

College of Public Health

Strategic Plan FYs 2015-2017

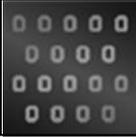


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Letter from the Dean

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 46th 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 priority areas:

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.

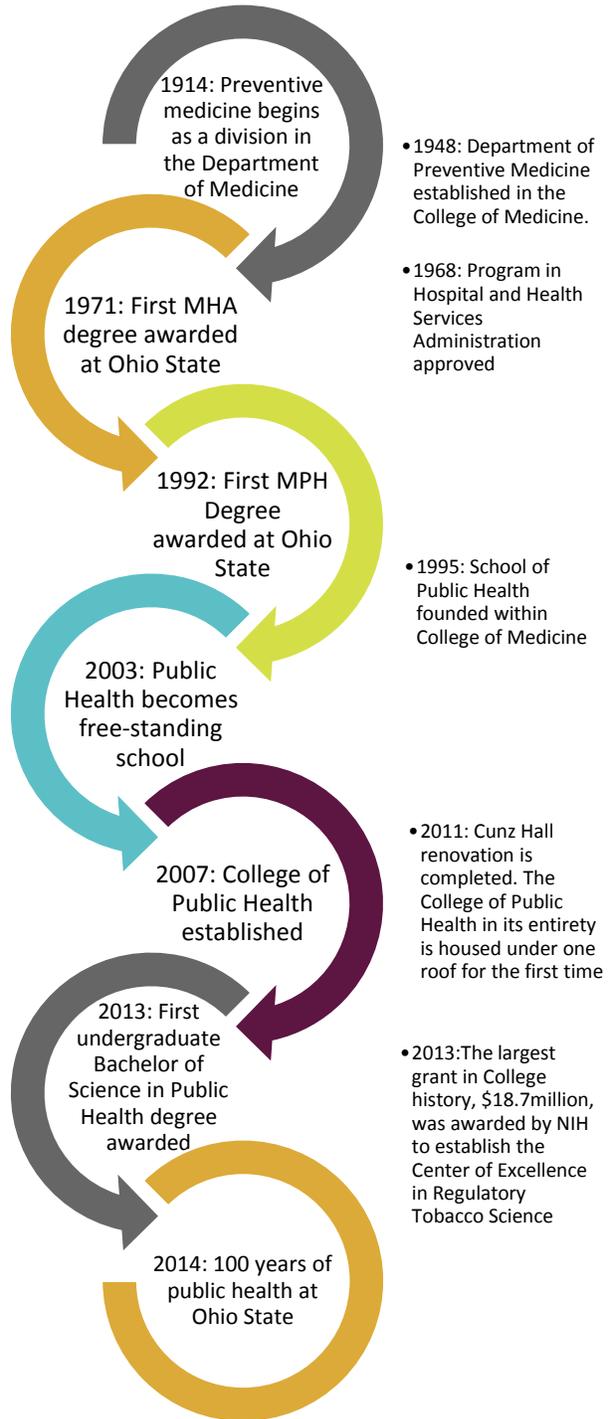
Sincerely,

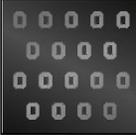


William J. Martin II, MD
Professor & Dean
College of Public Health

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.

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

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:

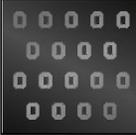
Students serve in international practice placements, including Bangladesh and Uganda.

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 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

The Public Health Neighborhood

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

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.

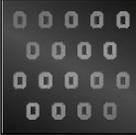
Career Opportunities for Graduates

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.

Career Field	Projected Growth by 2022	Why?
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

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

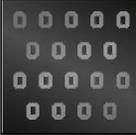
Resources

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 five categories with underlying strategic goals and corresponding initiatives that align with and will advance the University's primary overarching goals. Our categories are:

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

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.

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.

Examples of emerging opportunities in public health at Ohio State

- Infant mortality and children's health
- Prevention of chronic diseases
- Data analytics and data coordination
- Community-based participatory research
- Global health
- One Health

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).

