

COLLEGE OF PUBLIC HEALTH
STRATEGIC PLAN
FY21 – FY25



THE OHIO STATE UNIVERSITY

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Executive Summary

Strategic Planning Process

The Office of Academic Affairs at The Ohio State University stewards unit-level strategic planning in alignment with the University's strategic plan, mission, vision and values. In November of 2019, the College of Public Health engaged the Strategy Management Office to begin the planning process. A Steering Committee made up of over 30 stakeholders across The Ohio State University and Wexner Medical Center was assembled to drive the process. The greater college community was actively engaged through surveys, town halls and other feedback seeking communication points. The objective of the strategic plan for the College of Public Health is to develop a comprehensive 5 year strategic plan. This plan will encompass the entire college with the intent of positioning the college as a foundational element in the success of the Ohio State University strategic plan.

External Analysis and Current State

- The nation and the world are faced with serious public health concerns that will require a leading College of Public Health.
- Ohio is ranked in the bottom percentile in many areas that indicate health outcomes among a population including but not limited to: preventable hospitalizations, drug deaths and infant mortality.
- A number of external factors are impacting college of public health including global public health concerns, modernized education and training, affordability, healthcare disparities and research funding.
- The study of public health at Ohio State goes back as far as 1914 with the College of Public Health being officially established in 2007.
- According to the US News & World Report 2021 Best Graduate Schools, the college ranked 23rd among best graduate schools of public health. The Master of Health Administration program ranks 7th nationally.
- Ohio State College of Public Health enrollment has increased nearly 50% over the last eight years, mostly from undergraduate programs.
- Research expenditures within the college have grown in recent years, increasing 49% from 2015 to 2019, mostly from non-NIH federal, State, and non-profit sources.
- The top 10 Public Health Schools or Colleges have about 60% of the market share in grants and contracts
- The college has three established research centers providing expertise and support for research, and also establishing and fostering partnerships to support the community.

College of Public Health Aspiration

Nationally recognized as a trusted voice for public health, committed to enhancing our shared future as a leader in stewarding policies and practices that promote health, dismantle inequities and prevent disease.

All of the College of Public Health's goals and objectives are guided by advancing the public health conversation and fostering a culture of engagement for our students, faculty and staff

Goals and Initiatives:

Distinctive, Innovative and Influential Research: Address public health challenges through nationally leading research to substantially increase the societal impact of the college

1. Expand and improve interdisciplinary research collaborations across the college's divisions, university, locally, nationally and internationally
2. Develop and support faculty and students to produce and disseminate influential public health research and innovation, advancing the public health conversation

3. Increase and diversify the college's external research funding
4. Provide innovative operating support, infrastructure and physical space to enhance research productivity and reduce administrative and logistical barriers to successful research

Educational Excellence and Innovation: Develop career-ready professionals through comprehensive and contemporary nationally- ranked programs

1. Implement modernized, interdisciplinary curricula to educate and train students on emerging and critical public health issues including the social determinants of health and social justice, fostering a culture of engagement and advocacy
2. Offer accessible education and training through innovative platforms and learning experiences to attract and engage diverse cohorts of new and non-traditional learners
3. Strengthen existing and develop new competency-based academic programs that translate application of public health knowledge, skills and attitudes into community-applied practice
4. Prepare students for successful leadership and impactful careers through an immersive learning environment and a robust career and skills development program
5. Formalize college-wide procedures and policies to support the continuous development of teaching excellence
6. Leverage alumni expertise and networks to provide students access to mentorships, career opportunities and enhanced course content

Engagement and Impact: Partner with communities across Ohio and beyond to grow evidence-informed practices, reduce health inequities and improve population health

1. Improve organizational structure to guide, track and leverage the college's community engagement programs and practices
2. Expand, sustain and steward mutually beneficial relationships and effective partnerships locally, nationally and internationally to address health inequities and public health challenges
3. Establish advocacy and other practices with focus on equity, inclusion and social rights to advance population health and the national public health conversation

Culture and Citizenship: A culture of engaged connection, sustained through support and appreciation of a diverse college community

1. Enhance a welcoming and inclusive environment that attracts, retains and supports faculty, staff and students from diverse backgrounds by offering, prioritizing and valuing programs and trainings that address equity throughout the college
2. Sustain active citizenship and shared sense of community among faculty, staff, students and alumni through strong participation and engagement in programs, events, mentoring and networking
3. Strengthen the academic and professional advancement of historically marginalized faculty, staff and students through scholarships, grants and development trainings and programs

Recruiting and Retaining Leading and Diverse Talent: Attract, engage and support top faculty, staff and student talent, enabling them to perform at the highest levels

1. Implement evidence-based recruitment processes that attract and recruit a diverse and world-class talent pool targeting areas of aspirational growth and promoting interdisciplinary collaboration
2. Enhance onboarding processes to create an experience that effectively acclimates incoming talent to their role and the college
3. Develop a robust faculty and staff mentorship program, including leadership development, that inspires college talent to solve critical public health issues and creates a pipeline for future leaders
4. Empower individuals in their roles and create flexibility for people to innovate in their daily work, improve organizational effectiveness and increase personal satisfaction

5. Implement a faculty and division incentive plan that offers guidance and support for excellence in engagement, teaching and research
6. Recruit and retain those who seek opportunities to advance the public health conversation through action, including engaging in media interviews, presenting commentary, offering presentations and sitting on expert panels.

Stewardship and Operational Excellence: Advance growth and ensure financial sustainability to achieve the College's aspirational goals

1. Implement financial and operational transparency across divisions and the college
2. Leverage strong alumni network and increased awareness of critical public health issues to expand philanthropic support
3. Expand revenue growth and be good stewards to grow and secure financial future of the college
4. Bring together a diverse group of alumni leaders to offer counsel, create pathways to financial support and build external partnerships

Implementation and Metrics of Success

- Implementation plans have been established for academic year 2020-2021 which prioritize specific tactics. For each tactic, an accountable owner has been identified and associated resources are outlined.
- A financial plan to direct resources has been developed, aligning strategic plan priorities with annual budgets.
- Metrics of success have been identified and focus on advancing and measuring the goals of the plan.

Strategic Planning Process

Overview and Key Strategic Questions

The Office of Academic Affairs at The Ohio State University stewards unit-level strategic planning in alignment with the University's strategic plan, mission, vision and values. In November of 2019, the College of Public Health engaged the Strategy Management Office to begin the planning process. The Strategy Management Office at Ohio State works with university leadership, faculty, staff, and students across campus to guide a disciplined and inclusive approach to the implementation of the university strategic plan and the development of other strategic plans for the university.

The objective of the strategic plan for the College of Public Health is to develop a comprehensive 5 year strategic plan. This plan will encompass the entire college with the intent of positioning the college as a foundational element in the success of the Ohio State University strategic plan.

Key Strategic Questions

Trends / Environment

- What are the external trends and forces shaping strategies for colleges of public health?

