Investigate the feasibility of integrated core curriculum; develop integrated core curriculum where ready.

3.2. Increase intra- and intercollegiate teaching and learning.

3.3. Increase accessibility to courses and programs through distance learning.

3.4. Identify two existing or develop new undergraduate courses for general education credit.

3.5. Expand the 3+2 combined BSPH-master degree program in collaboration with other colleges.

3.6. Review core courses and overall core curricula to ensure CEPH criteria and new MPH Framing the Future report (created by Association of Schools and Programs of Public Health) recommendations are addressed.

3.7. Develop and implement at least one graduate certificate program.

3.8. Revise MPH-PEP and MPH-HSMP to form a hybridized curriculum, making the degree more accessible for working professionals; implement in fall 2015 for weekend plus distance learning delivery.

3.9. Review and revise MHA program to ensure that the College is adequately and appropriately addressing contemporary issues and needs such as the Affordable Care Act.

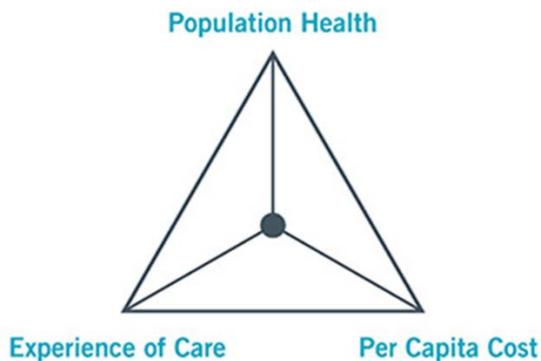
3.10. Expand and strengthen doctoral programs by developing combined funding packages, recruiting more full-time doctoral students and ensuring that a majority of full-time doctoral students complete their degree program within four years post-masters.

**4. Provide students with opportunities to participate in relevant hands-on public health activities in local, national and international settings.**

- 4.1. Expand the global scholars program to support opportunities for students.
  - 4.2. Sustain current relationships and build new ones with applicable agencies, organizations and industries to expand sites for student practicums and internships.
  - 4.3. Increase required contact hours in field placements.
  - 4.4. Support increased alignment of practicums to students' disciplines.
  - 4.5. Develop and implement a strategy for tuition-free doctoral programs by 2017.
  - 4.6. Increase philanthropy to support tuition of doctoral students.
  - 4.7. Increase applications for federal funding of doctoral programs through individual National Research Science Awards (NRSAs).
  - 4.8. Increase the number of pre doctoral students on T32 training grants from other colleges at OSU.
  - 4.9. Submit a CPH National Institutes of Health (NIH) T32 training grant by academic year 2017-2018.
- 5. Develop an interdisciplinary course with other colleges and schools at OSU.**
- 5.1. Identify one course in each division at CPH that brings new interdisciplinary capacity to an existing course.
  - 5.2. CPH faculty will assist in developing public health-related curriculum in other colleges and schools at OSU.
  - 5.3. Explore new dual degree programs, such as an MPH/JD.
- 6. Explore developing curriculum for population health management.**

- 6.1. Use framework of Triple Aim from the Institute for Healthcare Improvement to consider new curriculum.

### The IHI Triple Aim



The IHI Triple Aim is a framework developed by the Institute for Healthcare Improvement that describes an approach to optimizing health system performance.

It is IHI's belief that new designs must be developed to simultaneously pursue three dimensions, which we call the "Triple Aim":

- Improving the patient experience of care (including quality and satisfaction);
- Improving the health of populations; and
- Reducing the per capita cost of health care.

- 6.2. Consider developing a certificate program in population health management for MPH or MHA.

## 7. Emphasize life course in the curriculum.

- 7.1. Integrate aspects of the curriculum to increase efficiency and free up time for new specializations and new and emerging opportunities in public health and HSMP.

## Where We're Going: Strategic Goals

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# *Research and Innovation*

The College will invest in the research infrastructure to create a research environment that supports faculty productivity, increases training opportunities and, finally, results in recruitment of new talented investigators to Ohio State who expand our research portfolio and help us collectively address the major public health challenges in Ohio and beyond.

**1. Establish a critical mass of public health faculty at Ohio State that enables program expansion and sustainable growth to address major public health needs in Ohio and beyond.**



- 1.1. Build faculty capacity in critical public health areas (see page 9) as outlined in the first strategic goal, Interdisciplinary Capacity Building.
- 1.2. Develop innovative recruitment strategies and procedures to actively target, attract and hire top-tier public health researchers.
- 1.3. Recruit and retain innovative faculty with demonstrated potential and evidence of research eminence in areas of strategic research.
- 1.4. Increase the number of research-track faculty and postdoctoral trainee positions as a potential pool for future tenure-track faculty positions at OSU and elsewhere.