The strategic goals under each of the five categories in the *College of Public Health 2015-2017 Strategic Plan* have specific initiatives (objectives) stated with either qualitatively or quantitatively measureable outcomes, as follows:

A. CAPACITY BUILDING

Strategic Goal A.1. Interdisciplinary Capacity Building: *Build and sustain high quality diverse core faculty and staff.*

Outcome Measures for A.1.1.	
Initiative: <i>Recruit, appoint promote and retain high quality diverse faculty and staff aligned with Divisions, academic programs, research initiatives, and outreach needs.</i>	
Outcome Measure	Target 2017
Number of core (primary) faculty members	50 Faculty Members
Number of core (primary) staff members	50 Core Staff Members
Percentage of underrepresented faculty and staff based on race and ethnicity	Representative of Ohio demographics

Outcome Measures for A.1.2.	
Initiative: <i>Formalize a courtesy and joint faculty appointments with the other Colleges at OSU.</i>	
Outcome Measure	Target 2017
Number of active courtesy and joint appointments between the College and other Colleges w/in OSU to support interdisciplinary collaborative efforts	Appointments involving 15 OSU Colleges

Strategic Goal A.2. Interdisciplinary Capacity Building: *Establish and formalize internal partnerships to support an Ohio State public health faculty collaborative to integrate expertise.*

Outcome Measures for A.2.1.	
Initiative: <i>Identify key units and new partners within the University to be part of the “One University” collaborative effort and convene applicable faculty and facilitate discussions centered on or involving integration of aspects of public health teaching, research and/or service. (NOTE: Cooperative/collaborative relationships based on relationships involving, for examples, courses used in curricula and/or cross-listed, interdisciplinary research, and interdisciplinary committees.)</i>	
Outcome Measure	Target 2017
Number of collaborative relationships established with OSU colleges.	15 OSU colleges
Number of collaborative relationships established with OSU centers or institutes.	4 OSU centers, institutes or similar units

Outcome Measures for A. 2.2.	
Initiative: <i>Identify and commit to development and implementation of applicable interdisciplinary programs, multidisciplinary research projects and team-based service activities. 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.</i>	
Outcome Measure	Target 2017
Numbers of course offerings supporting other units’ programs; GE courses; minor programs; dual and combined degree programs; and, academic certificate programs.	10 courses supporting other units
	3 GE courses
	4 minor programs
	12 dual degree programs
	4 combined degree programs
	2 certificate programs

Strategic Goal A.3. Interdisciplinary Capacity Building: *Expand and formalize external partnerships with The Ohio State University.*

Outcome Measures for A.3.1.	
Initiative: <i>Form relationships with local, state and national partners and stakeholders and convene suitable partners and facilitate discussions centered on or involving integration of public health themes.</i>	
Outcome Measure	Target 2017
Number of collaborative relationships established with external local, state and national agencies and organizations.	10 external agencies and organizations
Number of invited community members to present to faculty and staff (e.g. via Voices of the Community)	12 community member presentations per year

B. TEACHING & LEARNING

Strategic Goal B.1. Teaching and Learning: *Recruit, matriculate, retain and graduate high-quality and culturally-diverse students.*

Outcome Measures for B.1.1.	
Initiative: <i>Expand student recruitment, and align the College’s marketing and recruitment plan with the Ohio State Enrollment Services Strategic Marketing and Communication Plan.</i>	
Outcome Measure	Target 2017
Number of graduate and undergraduate applications received	700 graduate degree applicants per year
	250 undergraduate degree applicants per year
Quality of applicant pool, based on racial and ethnic diversity	Representative of Ohio demographics