Ambition / Purpose

- What is the role of the College of Public Health in the evolving world of higher education, impacting public health, and specifically in helping Ohio State achieve its strategic goals?
- What is the ambition for the College of Public Health? What is its core purpose?

Capabilities / Differentiation

- What are the characteristics and core capabilities of leading public health colleges? Which institutions are the leaders in this space? What can we learn from them?
- What internal capabilities do we need to reinforce or acquire to successfully implement our strategy?
- What are the key goals and focus areas needed to achieve the ambition? What are the focus areas that will differentiate the College Public Health in a competitive global environment?

Enablers

- What strategic partnerships will be needed to successfully execute our strategy?
- How do we create a culture that allows us to recruit and retain the best talent that will be needed to successfully execute on our strategy? How can faculty, staff, students and alumni be engaged to achieve the college's goals?
- What organization structure and approach will best ensure success of the College of Public Health's strategy? What leadership and talent are needed to execute our strategy?

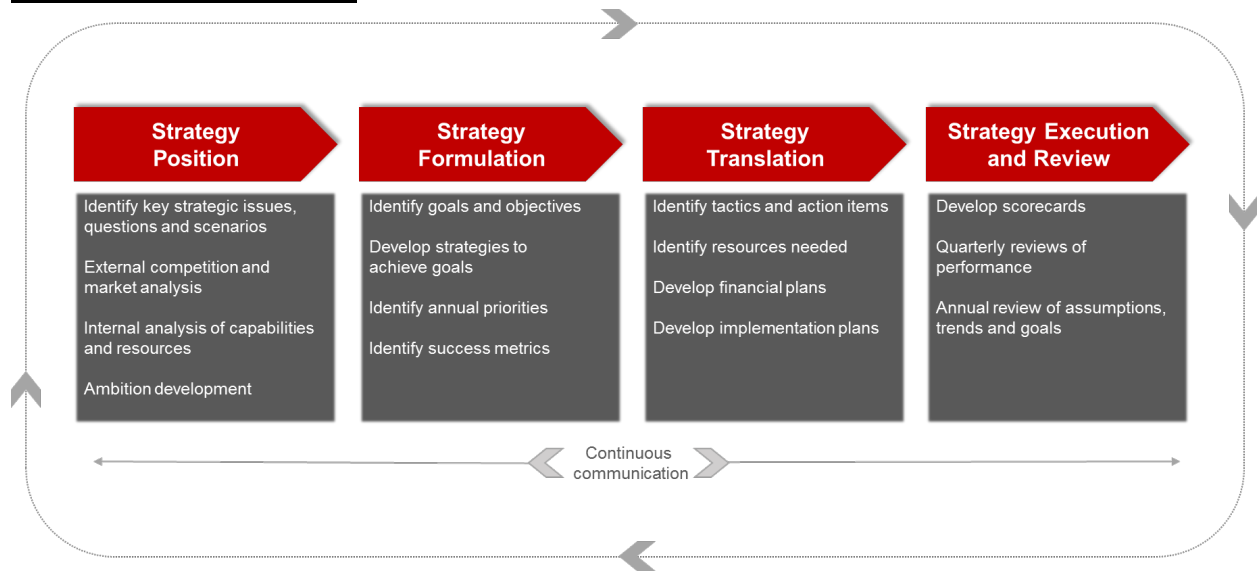
Success

- What measures should be used to gauge the College of Public Health's progress in attaining its ambition? What are the targets for performance?

Planning Process

A fact-based, faculty-driven four step planning process was used to develop the College of Public Health strategic plan. The inclusive process relies on intensive input from faculty and thought leaders, along with robust analytics and benchmarking. While many planning processes end with the development of a strategic plan, Ohio State's planning process is linked to execution and operations – a critical step that allows for strategy implementation success. The four step planning process is outlined below.

Strategic Planning Process



Strategic Planning Framework

Central to the planning process was a consistent strategy framework that has four critical elements, when followed create a set of actions that allow an organization to achieve their ambition. The four steps include:

1. **Ambition:** A good strategy on a page begins with a clear articulation of the company’s ambition, which should be bold, specific, and inspiring, and target sustained, profitable growth
2. **Where to play and how to win:** Choices on where to play and how to win follow from the ambition. These choices take into account a deep understanding of the company’s core, and where it should focus, expand, and redefine its business (es). They also aim to win with the customer and beat the competition in a repeatable way. Nonnegotiable principles determine how the company will win.
3. **Actions that drive to full potential:** The strategy then needs to be translated into specific actions that reflect differential resourcing and capability building to win.

Strategic Planning Framework



Source: Bain & Company

4. **Road map to deliver results:** No strategy is complete without embedding how it will achieve lasting results. This includes building the organizational capacity to execute, mobilizing frontline pull for change, and integrating fast feedback loops for adaptation.

Steering Committee

To begin answering these questions, a Steering Committee made up of stakeholders across The Ohio State University and Wexner Medical Center was assembled to drive the process. Three meetings were held in the spring and summer of 2020 to develop the strategic plan ambition, goals, priorities and success measures.

College of Public Health Leadership

- Amy L. Fairchild, Dean College of Public Health
- Michael Bisesi, Senior Associate Dean of Academic Affairs
- Ann Florentine, Assistant Dean for Finance and Administration
- William Miller, Senior Associate Dean of Research
- Misti Crane, Director of Strategic Marketing and Communications
- Jennifer Beard, Assistant Dean for Strategic Initiatives
- Lisa Van Dyke, Resource Planning Analyst, Office of Academic Affairs
- Taylor Boyles, Director of Development

College of Public Health Faculty, Staff, Students and Alumni

- C. Tory Harper Hogan, Assistant Professor, Health Services Management and Policy
- Teresa Long, Special Advisor – Community Engagement and Partnership
- Elisabeth Dowling Root, Associate Professor, Epidemiology
- Alison Norris, Associate Professor, Epidemiology
- Jiyoun Lee, Professor, Environmental Health Sciences
- Rebecca Andridge, Associate Professor, Biostatistics
- Julie Robbins, Associate Professor, Health Services Management and Policy
- Gail Kaye, Associate Professor, Health Behavior and Health Promotion
- Katy Trombitas, Executive Director of Development, Health Sciences Colleges
- Dawn Williams, Assistant Director Office of Academic Programs and Student Services
- Lisa Van Dyke, Resource Planning Analyst, Office of Academic Affairs
- Tom Knobloch, Senior Scientist, Environmental Health Sciences
- Brittany Pope, Graduate Student
- Steve Smith, Alumnus

University & Wexner Medical Center

- Tom Gregoire, Dean, College of Social Work
- Rachit Thariani, Chief Population Health Officer, Wexner Medical Center and CEO, The Ohio State Health Accountable Care Organization
- Kierra Barnett, Alumna and Post-doctoral Researcher at the Kirwan Institute for the Study of Race and Ethnicity
- Randy Moses, Senior Associate Vice President for Research Administration
- Ned Hill, Professor, John Glenn College of Public Affairs and College of Engineering
- Jodi Ford, Associate Professor, College of Nursing
- R. Scott Osborne, Vice President of Economic and Corporate Engagement

- Ryan Schmiesing, Vice Provost for Outreach and Engagement

Stakeholder Survey

Following Dean Fairchild’s annual State of the College address, a stakeholder survey was distributed to College of Public Health faculty, staff and students. Intended to gather stakeholder feedback in the development of the College of Public Health Strategic Plan, the survey included 9 questions covering a range of topics including external benchmarking, internal assessment and current state, barriers to success, and overall aspiration and success measures. The survey provided insights into the College’s internal strengths and weaknesses, as well as outside opportunities and threats.

