

College of Health Strategic Plan 2025-30

HEALTH + Well-Being For All



Oregon State
University



Vision

Lifelong health and well-being for every person, family, and community in Oregon, the nation, and the world.

Mission

Through integrated education, research, and engagement, we advance scientific discovery and the implementation of ideas to improve health and well-being and prepare the next generation of globally minded public health and human sciences professionals. As part of a land grant university, we engage communities and connect our science to policies and practices to increase the quality of human life and our capacity to thrive.

Foundational values

We share the foundational values that guide Oregon State University: Excellence, knowledge generation, environmental stewardship, and equity. To these values we add our dedication to integrity, care and compassion, collaboration, social responsibility, and resilience.

A commitment to Tribal Nations and Indigenous communities

The College of Health, as part of Oregon State University, recognizes the impact that its land grant history has had, and continues to have, on Tribal

Nations and Indigenous communities in Oregon. Grounded in self-reflection, learning, reconciliation, and partnership, the university will through its actions advance the sovereignty, rights, and prosperity of Tribal Nations and Indigenous communities in Oregon and nationally.

Our commitment to inclusive excellence

The title of this plan, *Health and Well-Being for All*, is intentional. **We mean all.** Our goals underscore our responsibilities to ensure inclusive excellence in our college and the world around us. These goals will be furthered by a complementary action plan that centers equity, diversity, and inclusion in our classrooms, research, and engagement, and creates a culture of belonging in our college, with our partners, and with those we serve.

Achieving these goals requires understanding the needs and values of the people who are part of our community and honoring diverse ways of knowing and lived experience. As a community, we are dedicated — through our personal and collective actions and the influence we have over systems — to eliminating historically rooted practices of exclusion that perpetuate inequity and to inclusively building a more just world where all may thrive.

Organization of the strategic plan

Health and Well-Being for All

Three goals build upon past successes and embrace new opportunities to foster a healthier, prosperous, equitable, and sustainable future for all.

Four actions articulate bold efforts to achieve these three goals. We enlist all faculty to transcend disciplines and tackle complex health challenges. We commit to accomplishing the three goals through groundbreaking research, student learning and success, and authentic connections with diverse communities and sectors.

Three to five tactics detail how each action will be accomplished. These tactics provide opportunities for all programs and units to contribute to the actions and for a variety of measures to be used to evaluate success, financial sustainability, and organizational effectiveness. These tactics are dynamic and will be refined and revised as needed.

A handful of top targets have been set and will be monitored alongside other metrics to achieve the goals of *Health and Well-Being for All* and elevate the university's strategic plan, *Prosperity Widely Shared*.

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“The first wealth is health.”

Our strategic and ambitious plan will drive what we do as a community in the years to come and focuses on increasing the success of our students, deepening the impact of our research, and extending the reach of our collaborations and engagement.

This strategic plan is built upon three foundational goals:

- » **Goal 1:** Advance research and generate innovative discoveries to improve human health and well-being for all.
- » **Goal 2:** Ensure that every student learns, thrives, and graduates.
- » **Goal 3:** Create collaborations with communities, governments, education, and industry sectors to improve the health and well-being of their members and constituents.

We will also further our excellence in three signature research areas:

- » **Environmental Impacts on Human Health:** Addressing the health effects of adverse environmental exposures, climate change, and natural disasters, and developing prevention and resilience solutions.
- » **Health Promotion and Disease Prevention:** Focusing on primary, secondary, and tertiary prevention to avoid the occurrence of disease or injury, reduce progression and effects, and manage health problems.
- » **Health and Well-Being of Children and Youth:** Promoting positive child and youth development through social policies, family support, education, and community engagement.

Let this plan unite us as we work together to create a healthier and more prosperous, equitable and sustainable future for everyone. Please engage with us, share your ideas and participate in the initiatives that will bring this strategic plan to life. Together, we will make this vision a reality!

Sincerely,

Debbie Craig, PhD, AT-R
Dean, College of Health

A MESSAGE FROM THE DEAN

I can't think of a better vision and theme for a strategic plan than health and well-being for all. What could be more important than working to ensure that all people on this planet are healthy and thriving?

It's an ambitious vision to be sure, but faculty and staff in the OSU College of Health share an unwavering commitment to this belief and actively put that dedication and passion to work in their teaching, research, and community engagement.

They are health champions, well-being experts and change agents. They are the do-ers who are dedicated to taking on the greatest challenges to health, including mental health, chronic diseases, climate-related disasters, and the dramatic rise in factors that impact health such as loneliness, poverty and inequality.

We know we can't do this work alone. Therefore, we work with colleagues in multiple disciplines, partnering with others to generate knowledge, create solutions, and train the next generation of globally minded health professionals.