Outcome Measures for B.1.1.	
Initiative: <i>Expand student recruitment, and align the College's marketing and recruitment plan with the Ohio State Enrollment Services Strategic Marketing and Communication Plan.</i>	
Outcome Measure	Target 2017
Quality of accepted graduate and undergraduate degree applicants, based on average GPA.	≥3.60/4.00 Graduate Applicant GPA ≥3.30/4.00 Undergraduate Applicant GPA
Quality of accepted graduate degree applicants, based on average GRE percentile scores.	≥70 th Percentile Q and V Average scores of Admitted Graduate Degree Students
Quality of accepted undergraduate and graduate applicants, based on average ACT scores	≥30 Average scores of Admitted Undergraduate Degree Students
Retention rate	≥90% Retention rate
Graduation rate	≥90% Graduation rate
Time-to-Degree	100% graduates
Placement of graduates in applicable jobs or continued/advanced education	90% placement of applicable graduates

Strategic Goal B.2. Teaching and Learning: *Enhance student life experiences at the College and University.*

Outcome Measures for B.2.1.	
Initiative: <i>Increase the percentage of courses held in in Cunz Hall classrooms.</i>	
Outcome Measure	Target 2017
Courses scheduled in Cunz Hall classroom spaces	100 class sessions and ≥60% of College's courses in Cunz Hall classrooms

Outcome Measures for B.2.2.	
Initiative: <i>Survey students to evaluate the student experience from the point of pre-admission through graduation.</i>	
Outcome Measure	Target 2017
Percentage of Year1 graduate students who indicate "strongly agree/agree" with quality/satisfaction indicators on Year 1 Student Survey.	≥80% graduate students agree for each of the categories surveyed
Percentage of Year1 undergraduate students who indicate "strongly agree/agree" with quality/satisfaction indicators on Year 1 Student Survey.	≥80% undergraduate students agree for each of the categories surveyed
Percentage of graduating graduate students who indicate "strongly agree/agree" with quality/satisfaction indicators on Exit Graduating Student Survey.	≥80% graduate students agree for each of the categories surveyed

Outcome Measures for B.2.2.	
Initiative: <i>Survey students to evaluate the student experience from the point of pre-admission through graduation.</i>	
Outcome Measure	Target 2017
Percentage of graduating undergraduate students who indicate “strongly agree/agree” with quality/satisfaction indicators on Exit Graduating Student Survey.	≥80% undergraduate students agree for each of the categories surveyed
Student Evaluation of Instruction (SEI) survey scores	≥80% of courses with SEI scores ≥4.0/5.0

Strategic Goal B.3. Teaching and Learning: Develop and update academic courses and programs that are contemporary, relevant and accessible.

Outcome Measures for B.3.1.	
Initiative: <i>Investigate the feasibility of integrated core curriculum; develop integrated core curriculum where ready.</i>	
Outcome Measure	Target 2017
Alignment of MPH with ASPPH <i>Framing the Future</i> report, societal needs, and applicable CEPH criteria	Implement more efficient structure and ensure effective and contemporary MPH professional degree core content.

Outcome Measures for B.3.2.	
Initiative: <i>Increase accessibility to courses and programs through distance learning (DL).</i>	
Outcome Measure	Target 2017
DL course modules	All core content available as DL accessible topic-specific modules
Quality of DL Modules and Courses	Meet QA/QC Standards as per Quality Matters™ process

Outcome Measures for B.3.3.	
Initiative: <i>Expand the 3+2 combined BSPH-master degree program in collaboration with other colleges or universities.</i>	
Outcome Measure	Target 2017
Number of joint 3+2 BSPH-master degree programs	Eight 3+2 BSPH-master degree programs

Outcome Measures for B.3.4.	
Initiative: <i>Revise MPH-PEP and MPH-HSMP to form a hybridized curriculum in Population Health Management, making the degree more accessible for working professionals; implement in fall 2017 for weekend plus distance learning delivery such as a certificate program in population health management for MPH or MHA.</i>	
Outcome Measure	Target 2017
Revised MPH-PEP w/ Population Health Management concentration	Full implementation SU 2017

Strategic Goal B.4. Teaching and Learning: Provide students with opportunities to participate in relevant hands-on public health activities in local, national and international settings.