Survey Length	9 questions
Timeframe	February 20, 2020- February 26, 2020
Audience	OSU College of Public Health faculty, staff, students (>=3 rd year) and alumni (<=3 years post-graduation)
Number of Recipients	1,250
Number of Responses	159
Response Rate	12.7%- Total Response Rate 46%- Faculty Response Rate 33%- Staff Response Rate

Best in Class Dimensions

The steering committee identified a set of key characteristics agreed upon to be foundational for a premier College of Public Health. This set of characteristics was used to identify aspirational peers, perform external benchmarking analysis, assess internal current state and ultimately inform decisions around priorities for the College’s strategic plan.



The strategic planning committee met to review current trends of premier Colleges of Public Health and key opportunities for Ohio State. The discussions led to some emerging thematic areas of focus for the College. Workgroups were formed and members of the planning committee along with other identified key stakeholders were charged with taking a deeper dive on the thematic areas of focus to come up with goals and initiatives. The Strategy Management Office provided data and analysis to support trend review, benchmarking, dialogue and strategy formation in support of the working sessions. The Strategy Management Office planner worked with an identified lead to facilitate the work sessions, provide strategy insights into the formation of the plan, and document the draft goals, initiatives and tactics the work groups developed. In total, the workgroups met a collective 13 times and engaged over 40 participants.

Strategic Theme	Workgroup Lead
Distinctive, Innovative and Influential Research	<ul style="list-style-type: none"> • William Miller, Senior Associate Dean of Research
Educational Excellence and Innovation	<ul style="list-style-type: none"> • Michael Bisesi, Senior Associate Dean of Academic Affairs • Rebecca Andridge, Associate Professor, Biostatistics
Engagement and Impact	<ul style="list-style-type: none"> • Jennifer Beard, Assistant Dean for Strategic Initiatives • Meredith Cameron, Center for Public Health Practice
Culture and Citizenship	<ul style="list-style-type: none"> • Alison Norris, Associate Professor, Epidemiology
Recruiting and Retaining Leading and Diverse Talent	<ul style="list-style-type: none"> • Ann Florentine, Assistant Dean for Finance and Administration
Stewardship and Operational Excellence	<ul style="list-style-type: none"> • Tory Hogan, Assistant Professor, Health Services Management and Policy • Taylor Boyles, Director of Development

External Analysis

The Centers for Disease Control and Prevention defines public health as the science of protecting and improving the health of people and their communities. This work is achieved by promoting healthy lifestyles, researching disease and injury prevention, and detecting, preventing and responding to infectious diseases.¹ The nation and the world are faced with serious public health concerns that require Colleges of Public Health research and career ready professionals to promote health and prevent disease.

According to America's Health Rankings 2019 Report, Ohio is ranked in the bottom percentile in many areas that indicate health outcomes among a population including but not limited to: preventable hospitalizations, drug deaths and infant mortality. The opportunities exist for Ohio State to help address the most pressing needs of our community.

A number of external factors are shaping the education, training and research of public health in higher education.

Global public health concerns	<ul style="list-style-type: none"> • COVID-19 • Mental Health • Drug and Alcohol Addiction • Racism • Obesity • And more
Education and Training	<ul style="list-style-type: none"> • Micro- credentialing, life-time learning, on-demand content delivery open higher education to more learners • ASPPH Blue Ribbon Employers Advisory Board Report points to major skills needed in public health education such as global health policy, analytical methods, leadership and technology² • Postsecondary health specialties teachers, health services managers and healthcare social workers are among the fastest growing public health related careers in the next 10 years³
Research	<ul style="list-style-type: none"> • The top 10 Public Health Schools or Colleges have about 60% of the market share in grants and contracts⁴ • Community outreach is being leveraged to advance research and scholarship objectives, while driving funding to critical initiatives

¹ CDC Foundation, What is public health?

² Source: Association of Schools & Programs of Public Health (ASPPH)

³ Source: US Bureau of Labor Statistics, Employment Projections by Occupations 2028

⁴ Source: ASPPH Data Sharing Portal, Retrieved Jan. 29, 2020

Additionally, the college community was surveyed on issues and trends impacting colleges of public health. Responses ranged from funding, diversity, education, health disparities and various health outcomes.

What do you think are the top three issues or trends that are impacting Colleges of Public Health and will shape their future in the next five to ten years?

Survey

Mental Health/Addiction

- *"Mental Health and well-being of students"*
- *"Opioid Epidemic"*
- *"Substance abuse"*
- *"Lack of mental health services"*

Chronic Disease

- *"Lifestyle and Obesity"*
- *"Cancer and related factors"*
- *"Heart disease"*

Healthcare System

- *"Shift to value-based care"*
- *"Healthcare Reform"*
- *"Increasing need for prevention"*
- *"Insurance Reform"*

Funding

- *"Lack of funding for public health research and practice"*
- *"Changes in Federal grant funding"*
- *"Increased competition in research funding"*
- *"Maintaining adequate funding for public health science research."*

Climate Change

- *"Environmental issues"*
- *"Impacts of climate change on public health"*
- *"Greater emphasis on environmental health, climate change, pollution, etc."*

Affordability

- *"Affordability of education"*
- *"Cost of degree for students - money and time"*
- *"Lack of scholarships for undergraduate students and Master's students"*

Healthcare Disparities

- *"Focus on decreasing racial health disparities"*
- *"Disparities in healthcare"*
- *"A want from students to address structural and social determinants of health and wanting to address these in the curriculum"*

Diversity

- *"Increasing prioritization in diversity, equity, and inclusion"*
- *"Providing a diverse and welcoming community"*
- *"The presence of a diverse faculty representative"*
- *"Being truly inclusive in terms of the student population, coursework, research opportunities, etc."*

N=287

Benchmarking

Benchmarking is used to aide in understanding the landscape and best practices while assessing opportunities to pursue internally. According to the 2021 rankings from U.S. News & World Report, Ohio State ranked 23rd among best graduate public health schools. The MHA program within the College of Public Health ranked 7th nationally.