We also do this work to help propel Oregon State University's strategic plan, *Prosperity Widely Shared*, which emphasizes the importance of human health. As Ralph Waldo Emerson said, "The first wealth is health." Any vision of prosperity rests on health – which is at once a measure of prosperity and an enabler of it.



THREE GOALS

GOAL 1

Advance research and generate innovative discoveries to improve health + well-being for all.

Health is the foundation upon which long and meaning-filled lives and prosperous societies are built. Through excellence in research, we contribute to understanding the profound connections among health, quality of life, and human potential.

The College of Health is committed to leading integrative and transdisciplinary research initiatives to address emerging health and societal issues. The resulting evidence-based knowledge will inform strategies for prevention, mitigation, and resilience to enhance human health and well-being.

Our researchers train students in discovery and address health disparities and inequities.

Leveraging faculty expertise; aligning with the university's strategic plan, *Prosperity Widely Shared*; and building opportunities for distinction, we prioritize investments in three signature areas of research excellence:

- » Environmental Impacts on Human Health
- » Health Promotion and Disease Prevention
- » Health and Well-Being of Children and Youth

GOAL 2

Ensure that every student learns, thrives, and graduates.

As the College of Health, we are dedicated to the health and well-being of our students. Our focus on student success permeates our approaches to learning in classrooms, research environments, practicums, and internships.

Our academic programs include high-quality experiential learning that prepares students for the workforce and launches careers.

We are passionate about mentoring and advising our students and helping them succeed as practitioners or scientists – in health professions, public health, physical activity and fitness, nutrition, human development, and beyond.

Our faculty and staff support every student's journey to graduation, foster students' sense of belonging in their academic programs, and commit to equalizing the success of first-generation and underrepresented minority students.



GOAL 3

Create collaborations with communities and government, education, and industry sectors to improve the health + well-being of their members and constituents.

Our vision of health and well-being is multidimensional – encompassing physical, mental, social, and other aspects – and underscores the contributions of supportive environments in every stage of life.

At the heart of and crucial to achieving this vision is our commitment to nurturing authentic and mutually beneficial partnerships with communities, governments, industries, and educational institutions. We anchor this work in the needs and values of all partners and honor diverse ways of knowing.

Through these collaborations, we advance scientific discovery, create educational opportunities, and co-create healthier and more equitable communities and populations.

Whether we are engaging members of underserved or marginalized communities, educators or health services professionals, fishermen or farmers, we transcend social and geographic borders to ensure health and well-being for all.



RESEARCH: Signature Areas

The College of Health will play crucial roles in advancing two of the four research areas identified in the university's strategic plan, *Prosperity Widely Shared*: Integrated health and biotechnology, and climate science and related solutions.

Our three signature areas not only contribute to OSU's ambitious goals but also leverage existing strengths, build opportunities for distinction, and increase our national and international visibility and reputation.

Environmental Impacts on Human Health



Environments play major roles in influencing our health. Faculty address the health effects of multiple adverse environmental exposures (e.g., noise, air and water pollution, aeroallergens, radon), climate change, and natural disasters. Others focus on the effects of the built environment on health behaviors and outcomes (e.g., asthma, cancer, cardiometabolic risk factors and diseases, food insecurity, mental health).

Collaborating across disciplines and leveraging the university's diverse strengths, our researchers are developing prevention and resilience solutions and translating evidence-informed policies, programs, and practices to communities. We focus on health disparities and inequities, with sensitivity to how impacts stem from and are experienced in social environments. These impacts are often more severe for those with fewer resources, particularly in communities of color and marginalized groups and in low-income settings and populations.

We integrate the expertise of faculty from multiple disciplines and fields, including public health, kinesiology, nutrition, and human development and family sciences.

Health Promotion + Disease Prevention



We believe that health is a human right, essential to the ability of individuals to function and flourish in society. Cancer, heart disease, diabetes, dementia, mental health, and substance use disorders are leading causes of death and disability in the United States. As populations age, acute and chronic diseases create social, medical, and economic burdens.

In addition, racial and ethnic minoritized groups are at disproportionate risk of experiencing negative health outcomes from preventable and treatable conditions.

Faculty expertise contributes to all three levels of disease prevention. Many focus on primary prevention to avoid the occurrence of disease or injury. Faculty address the impact of social and economic determinants of health (e.g., work-family policies, health care reforms, behavioral and mental health services, school physical education policies) and promote healthy and safe behaviors (e.g., nutritious eating, physical activity, cancer screenings, smoking and substance use cessation, vaccine uptake).

Others focus on secondary and tertiary prevention to reduce the progression and effects of disease and injury and to manage health problems and injuries (e.g., osteoporosis, fall prevention, cognitive decline and dementia, cardiovascular diseases, diabetes).

Faculty are uniquely positioned to integrate environmental and biological information with social, policy, and behavioral data to promote health, prevent disease, and improve quality of life and life expectancy.