**2. Expand existing University collaborations and develop new research partnerships domestically and internationally.**

- 2.1. Identify and recruit colleges and schools at OSU to develop interdisciplinary research programs that garner major federal and state funding to reduce the public health burden in Ohio and beyond.
- 2.2. Develop collaborative research ventures with partners in higher education, business and government sectors, including local and state health departments.

2.3. Leverage involvement in interdisciplinary projects as a way to expand collaborative scholarly work and increase available resources.

2.4. Develop innovative funding initiatives to foster new interdisciplinary research teams.

2.5. Successfully compete for interdisciplinary public health-focused research training grants.

**3. Expand support for training of pre-doctoral students and postdoctoral trainees.**

3.1. Increase applications for extramural support (federal, state and private foundations) for individual research training awards and for University-wide training grants in public health.

**4. Enhance the research success of entry-level faculty.**

4.1. Increase the number of grant applications and success rates in the first and fifth years of faculty appointment.

4.2. Increase the collaborative opportunities for new faculty within the college and across OSU.

**5. Expand practice-based research.**

5.1. Identify and prioritize practice-based research projects for collaboration and funding.

5.2. Increase collaboration with local health departments, the state health department as well as other public and private organizations to develop and conduct practice-based research projects.

**6. Expand faculty development resources to assist entry-level faculty in initiating successful research programs.**

- 6.1. Strengthen faculty mentoring within the College and among external units to improve performance of entry-level faculty.
  - 6.2. Expand innovative funding and development opportunities to support improvement of high-quality and highly competitive research proposals for potential funding.
  - 6.3. Expand the number of faculty competing for NIH K Awards and other career-development awards.
  - 6.4. Provide access to well-equipped research laboratories and develop mechanisms to acquire and maintain state-of-the-art research equipment.
  - 6.5. Develop mechanisms by which faculty research ideas are internally vetted prior to grant proposal submission.
- 7. Develop opportunities to promote more research in high priority areas, including:**
- 7.1. Maternal and child health
  - 7.2. Early life development
  - 7.3. Human nutrition
  - 7.4. Data analytics and data coordination
  - 7.5. Community-engaged participatory research
  - 7.6. Health system improvement
  - 7.7. Global public health
  - 7.8. Climate change

**New ways for CPH to stimulate faculty success in research:**

**Dean's discovery fund** for faculty, "seed grants"

**Good Score Award** "seed funds" for faculty/mentors who scored high on NIH grant submissions

**Internal Study Sections** for pre-submission grant review by CPH peers

**External Grant Reviews** for pre-submission grant review by outside experts.

**Collaborative Postdoctoral Fellowships** serve as research facilitators between CPH and other colleges.

**Expand federal research report for pre- and postdoctoral program**

**Expand K awards and career development awards**

## **Where We're Going: Strategic Goals**

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# ***Outreach and Engagement***

The hallmark of public health is engagement with the community. The College of Public Health will continue engaging all communities- whether local or international- through research, teaching, practice and service. In addition to individual and division-focused efforts, the centers within the College will be used to leverage our external partnerships.

### **1. Establish Ohio State as the preferred academic partner with other higher education institutions and health organizations locally, regionally, nationally and internationally.**

- 1.1. Publicize our expertise and partners so that we become the platform for public health knowledge dissemination.
- 1.2. Utilize grants and contracts to provide public health organizations with technical assistance in organizational development, strategic planning, quality improvement and group facilitation.
- 1.3. Foster partnerships via the College's centers.
- 1.4. Develop cross-college strategies that incorporate shared staff positions and shared space and equipment.
- 1.5. Share core space and equipment (e.g. select labs).

### **2. Strategically develop marketing and public relations efforts.**

- 2.1. Design strategic engagement events that introduce public health to external partners and other OSU academic units.
- 2.2. Increase the number of earned media opportunities and published interviews.
- 2.3. Conduct research and implement changes to electronic communications, including the website, to better engage students, alumni and potential stakeholders.