Rank	US News & World Report 2021 Best Public Health Schools
1	Johns Hopkins University
2	Harvard University
2	University of North Carolina- Chapel Hill
4	Columbia University
5	Emory University
5	University of Michigan- Ann Arbor
7	University of Washington
8	Boston University
9	University of California- Berkeley
9	University of Minnesota- Twin Cities
11	University of California- Los Angeles
12	George Washington University
13	Tulane University
13	University of Pittsburgh
15	Yale University
16	University of South Florida
17	Brown University
17	Washington University in St. Louis
19	Drexel University
19	University of Alabama- Birmingham
19	University of Illinois- Chicago
19	University of Iowa
23	The Ohio State University

Rank	US News & World Report 2021 Best Health Care Management Programs
1	University of Alabama- Birmingham
2	University of Minnesota- Twin Cities
3	University of Michigan- Ann Arbor
3	University of North Carolina- Chapel Hill
5	Rush University
5	Virginia Commonwealth University
7	The Ohio State University
8	University of Iowa
9	Cornell University
9	Johns Hopkins University
9	U.S. Army- Baylor University

A survey taken by the College of Public Health community asked for the top three schools/colleges of public Health that Ohio State should establish as aspirational peers. The top schools are presented in the following word cloud.



Top 6 schools mentioned:

- UNC
- Michigan
- Johns Hopkins
- Harvard
- Minnesota
- Boston University

The steering committee ultimately selected seven schools to focus benchmarking analysis on. Metrics used to make this determination include national ranking, total enrollment, student to faculty ratios, quantity and quality of centers and institutes, student organizations, alternative learning based offerings and community engagement. Through analytics and research, it became evident that a premier and comprehensive college of public health was diversely equipped in the education delivery, training and research surrounding public health. Ohio State has opportunities to grow and increase impact in these areas in relation to peers and with the pressures of the external landscape.

Institution	Sponsored Research expenditures	USNWR Rank	Year founded	Public Health Total Enrollment	Students per Faculty FTE	Key degrees and programs
University of North Carolina *	\$184M	2	1940	1,600	8	<ul style="list-style-type: none"> • Undergraduate • Masters • Doctoral • Dual and Joint • Graduate Certificates
Columbia University	\$266M	4	1922	1,600	9	<ul style="list-style-type: none"> • Masters • Doctoral • Dual
Emory University	\$118M	5	1990	1,300	8	<ul style="list-style-type: none"> • Masters • Doctoral • Dual • Graduate Certificates
University of Michigan *	\$88M	5	1941	1,200	10	<ul style="list-style-type: none"> • Undergraduate • Masters • Doctoral • Dual and Joint • Graduate Certificates
Boston University	\$45M	8	1976	1,000	7	<ul style="list-style-type: none"> • Masters • Doctoral • Dual • Graduate Certificates
University of Minnesota *	\$65M	9	1944	1,200	9	<ul style="list-style-type: none"> • Masters • Doctoral • Dual • Graduate Certificates
University of South Florida *	\$20M	16	1984	2,200	28	<ul style="list-style-type: none"> • Undergraduate • Masters • Doctoral • Dual • Graduate Certificates
The Ohio State University *	\$11M	23	2007	620	11	<ul style="list-style-type: none"> • Undergraduate • Masters • Doctoral • Dual • Graduate Certificates

Internal Analysis

Overview

The study of public health at Ohio State goes back as far as 1914 with the preventive medicine division in the Department of Medicine which became the Department of Preventive Medicine in the College of Medicine in 1948. Gradually the program transformed into the Hospital and Health Services Administration program. In 1971, the first Master of Health Administration (MHA) degree was awarded and in 1992 the first Master of Public Health (MPH) degree was awarded at Ohio State. In 1995, the School of Public Health was founded within the College of Medicine. After becoming a free standing school, separate from the College of Medicine in 2003, The College of Public Health was officially established in 2007.

The College of Public Health is housed in Cunz Hall which was completely renovated in the fall of 2011. Cunz hall, hailed for its environmentally friendly and energy efficient design, features 60,000 square feet of collaborative classroom, lab and administrative space. This state of the art facility has earned a number of certifications and recognition awards.

According to the 2019 US News & World Report rankings, the College ranked 23rd among best graduate schools of public health. The Master of Health Administration program ranks 7th nationally. The OSU College of Public Health offers the following educational programs:

Doctor of Philosophy (PhD) degree

The PhD in Public Health can be pursued in any of the following areas within the College of Public Health:

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

Graduate programs

- Master of Public Health
- Master of Health Administration
- Master of Science
- Graduate minor in Public Health Behavior and Promotion
- Additional Specializations and Certificates

Undergraduate programs

- Bachelor of Science in Public Health
- Undergraduate minor in Global Public Health
- Undergraduate minor in Epidemiology