RESEARCH: Signature Areas

Health + Well-Being of Children and Youth

Our researchers are dedicated to advancing the health and well-being of all children and youth, which lays the foundation for health and well-being over many decades of adult life.

Faculty focus on the critical roles that social policies, families, educational settings, and communities play in promoting positive early child and youth development.

Child-focused researchers study self-regulation, early education and readiness for school, parenting styles and behaviors, housing, and poverty.

Faculty also have expertise in improving quality of life through physical activity and motor skill development and providing those with developmental and acquired disabilities equitable access to play and mobility, including toy- and game-based technologies.

Because youth is a critical period connecting childhood and adulthood, faculty focus on healthy and risky behaviors of teens and young adults.

For example, some study behaviors such as safer sexual activity (e.g., preventing sexually

transmitted infections and unintended pregnancies, promoting sexual health for LGBTQ+ individuals, treating hepatitis C) and substance use (e.g., vaping and smoking, marijuana, misuse of prescription stimulants or opioids).

Others focus on leadership development, social belonging/isolation, and healthy relationships with peers and partners.



RESEARCH: Foundational Strengths

Drawing on Strengths + Increasing Capacity

These clusters of research excellence are anchored in the foundational strengths of our researchers: A lifespan perspective, a social determinants of health framework, and expertise in multiple research methods including quantitative and qualitative data analysis, community-engaged research, and implementation science.

Our signature areas will benefit from the university's expanding capacity in data science and AI and the Huang Collaborative Innovation Complex. In addition, Extension Family and Community Health and 4-H faculty, embedded in counties across Oregon, collaborate with communities to develop local solutions to pressing health challenges.

Four college-based centers also fuel our work. These include the Center for Healthy Aging Research, the Center for Global Health, the Hallie E. Ford Center for Healthy Children and Families, and the Moore Family Center for Whole Grain Foods, Nutrition and Preventive Health.



ACTIONS + Tactics

GOAL 1

Advance research and generate innovative discoveries to improve health + well-being for all.

ACTION:

Build and cultivate research

Tactic 1

Prioritize and establish excellence in three signature areas: Environmental impacts on human health, health promotion and disease prevention, and health and well-being of children and youth.

Tactic 2

Expand transdisciplinary research collaborations across the college, university, and other organizations to gain access to large and diverse funding streams and solve complex health problems.

Tactic 3

Implement initiatives to raise research funding, productivity, and visibility of faculty, graduate students, and undergraduate students.

Tactic 4

Expand and support opportunities for community engaged research and translate scientific knowledge to human-centered applications.

Tactic 5

Increase and optimize resources to enhance research services, space, and equipment.



ACTIONS + Tactics

GOAL 2

Ensure that every student learns, thrives, and graduates.

ACTION 1:

Increase student enrollment in undergraduate and graduate courses and programs.

Tactic 1

Implement new and revise existing programs and courses to meet the changing interests of students and needs of the workforce.

Tactic 2

Optimize the delivery of academic programs and courses to meet the diverse needs of students and reduce barriers to enrollment and completion.

Tactic 3

Build and strengthen partnerships with Oregon high schools and community colleges to attract students to our programs.

Tactic 4

Increase financial support for students through scholarships, training grants, and research assistantships to recruit and attract talented students.

Tactic 5

Increase the diversity of our student and faculty populations to reflect the diversity of our state and nation.

ACTION 2:

Increase retention and graduation of all students.

Tactic 1

Develop, implement, and evaluate advising models and strategies for undergraduate and graduate students.

Tactic 2

Create initiatives to support the success, well-being, and belonging of our students in collaboration with university partners and resources.

Tactic 3

Support quality teaching and recognize excellence in teaching and mentoring.

Tactic 4

Increase opportunities and reduce barriers for co-curricular opportunities, including internships, research experiences, and study abroad.

Tactic 5

Increase scholarships for students with limited resources.



ACTIONS + Tactics

GOAL 3

Create collaborations with communities, governments, education, and industry sectors to improve the health + well-being of their members and constituents.

ACTION 1: Build and strengthen external partnerships to increase research translation and educational opportunities.

Tactic 1

Grow partnerships with communities and sectors to apply scientific discoveries that address the needs of their members and constituents.

Tactic 2

Expand educational opportunities for community and sector members through for-credit online and hybrid learning (e.g., degrees, certificates, microcredentials, continuing education), as well as non-credit educational opportunities.

Tactic 3

Work with partners to increase opportunities for experiential learning and career mentoring that meet the needs of partners and students.



TOP TARGETS + Implementation

TOP TARGETS

Our progress on these goals will be monitored through a wide variety of metrics. Key among these, and in alignment with the university's strategic plan, are these top targets in enrollment, retention, graduation, and research.

By 2030, the College of Health will: Enrollment

- » Increase online-only enrollment by 200%.
- » