

Vision 2025
Directional Guidance for the
College of Public Health and
Human Sciences

2015 - 2025

(version: November 19, 2015)

College Vision, Mission, and Values

Our Vision

To ensure lifelong health and well-being for every person, every family, every community.

Our Mission

Inspired by our mission as a leading land-grant university, we create synergy in teaching, research, and outreach to develop the next generation of globally minded public health and human sciences professionals. Through interdisciplinary research and innovative curricula, we advance knowledge, policies, and practices that improve population health in communities across Oregon and beyond.

Our Values

We share the values that guide Oregon State University: Accountability, Diversity, Respect, Responsibility and Truth. To these values, we add our dedication to:

- **Health:** We are committed to advancing lifelong health and well-being for all.
- **Care and Compassion:** With compassion and understanding, we commit to caring for ourselves and others.
- **Innovation:** We embrace innovative approaches to addressing challenges and opportunities.
- **Continuous Improvement:** We continually strive toward high standards by optimizing individual and collective strengths.
- **Cooperation and Collaboration:** We promote a collegial learning and work environment that encourages cooperation, collaboration and active participation.

Direction Statement

We will forge a **strong, clear identity for the College** based on our:

- a. Excellence in teaching and our student success initiatives,
- b. Innovative, interdisciplinary research and scholarship in public health and human sciences,
- c. Distinctive state-wide extension programs and community engagement capabilities, and
- d. Our multidisciplinary and community embedded expertise.

These remarkable strengths shape our collective actions and will continue to lead our College, our University, and our disciplines to revolutionize an integrated path to leadership, teaching, research, and service in public health and human sciences.

We will tap into **new and more impactful collaborations on and off campus**, with other disciplines, communities, organizations, industries, and our alumni that together can improve the health of Oregonians and beyond.

In a world that is changing quickly and where today's diverse learners want to be relevant and innovators of progress, we will leverage our collaborations to provide **integrated and novel learning** opportunities as part of our training.

As a result, we will emerge as a unique College, one that is recognized and valued on the national and global stage for our collaborative efforts to **create sustainable public health and human science solutions**.

Outcome 1

To Integrate Faculty and Staff through Intentional Support via our College's Culture, Infrastructure, Policies, and Practices

Our College's culture, identity, and structure are founded on integration and promote interdisciplinary work. Integration and interdisciplinary work must be supported by the College's infrastructure, policies, and practices. We must achieve disciplinary, functional, and programmatic integration. The value of such work must be reflected in faculty and staff expectations and rewards as appropriate. The strategies below are essential steps forward.

This outcome is well-aligned with Goals 2 and 3 of OSU's Strategic Plan 3.0. It fosters OSU's commitment to support our faculty and staff; encourages and supports interdisciplinary and transdisciplinary research and teaching; and ensures the success of our faculty, staff, and students. We believe that this outcome will help us strengthen the impact of our College and OSU throughout Oregon and beyond.

Strategies for Outcome 1

Strategy #1: Ensure expectations for faculty and staff work assignments and outcomes, as well as evaluations of performance, reflect the values of our College. We recognize that opportunities for and methods of integration and interdisciplinary work will differ by program and discipline.

- Develop plans and procedures to ensure that we recognize and value the contributions of our faculty and staff to promoting integration in all areas.
- In addition to recognizing and rewarding all forms of scholarship, create specific reward and evaluation mechanisms that recognize and promote integration, interdisciplinary work, and community engagement.
- Develop language for our College's workload document, position descriptions, and annual plans of work to better reflect the value we place on integration and interdisciplinary work. When specific expectations and duties in these areas are included in plans of work, we will ensure that evaluations of performance address them.

Strategy #2: Build multidisciplinary relationships and interdisciplinary collaborations. These approaches are grounded in reciprocity.

- The College's Research Office will continue to build a vibrant community of scholars and cultivate interdisciplinary collaborations among faculty within our College and the University through grant-writing workshops, research seminars and colloquiums, and funding for interdisciplinary pilot projects.
- Create new mechanisms and opportunities to inform faculty and staff of the interests and expertise of faculty and to foster connections and collaborations across disciplines and programs.
- The Center for Global Health will work with partners on campus and at other institutions to increase collaborative, interdisciplinary opportunities.
- The Hallie Ford Center for Healthy Children & Families will leverage space and technology to support integration and interdisciplinary collaboration among Extension programs and the research centers.
- The Moore Family Center for Whole Grain Foods, Nutrition, and Preventive Health will collaborate with Extension and external communicates on interdisciplinary research and outreach activities. In particular, the Moore Family Center and 4-H will collaborate around community resources for healthy eating choices.
- The Center for Health Aging Research will continue to foster interdisciplinary collaborations within our College, OSU partners, and external organizations/groups.
- Acknowledge faculty participation in one or more research centers within and/or outside our College in performance evaluations.