Outcome Measures for B.4.1. Initiative: <i>Expand the global scholars program to support opportunities for students.</i>	
Outcome Measure	Target 2017
Number of Field Experiences in Global Health Courses/Sites	Five international sites

Outcome Measures for B.4.2. Initiative: <i>Sustain current relationships and build new ones with applicable agencies, organizations and industries to expand sites for student practicums and internships.</i>	
Outcome Measure	Target 2017
Number of sites and sectors represented for practicum/internships	50 sites
	10 sectors

C. RESEARCH and INNOVATION

Strategic Goal C.1. Research and Innovation: *Demonstrate ongoing improvement of research productivity and performance.*

Outcome Measures for C.1.1. Initiative: <i>Continually increase demonstration of research success based on receipt of competitive external grants and contracts, generation peer-reviewed publications, and national and international presentations.</i>	
Outcome Measure	Target FY2017
Number peer-reviewed publications	100% applicable faculty published each year 20% involving student co-author
Number conference presentations	100% applicable faculty presented each year at national and international conferences
Number grants and contract proposals submitted	80% applicable faculty submitting as PI and 100% submitting in any role per year
Number grants and contracts funded	\$9 million per year 50% applicable faculty funded as PI and 100% funded in any role per year
Amount research expenditures	\$9million per year
Amount IDC recovery	50% on average
Number T32 Training grants	One T32 training grant submitted 25% of faculty participating in funded OSU Training Grants
Number invention disclosures	Two Disclosures Submitted
Number patents	One Patent Awarded

D. OUTREACH and ENGAGEMENT

Strategic Goal D.1. Outreach and Engagement: Serve on key external committees, sections, councils and Boards.

Outcome Measures for D.1.1.	
Initiative: <i>Ensure that applicable faculty members join and participate with external groups.</i>	
Outcome Measure	Target 2017
Faculty representation	Number of Organizations Served

Strategic Goal D.2. Outreach and Engagement: Establish Ohio State as the preferred academic partner with other higher education institutions and health organizations locally, regionally, nationally and internationally.

Outcome Measures for D.2.1.	
Initiative: <i>Utilize grants and contracts to provide public health organizations with technical assistance in organizational development, strategic planning, quality improvement and group facilitation.</i>	
Outcome Measure	Target 2017
Number of working professionals educated via Center for Public Health Practice	1,500 members of public health workforce
Number of DL Accessible Modules	50 modules
Number service grants and contracts	20 active grants and contracts per year
Amount total Costs from service grants and contracts	\$250,000 Total Costs per year

Strategic Goal: Outreach and Engagement No.3. Formalize international engagement through University gateways and other international partners.

Outcome Measures for D.3.1.	
Initiative: <i>Establish at least one cooperative public health academic program with China and/or India gateway countries, or another, international partnering country.</i>	
Outcome Measure	Target 2017
Number collaborative academic programs	At least one academic program developed and implemented.

Outcome Measures for D.3.2.	
Initiative: <i>Implement continuing education offerings within an international partner institution.</i>	
Outcome Measure	Target 2017
Number continuing education courses delivered to international partner	At least one classroom course and one Web-based course

Outcome Measures for D.3.3.	
Initiative: <i>Assist one international partner institution in developing an outreach/practice program.</i>	
Outcome Measure	Target 2017
Number international offices for workforce development and program coordination/delivery	Formalized workforce development offices and programs in Addis Ababa and Gondar serving as model for East Africa

Outcome Measures for D.3.4. Initiative: <i>Implement at least one joint outreach program or function in conjunction with another OSU health sciences college.</i>	
Outcome Measure	Target 2017
Number joint outreach programs	One joint program formalized and implemented

E. RESOURCES

Strategic Goal E.1. Resource Stewardship: Ensure that faculty and staff members reflect a diverse culture.