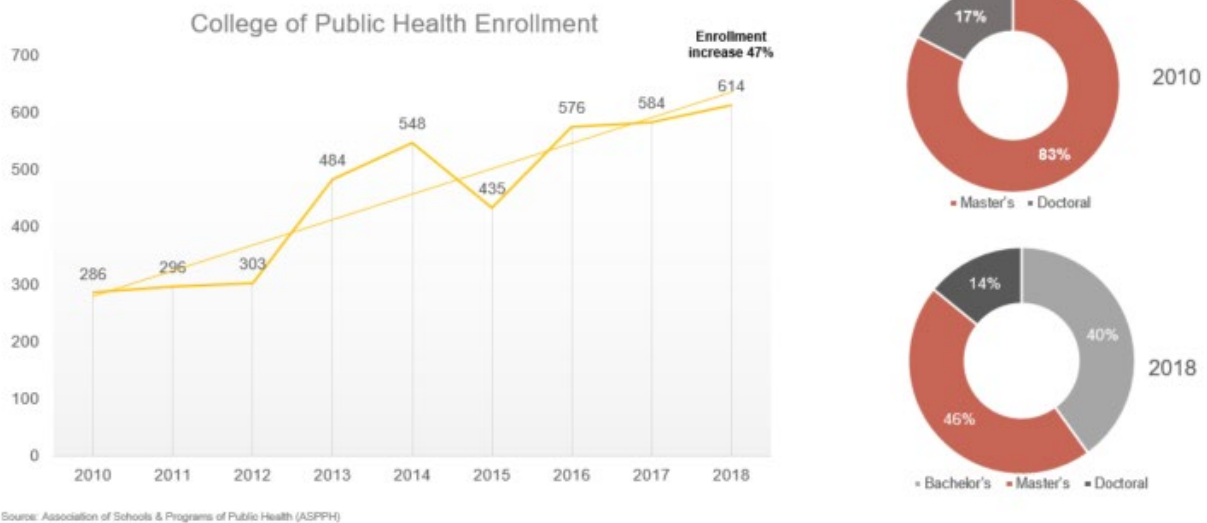
Dual/Combined Degrees

- Combined BSPH/MPH degree

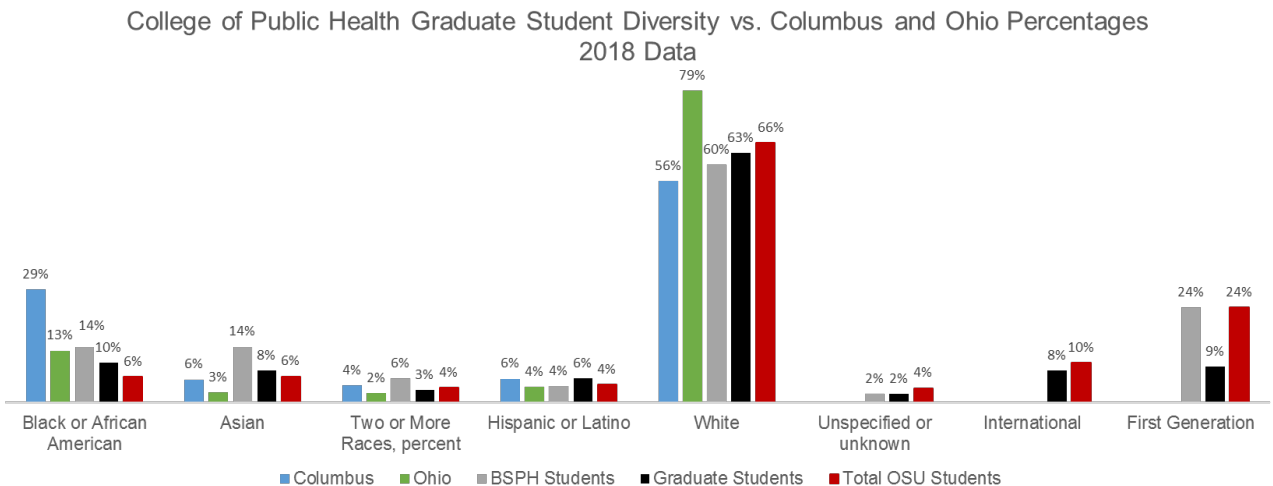
- Dual degrees from the College of Engineering, John Glenn College of Public Affairs, Fisher College of Business and College of Social Work
- Combined degrees from the College of Medicine, College of Veterinary Medicine, College of Dentistry and Moritz College of Law

Key Metrics

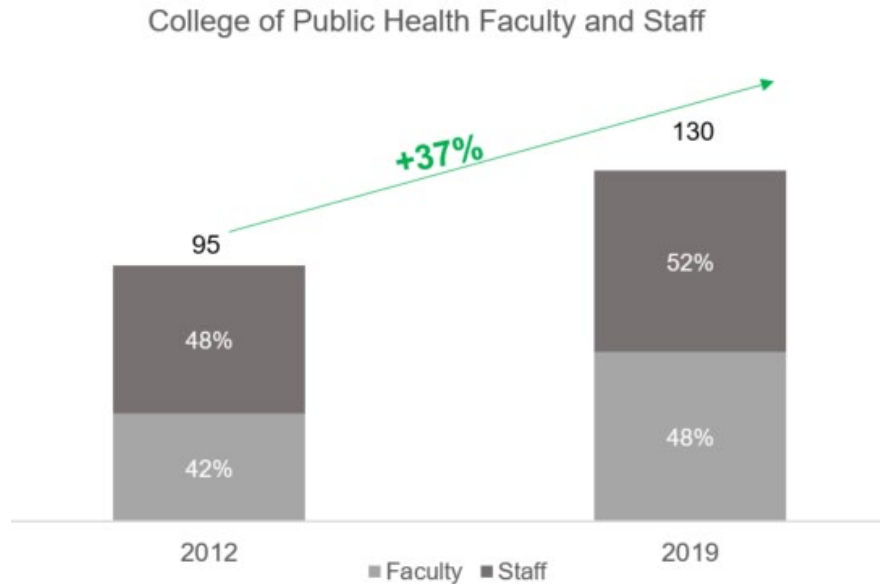
Ohio State College of Public Health enrollment has increased nearly 50% over the last eight years, mostly from undergraduate programs. However, its total enrollment of 620 is small compared to the average of 1,443 among aspirational peers.



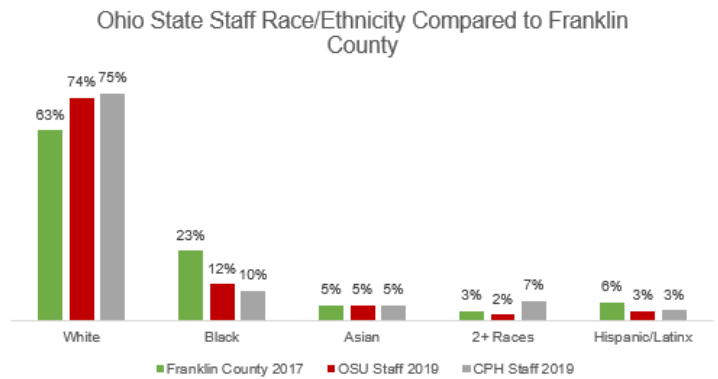
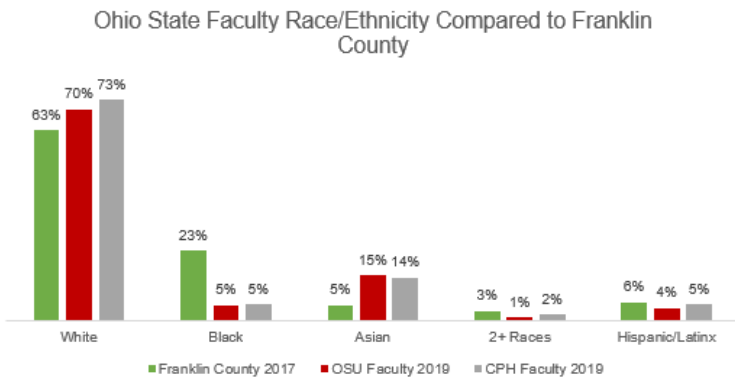
College of Public Health student diversity has some variations from the race/ethnicity distributions of Columbus and Ohio populations.



As enrollment grows, the College has experienced rapid growth in employment. There are still gaps to reaching employee diversity reflective of the local population.



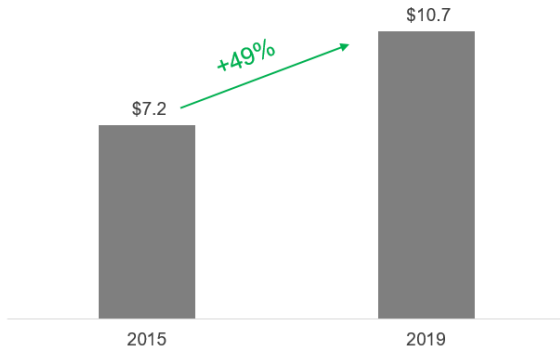
Source: HR Analytics, Autumn 12 & Autumn 19 Data



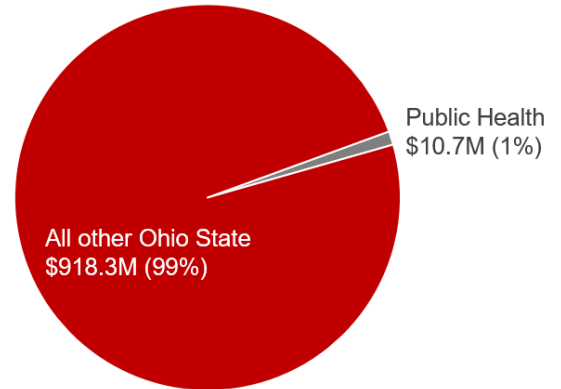
Source: OSU HR Tableau, US Census

Research expenditures within the college have grown in recent years, increasing 49% from 2015 to 2019, mostly from non-NIH federal, State, and non-profit sources. The College research activity represented 1% of all Ohio State research expenditures in 2019.