Outcome 2

To Provide Transformative Learning Experiences and Promote Success for All Learners

The University has made a commitment, as outlined in the OSU Strategic Plan 3.0, to provide a transformative educational experience for all learners. This university-wide goal will be accomplished through several strategies including enhancing an integrated learning environment to increase and equalize retention and success of all OSU students, making high-impact learning a hallmark of OSU's undergraduate education thereby preparing students for responsible citizenship and global competitiveness, strategically growing online education programs, and enhancing OSU's Healthy Campus Initiative. As one of the leading colleges at OSU in the area of student learning and engagement, we are invested in preparing our students to succeed during their time at OSU and in a professional world beyond graduation.

To fulfill this commitment, our College is realigning key units, offices, and resources with a keen eye on student success through graduation and beyond. In addition, we will prioritize the strategies below.

Strategies for Outcome 2

Strategy #1: Create a supportive, collaborative, inclusive, and welcoming environment for all students to create a culture of inclusive excellence and to foster student success.

- Recognize and ensure equity, inclusion, and diversity as central tenets of our mission.
- Engage in a result-oriented evaluation of the College climate from the perspective of students.
- Provide high quality academic advising and student support services.
- Improve student services by increasing integration and collaboration among internship coordinators, career services, and academic advising through our College's Office of Student Success.

- Advance the first year experience, including the Health and Well-being Living-Learning Community, to increase retention and student engagement.
- Provide greater support for student success initiatives that strengthen a sense of connection and community for students in our College.

Strategy #2: Create and sustain innovative and high impact learning opportunities for all students.

- Implement high impact learning practices in collaboration with key campus units/offices and external stakeholders (these include first year seminars, learning communities, experiential learning, global learning, student research, and capstone experiences).
- Align the services and programs in the College’s Office of Student Success to increase partnerships with undergraduate and graduate students to help them be successful.
- Develop new models and/or structures for the delivery of innovative and diverse learning experiences including those that support team teaching, better facilitate service/experiential learning and community engagement, and provide opportunities for other high impact collaborative learning activities.
- Engage professional faculty and staff who work with student success in experiential learning and community collaborations.

Strategy #3: Promote and support faculty and staff participation in high impact learning practices.

- Promote and/or offer professional development opportunities so faculty and staff are aware of and learn strategies for achieving high-impact practices.
- Ensure position descriptions, annual plans of work, and evaluations of performance address participation in and/or use of high impact learning practices, when appropriate.

Strategy #4: Strategically grow online learning opportunities to reach diverse learners and increase student access to a quality education.

- Develop and implement an online MPH degree.
- Leverage the expertise within our academic programs and Research Centers to create online professional development continuing education for graduates in the workforce and other professionals.

Strategy #5: Offer innovative high quality educational programs that prepare students for professional success and global competitiveness.

- Strategically increase diversity of delivery methods (e.g., hybrid courses) and high impact practices in all degree programs.
- Continue to provide integrative and interdisciplinary MPH education to foster the development of public health professionals to work across disciplines.
- Create new MPH options, as well as graduate certificates in specific areas of concentration.
- Develop and implement new MPH dual-degree programs.
- Increase the number and diversity of the MPH students enrolling in the College while maintaining high admission standards.
 - Recruit undergraduates from OSU and other universities and colleges in Oregon (e.g., via Accelerated Graduate Program in HMP, National Public Health Week, engagement of undergraduate advisors).
 - Recruit international students directly and through the Into Pathways Program.
 - Expand other recruitment efforts to maintain our diverse graduate student body including students from across the U.S. and internationally.

Outcome 3

To Enhance Engagement with External Communities

Our College has a long history of engaging and collaborating with communities, organizations, and industries. We also have wide-ranging experience with community-relevant research, teaching, and service. The active engagement of people and communities – in conversation and collaboration – is a core principle of our work and our identity. Consistent with the university’s mission to enhance our impact and reach, we seek to extend our research and knowledge to increase the College’s impact on the health of people and communities statewide, nationwide, and worldwide. We will continue to build on our strengths in both basic and applied interdisciplinary research to solve multifactorial emerging public health, human science, and societal problems. Enhancing our engagement with external communities will expand the impact and significance of our work.

Strategies for Outcome 3

Strategy #1: Build a stronger and more centralized infrastructure to coordinate and consolidate activities to enhance engagement with external communities.

- Create a Community Engagement Advisory Committee composed of Extension faculty and staff, campus faculty and staff, and community partners to facilitate community-based research and educational opportunities.
- Improve access to technologies that support field-based faculty, staff, and community collaborators to share their expertise in the classroom and engage easily in collaborative opportunities.
- Partner with Center for Teaching and Learning to provide additional training and support in the use of classroom technologies.