Outcome Measures for E.1.1. Initiative: <i>Identify current and desired cultural conditions that will enhance the College's abilities to achieve its strategic goals.</i>	
Outcome Measure	Target 2017
Full Integration and Alignment of Diversity and Inclusion Committee Best Practices for a Diverse and Culturally Aware College Setting	Best practices and activities integrated into and aligned with all aspects of College's efforts to achieve and sustain racially and ethnically diverse and culturally aware/sensitive faculty, staff and student populations.
Diverse representation of faculty members in College	
Diverse representation of staff members in College	
Diverse representation of students in College	
Completion of University diversity training	100% Applicable Faculty and Staff

Outcome Measures for E.1.2. Initiative: <i>Require all faculty searches to have a diverse pool of applicants, including underrepresented minorities.</i>	
Outcome Measure	Target 2017
Diversity of faculty and staff applicant pools	100% applicable searches

Outcome Measures for E.1.3. Initiative: <i>Continue to recruit senior and mid-career faculty to maintain strength in key leadership positions in the College.</i>	
Outcome Measure	Target 2017
New division chairs	2 new division chairs
Number Associate and Full-professor hires	Eight new senior and mid-career faculty hired since 2014

Outcome Measures for E.1.4. Initiative: <i>Recruit highly qualified faculty to lead initiatives in global health and multicultural health.</i>	
Outcome Measure	Target 2017
Number new hires with international and multicultural health experience	Six new faculty with applicable experience hired since 2014

Strategic Goal E.2. Resource Stewardship: *Expand utilization of information technology.*

Outcome Measures for E.2.1. Initiative: <i>Expand usage of learning and other technologies now available in Cunz Hall to increase classroom and distance learning module deliveries and video conferencing opportunities.</i>	
Outcome Measure	Target 2017
Increased equipment/technology	
Budget line item for equipment refresh, repair and replacement	
Increased Web-based content and courses/course modules	
Training opportunities for faculty and staff	

Outcome Measures for E.2.2. Initiative: <i>Expand usage of technology and practices to improve efficiency and effectiveness of data collection, analysis, centralized archiving, and retrieval to more easily retrieve data and generate reports.</i>	
Outcome Measure	Target 2017
Centralized College Data Collection and Retrieval Portal	Centralized portal established and implemented
College Data Collection, Analysis and Reporting Committee	College Data Committee established and operating

Strategic Goal E.3. Resource Stewardship: *Continue to support financial sustainability.*

Outcome Measures for E.3.1. Initiative: <i>Ensure enrollment growth in new and established academic programs based on the sums of credit hours generated for undergraduate student and graduate student enrollments each year.</i>	
Outcome Measure	Target 2017
Total semester credits of enrollment	3% growth per year

Outcome Measures for E.3.2. Initiative: <i>Secure new and ongoing development support for the College through enhanced alumni relations, major donor cultivation, and increased foundation and corporate fundraising activity. Funds reported in fiscal year totals include philanthropic gifts from individuals as well as grants, sponsorships, and contracts secured through foundations, corporations and other organizations to support research and other programming within the college. A portion of reported funds may also be reflected in research funding figures.</i>	
Outcome Measure	Target 2017
Amount of funds secured per year	\$1,500,000

Outcome Measures for E.3.3.	
Initiative: <i>Increase student scholarships and fellowships via increased development and external grants.</i>	
Outcome Measure	Target 2017
Amount of scholarship funds from development contributions per year for student tuition, stipend and/or travel.	\$100,000

Outcome Measures for E.3.4.	
Initiative: <i>Increase student assistantships and fellowships via increased development and external grants.</i>	
Outcome Measure	Target 2017
Amount of funds from College per year for student assistantships (e.g. GTAs)	\$500,000. per year
Amount of funds from College per year for student Fellowships	\$225,000. per year