Total College of Public Health Sponsored Research Expenditures (In Millions)

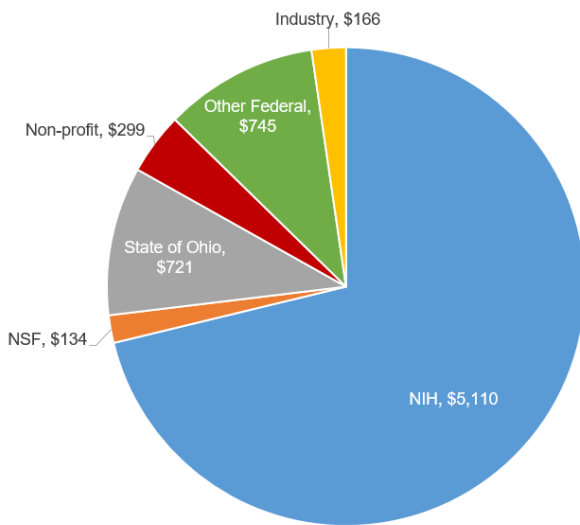


Total College of Public Health vs Ohio State Sponsored Research Expenditures 2019 (In Millions)



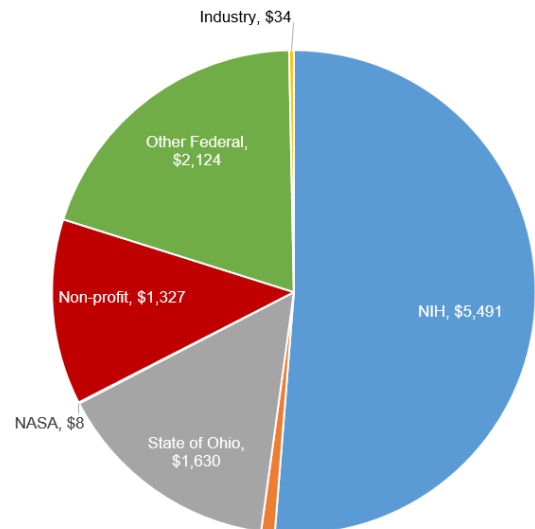
Source: eActivity, data by fiscal year

Research expenditures by sponsor (In Thousands), 2015



Total 2015 Expenditures: \$7.2M

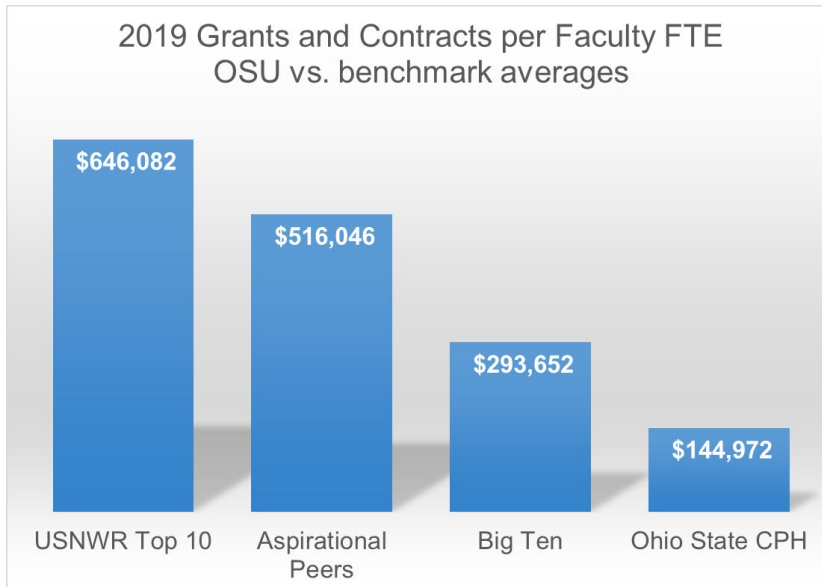
Research expenditures by sponsor (In Thousands), 2019



Total 2019 Expenditures: \$10.7M

Source: eActivity and Internal CPH research data

In the most recent year (FY2019), College of Public Health grants and contracts per faculty FTE is generally below the average of our benchmark schools. The top 10 public health schools or colleges have about 60% of the market share in grants and contracts. As far as scholarship outputs, Ohio State is in the 75th percentile compared to all schools of public health. The amount of outputs is competitive, but securing grants of higher dollar value would allow the college to capture greater market share.



The college has three established research centers providing expertise and support for research, and also establishing and fostering partnerships to support the community. Community outreach and partnerships are a vital component of a premier public health college. The OSU College of Public Health is leading efforts to engage with local, state, national, and global communities to address health disparities and public health issues. To name a few, the Padamsee Group’s Daughter, Sister, Mother Project, founded and led by a College of Public Health faculty member, empowers women and their health care providers to fight familiar cancer.⁵ Another faculty member developed the E6 Community Engagement Model designed to address the high rates of health disparities in communities close to Ohio State.⁶ Strengthening and expanding partnerships with the community and health departments is important as Ohio State aspires to be a national leader in the public health conversation.

Centers



[Center for Health Outcomes and Policy Evaluation Studies \(HOPES\)](#)



[Center for Public Health Practice \(Ohio Public Health Training Center\)](#)



[Center for the Advancement of Tobacco Science \(CATS\)](#)

⁵ Tasleem Padamsee, PhD

⁶ Darryl B. Hood, PhD

Ambition and Goals

Ohio State Aspiration

To make the next bold leap in Ohio State's land-grant history of excellence and impact, we aspire to be a leading national flagship public research university.

College of Public Health Aspiration

Nationally recognized as a trusted voice for public health, committed to enhancing our shared future as a leader in stewarding policies and practices that promote health, dismantle inequities and prevent disease.