Strategy #2: Build on the expertise of Extension and our campus faculty and staff to expand our footprint through community engagement and community-based research.

- Seek out opportunities to continue the Healthy Communities Outreach project or other similar projects to increase integrated community-relevant scholarship.
- Hold “IGNITE” sessions to bring together Extension and campus faculty and stakeholders for the purpose of generating new research collaborations and translation opportunities.
- Organize seminars that highlight integrated and engaged projects to ensure students gain exposure to the scholarship of engagement.

Strategy #3: Build on and extend the expertise of the College’s research centers – Center for Healthy Aging Research, Hallie Ford Center for Healthy Children & Families, the Moore Family Center, and Center for Global Health – and build the visibility and resources of the College’s new Oregon Center for Health Innovation (OCHI).

- Identify strategic connections between research centers, community-based organizations, and/or Extension by tapping into existing working groups and projects.
- Develop College and community partnerships through OCHI to identify the health needs of communities and develop new partnerships with private sector and non-profit organizations and local government agencies to implement solutions.

Strategy #4: Acknowledge the significance of community-engaged work in faculty and staff assignments.

- Develop language for our College’s workload document, position descriptions, and annual plans of work to better reflect the value we place on community-engaged research and community engagement (separate from service). When specific expectations and duties in this area are included in plans of work, we will ensure that evaluations of performance address them.

Outcome 4

To Foster a Culture of Caring, Compassion, Balance, and Happiness

As part of our ongoing commitment to become a great place to work, learn, and flourish, the College is committed to creating and sustaining a culture that enables our College community members to thrive. We strive to foster a positive and productive work environment where work and learning can be balanced with personal life.

Strategies for Outcome 4

Strategy #1: Identify the factors that faculty, staff, and GRA/GTA employees perceive influence the quality of their work experience in the College.

- Construct and disseminate a college-wide faculty and staff survey to identify these factors.
- Work collaboratively, under the leadership of the College's Office of Student Success and the Office of Research and Graduate Programs, to obtain similar data for GRA/GTA employees.

Strategy #2: Prioritize and address factors that faculty, staff, and GRA/GTA employees perceive influence the quality of their work experience in the College.

- Identify a point person to coordinate efforts/initiatives to foster a culture of creativity, care, compassion, balance, and happiness.
- Convene a standing College committee to prioritize factors identified from the survey. Committee make-up would be representative of all College employees.
- Develop and implement strategies to address those priorities.

Strategy #3: Improve support for faculty and staff satisfaction and success.

- Create Peer Professional Mentor Teams who work collaboratively to support faculty and staff at similar ranks and through transitions to higher ranks.

- Encourage all faculty, staff, and students to participate in professional development opportunities.
- Improve communication to faculty and staff about available resources and social and informational support systems.

Outcome 5

To continue and solidify our transition in a manner that advances and leverages our strengths as an integrated, transdisciplinary, land grant institution capable of responding to new and emerging challenges and opportunities.

Grounded in the College's overarching vision, mission, and values, College faculty and staff – including our newest hires, our seasoned faculty, and our administrative team – have built our vision for 2025. We are committed to achieving the preceding outcomes and to strengthening our College's culture, identity, and impact. The following strategies will help ensure that we achieve our vision for the College.

Strategies for Outcome 5

Strategy #1: Create messages/taglines that help tie College activities back to the direction identified in the preceding four outcomes.

- Use taglines and messages to consistently brand our College and our vision.
- Continuously refer to this document in developing communications and sharing information about the College.

Strategy #2: Ensure and sustain alignment between the efforts of faculty and staff and the College's mission.

- As outlined above, take actions to ensure expectations for faculty and staff work assignments and outcomes, as well as evaluations of performance, reflect the values of our College.
- Respond nimbly to changing expectations for faculty and staff, create new metrics for evaluating progress, and as appropriate standardize reporting processes to capture these data.

Strategy #3: Continue to recruit faculty (research, teaching, extension, and professional) and staff who are committed to and will thrive in the College's culture and who will contribute to the stabilization, growth, and evolution of our College.

- Assess emerging disciplinary needs and content areas for new faculty and hire stellar individuals to meet these needs/gaps. When relevant, consider joint funding models.
- Ensure all position announcements accurately describe the direction of the College to include interdisciplinary work with an emphasis on community-engagement.

Strategy #4: Establish a committee with representation by faculty across disciplines (some combination of academic programs, Extension programs, Schools, and Centers) and staff to meet periodically with College leadership to discuss and address issues and opportunities with respect to direction.