### **3. Create the Ohio State Environmental Health Sciences Collaborative.**

- 3.1. Convene groups based on common and complementary research areas when responding to requests for proposals, resulting in stronger proposals and more impactful deliverables.
- 3.2. Establish the Center for Public Health Practice as the centralized provider for all College functions related to continuing education.
- 3.3. Increase the use of cross-over Environmental Health Science courses between and among programs.
- 3.4. Through grants and contracts, provide governmental public health organizations with technical assistance that supports their achievement of national agency accreditation.

### **4. Formalize international engagement through University gateways and other international partners.**

- 4.1. Establish at least one public health academic program in China and/or India.
- 4.2. Implement one continuing education offering within an international partner institution.
- 4.3. Assist one international partner institution in developing an outreach/practice program.
- 4.4. Implement at least one joint outreach program or function in conjunction with another OSU health sciences college.

### **5. Reactivate the College's Committee on Centers.**

- 5.1. Align functions and operations of College centers to capitalize on strengths, build synergies and reduce redundancies.
- 5.2. Integrate existing centers' administrative functions.

## Where We're Going: Strategic Goals

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# ***Resource Stewardship***

The College's financial stability and sound planning support a healthy fiscal environment within the University. Plans include initiatives that will expand resources and support continuous growth.

### **1. Ensure student, faculty and staff populations reflect a diverse culture.**

- 1.1. Identify current and desired cultural conditions that will enhance the College's abilities to achieve its strategic goals.
- 1.2. Recruit a diverse student body, reflecting Ohio's demographics.
- 1.3. Require all faculty searches, especially those to fill chair vacancies, to have a diverse pool of applicants, including underrepresented minorities.
- 1.4. Continue to recruit senior and mid-career faculty to maintain strength in key leadership positions in the College.
- 1.5. Recruit highly qualified faculty to lead initiatives in global health and multicultural health.

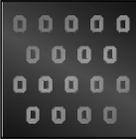
### **2. Increase the size of the student body.**

- 2.1. Ensure enrollment growth in new and established academic programs.
- 2.2. Increase the number of students enrolled for credit hours.
- 2.3. Increase the number of total undergraduate and graduate students each year.

### **3. Better utilize information technology.**

- 3.1. Expand usage of learning technologies now available in Cunz Hall to increase distance learning opportunities for all programs.

- 3.2. Increase the amount of web-based content for academic courses, including accessibility on mobile devices.
  - 3.3. Train faculty to using new technology in research and teaching.
  - 3.4. Provide an integrated database for applicant and student information to more easily retrieve data and generate reports.
- 4. Continue to support financial sustainability.**
- 4.1. Identify and secure additional sources of funding to sustain the College and capitalize on new opportunities.
  - 4.2. Ensure that the College's centers continue to diversify funding sources for grants and contracts.
  - 4.3. Ensure that the College's divisions continue to provide added value through research grants and outstanding academic opportunity.
  - 4.4. Expand academic programs in size and scope.
  - 4.5. Secure new and ongoing development fundraising for the College through enhanced alumni relations and support for the University's fundraising campaign.
  - 4.6. Identify and cultivate prospective donors with interest in student scholarships, global health and Cunz Hall naming opportunities.
  - 4.7. Reach our \$9.35M *But for Ohio State* campaign goal.



# Measuring Our Success

This strategic plan incorporates many metrics by which the college will measure its progress toward key goals. From those, the dean, the senior associate dean of academic affairs and the associate dean of research will select metrics for the scorecard that will best illustrate that progress.

<b>Interdisciplinary Capacity Building</b>							
		Tactics	2014 (Baseline)	2015	2016	2017	
1	<i>Interdisciplinary Capacity Building: Establish and formalize partnerships to support an Ohio State public health faculty collaborative to integrate expertise.</i>						
1.1	Expand the college's inventory of key OSU units and applicable faculty members.						
1.2	Convene applicable faculty and facilitate discussions centered on or involving integration of public health themes.						
1.3	Formalize relationships, where appropriate, via courtesy and joint appointments.						
1.4	Identify and commit to development and implementation of applicable interdisciplinary programs, multidisciplinary research projects and team-based service activities.						
1.5	Creatively identify and prioritize program areas, research projects and service activities.						
1.6	Establish workgroups with timelines and specific deliverables for implementation.						

*Example. Score cards to be developed in separate document*

The College's overarching strategy is growth – in the number and quality of its students, in its number of faculty and in faculty productivity. The strengthening of the College in this way will enable more people to live healthier, more productive lives. The metrics selected for the scorecards will reflect that overarching strategy for education, research, community engagement and resources.