All of the College of Public Health's goals and objectives are guided by advancing the public health conversation and fostering a culture of engagement for our students, faculty and staff

Strategic Goals:

1. Address public health challenges through nationally leading research to substantially increase the societal impact of the college
2. Develop career-ready professionals through comprehensive and contemporary nationally- ranked programs
3. Partner with communities and health departments across Ohio and beyond to grow evidence-informed practices, reduce health inequities and improve population health
4. Foster a culture of engaged connection, sustained through support and appreciation of a diverse college community
5. Attract, engage and support top faculty, staff and student talent, enabling them to perform at the highest levels
6. Advance growth and ensure financial sustainability to achieve the college's aspirational goals

Evidence of Success:

Goal 1: *Distinctive, Innovative and Influential Research*

Address public health challenges through nationally leading research to substantially increase the societal impact of the college

1. Expand and improve interdisciplinary research collaborations across the college's divisions, university, locally, nationally and internationally
2. Develop and support faculty and students to produce and disseminate influential public health research and innovation, advancing the public health conversation
3. Increase and diversify the college's external research funding
4. Provide innovative operating support, infrastructure and physical space to enhance research productivity and reduce administrative and logistical barriers to successful research

Goal 2: *Educational Excellence and Innovation*

Develop career-ready professionals through comprehensive and contemporary nationally- ranked programs

1. Implement modernized, interdisciplinary curricula to educate and train students on emerging and critical public health issues including the social determinants of health and social justice, fostering a culture of engagement and advocacy
2. Offer accessible education and training through innovative platforms and learning experiences to attract and engage diverse cohorts of new and non-traditional learners
3. Strengthen existing and develop new competency-based academic programs that translate application of public health knowledge, skills and attitudes into community-applied practice
4. Prepare students for successful leadership and impactful careers through an immersive learning environment and a robust career and skills development program

5. Formalize college-wide procedures and policies to support the continuous development of teaching excellence
6. Leverage alumni expertise and networks to provide students access to mentorships, career opportunities and enhanced course content

Goal 3: Engagement and Impact**Partner with communities and health departments across Ohio and beyond to grow evidence-informed practices, reduce health inequities and improve population health**

1. Improve organizational structure to guide, track and leverage the college's community engagement programs and practices
2. Expand, sustain and steward mutually beneficial relationships and effective partnerships locally, nationally and internationally to address health inequities and public health challenges
3. Establish advocacy and other practices with focus on equity, inclusion and social rights to advance population health and the national public health conversation

Goal 4: Culture and Citizenship**A culture of engaged connection, sustained through support and appreciation of a diverse College community**

1. Enhance a welcoming and inclusive environment that attracts, retains and supports faculty, staff and students from diverse backgrounds by offering, prioritizing and valuing programs and trainings that address equity throughout the college
2. Sustain active citizenship and shared sense of community among faculty, staff, students and alumni through strong participation and engagement in programs, events, mentoring and networking
3. Strengthen the academic and professional advancement of historically marginalized faculty, staff and students through scholarships, grants and development trainings and programs

Goal 5: Recruiting and Retaining Leading and Diverse Talent**Attract, engage and support top faculty, staff and student talent, enabling them to perform at the highest levels**

1. Implement evidence-based recruitment processes that attract and recruit a diverse and world-class talent pool targeting areas of aspirational growth and promoting interdisciplinary collaboration
2. Enhance onboarding processes to create an experience that effectively acclimates incoming talent to their role and the college
3. Develop a robust faculty and staff mentorship program, including leadership development, that inspires college talent to solve critical public health issues and creates a pipeline for future leaders
4. Empower individuals in their roles and create flexibility for people to innovate in their daily work, improve organizational effectiveness and increase personal satisfaction
5. Implement a faculty and division incentive plan that offers guidance and support for excellence in engagement, teaching and research
6. Recruit and retain those who seek opportunities to advance the public health conversation through action, including engaging in media interviews, presenting commentary, offering presentations and sitting on expert panels

Goal 6: Stewardship and Operational Excellence**Advance growth and ensure financial sustainability to achieve the college's aspirational goals**

1. Implement financial and operational transparency across divisions and the college
2. Leverage strong alumni network and increased awareness of critical public health issues to expand philanthropic support
3. Expand revenue growth and be good stewards to grow and secure financial future of the college
4. Bring together a diverse group of alumni leaders to offer counsel, create pathways to financial support and build external partnerships

Implementation Plan

Academic Year 2020-2021 Priorities

The following tactics have been identified as implementation priorities for the 2020-2021 academic year. For each tactic, an accountable owner has been identified and associated resources outlined.

Research

1. Develop research regarding health inequities by race/racism and other “isms”
2. Develop training and incentives for faculty to pursue interdisciplinary, multi-investigator grants

Education

3. Increase longitudinal course content and individual courses that include social determinants of health, environmental justice, and racism to educate and train students and simultaneously improve the comfort and inclusion of students representing diverse backgrounds.
4. Expand distance education accessibility and delivery modes including 100% Distance Learning (DL) and Hybrid/Blended delivery of courses, as well as, full curricula for strategic degree programs (e.g. MPH-PEP-PHL, MPH-VPH), certificates (e.g. GOH, EPHRA), and minors (e.g. GPH).
5. Dedicate resources (i.e. people, places, things) to expand portfolio of degree and degree enhancement programs, including alignment with broader health sciences interprofessional education and curricular initiatives, and, overall the needs/wants identified by the community (e.g. preceptors, employers, prospective employers) and non-traditional learners

Engagement and Impact

6. Enhance real time data collection and measurement system to track and assess community engagement activity
7. Strategically identify partners at all levels for influential participatory engagement
8. Develop and sustain one or more partnerships in realm of health equity and COVID
9. Significantly increase number of state of Ohio public health departments engaged

Culture

10. Revise and administer college culture survey to faculty, staff, and students to identify focus areas for future strategic priorities
11. Develop communication campaign around the work and goals of the Diversity, Equity and Inclusive Excellence Committee

Talent

12. Develop effective mentoring that includes service and teaching, not just research to create well rounded leaders
13. Design incentive plan around engagement, teaching and research
14. Communicate strategic plan to help everyone see how they can support implementation and success
15. Complete open chair positions

Stewardship

16. Increase community awareness of CPH including role in public health response efforts around COVID-19 and racism as a public health crisis, college priorities and philanthropic opportunities.
17. Create Development plan focused on cultivating, soliciting, and stewarding philanthropic gifts while building a pipeline for sustained and expanded future support
18. Strengthen and highlight alumni engagement and participation
19. Establish a strategic and engaged external advisory committee

Financial Plan

The financial plan was developed to identify resources needed to support the strategic plan execution. A set of guiding principles and procedures have been established to determine resource allocation. On a yearly basis, specific tactics of the plan will be prioritized and incorporated into the budget process and College development campaigns.

Business plans and proposals will be developed for key implementation priorities and will be shared with the leadership team to secure funding. Key strategic investments needed for plan execution:

1. **Educational support:** Expand distance education accessibility and delivery mode. Dedicated resources to expand portfolio of degree and degree enhancement programs.
2. **Incentive plans:** Redesign of the incentive plan around engagement, teaching and research for faculty and division guidance and support.
3. **Staff recruitment:** Staffing support will likely be needed to achieve implementation of initiatives.

Performance Metrics

Strategic Plan Goal	Performance Metrics
<p>Goal 1: Distinctive, Innovative and Influential Research Address public health challenges through nationally leading research to substantially increase the societal impact of the college</p>	<ul style="list-style-type: none"> • National research rankings • Grant funding with CPH PI or multiple PI • Number of laws, regulations, or best practice guidelines modified as a result of research findings • Number of publications in top quartile journals
<p>Goal 2: Educational Excellence and Innovation Develop career-ready professionals through comprehensive and contemporary nationally- ranked programs</p>	<ul style="list-style-type: none"> • Diversity of degree program applicants, admits and matriculants • Rubric criteria measures of degree program applicants, admits and matriculants • Degree program retention rates • Degree program graduation rates, including time-to-degree • Degree program graduates' applicable employment rates, including pursuit of full-time advanced education • Employer feedback on career readiness competencies of CPH graduates
<p>Goal 3: Engagement and Impact Partner with communities and health departments across Ohio and beyond to grow evidence-informed practices, reduce health inequities and improve population health</p>	<ul style="list-style-type: none"> • Number of publications that meet CBPR criteria • Increase in activities with CPHP and HOPES • Variety and levels of partnerships including MOUs established • Faculty/Staff/Students serving on community and org boards; local national, international
<p>Goal 4: Culture and Citizenship A culture of engaged connection, sustained through support and appreciation of a diverse college community</p>	<ul style="list-style-type: none"> • Employee engagement survey • Student experience survey • Faculty, staff and student event participation • Retention rates of diverse students (gender, race, ethnicity, first generation, LGBTQ+, people with disabilities) • Completion of professional development certificate of inclusion: faculty, staff, students
<p>Goal 5: Recruiting and Retaining Leading and Diverse Talent Attract, engage and support top faculty, staff and student talent, enabling them to perform at the highest levels</p>	<ul style="list-style-type: none"> • Number of promotions to leadership positions/career progression • Diversified portfolio of grant funding • Employee engagement survey (survey needs to be developed) • %URM in faculty, staff and student populations

<p>Goal 6: Stewardship and Operational Excellence Advance growth and ensure financial sustainability to achieve the college's aspirational goals</p>	<ul style="list-style-type: none">• Philanthropic dollars• Alumni participation at events, programs and through philanthropic gifts• Operating margin• % revenue from alternative sources• Revenue from degree enhancement and continuing education programs• Revenue from credit and non-credit programs
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Appendix

Strategic Plan Charter

Project name

The Ohio State University College of Public Health Strategic Plan

Project Leaders

Cabinet Sponsor: Bruce McPheron, PhD, MS, Executive Vice President and Provost

Lead: Amy L. Fairchild, PhD, MPH, Dean, College of Public Health

Project scope

Develop a comprehensive 5 year strategic plan for the College of Public Health at The Ohio State University. The plan will encompass the entire college with the intent of positioning the college as a foundational element in the success of the Ohio State University strategic plan.

Key strategic questions

Trends / Environment

- What are the external trends and forces shaping strategies for colleges of public health?

Ambition / Purpose

- What is the role of the College of Public Health in the evolving world of higher education, impacting public health, and specifically in helping Ohio State achieve its strategic goals?
- What is the ambition for the College of Public Health? What is its core purpose?

Capabilities / Differentiation

- What are the characteristics and core capabilities of leading public health colleges? Which institutions are the leaders in this space? What can we learn from them?
- What internal capabilities do we need to reinforce or acquire to successfully implement our strategy?
- What are the key goals and focus areas needed to achieve the ambition? What are the focus areas that will differentiate the College Public Health in a competitive global environment?

Enablers

- What strategic partnerships will be needed to successfully execute our strategy?
- How do we create a culture that allows us to recruit and retain the best talent that will be needed to successfully execute on our strategy? How can faculty, staff, students and alumni be engaged to achieve the college's goals?
- What organization structure and approach will best ensure success of the College of Public Health's strategy? What leadership and talent are needed to execute our strategy?

Success

- What measures should be used to gauge the College of Public Health's progress in attaining its ambition? What are the targets for performance?

Roles and Responsibilities

Stakeholder Group	Roles and Responsibilities
Board of Trustees	<ul style="list-style-type: none"> • Ultimate approval of the strategic plan • Provide feedback and recommendations on alignment with University strategic plan

President's Cabinet	<ul style="list-style-type: none"> • Approval of strategic plan before presentation to Board of Trustees • Review and provide feedback on strategic plan
Steering Committee	<ul style="list-style-type: none"> • Provide input on strategic plan steering committee meeting approach and materials • Guide and approve outcomes of the strategic plan steering committee • Collaborate on an ongoing basis to implement and measure success of the strategic plan
Strategic Planning Committee	<ul style="list-style-type: none"> • Active and engaged participation in planning process • Synthesize informational inputs (survey, external review, internal analysis) and provide input and feedback that will shape development of the strategic plan • Provide linkage to respective disciplinary areas • Develop the ambition, goals, initiatives, and tactics of the strategic plan • Develop and approve success metrics and accountability for ongoing monitoring and implementation of the strategic plan
Faculty Members and Research Support Staff	<ul style="list-style-type: none"> • Provide input to strategic plan development through survey and interviews / focus groups

Steering Committee

- Amy Fairchild, Dean College of Public Health
- Michael Bisesi, Senior Associate Dean of Academic Affairs
- Ann Florentine, Assistant Dean for Finance and Administration
- William Miller, Senior Associate Dean of Research
- Misti Crane, Director of Strategic Marketing and Communications
- Jennifer Beard, Assistant Dean for Strategic Initiatives

Strategic Planning Committee

College of Public Health

- C. Tory Harper Hogan, Assistant Professor, Health Services Management and Policy
- Teresa Long, Special Advisor – Community Engagement and Partnership
- Elisabeth Dowling Root, Associate Professor, Epidemiology
- Alison Norris, Associate Professor, Epidemiology
- Jiyoun Lee, Professor, Environmental Health Sciences
- Rebecca Andridge, Associate Professor, Biostatistics
- Julie Robbins, Associate Professor, Health Services Management and Policy
- Gail Kaye, Associate Professor, Health Behavior and Health Promotion
- Katy Trombitas, Executive Director of Development, Health Sciences Colleges

- Dawn Williams, Assistant Director Office of Academic Programs and Student Services
- Lisa Van Dyke, Resource Planning Analyst, Office of Academic Affairs
- Taylor Boyles, Director of Development
- Tom Knobloch, Senior Scientist, Environmental Health Sciences
- Brittany Pope, Graduate Student
- Steve Smith, Alumnus

University & Wexner Medical Center

- Tom Gregoire, Dean, College of Social Work
- Rachit Thariani, Chief Population Health Officer, Wexner Medical Center and CEO, The Ohio State Health Accountable Care Organization
- Kierra Barnett, Alumna and Post-doctoral Researcher at the Kirwan Institute for the Study of Race and Ethnicity
- Randy Moses, Senior Associate Vice President for Research Administration
- Ned Hill, Professor, John Glenn College of Public Affairs and College of Engineering
- Jodi Ford, Associate Professor, College of Nursing
- R. Scott Osborne, Vice President of Economic and Corporate Engagement
- Ryan Schmiesing, Vice Provost for Outreach and Engagement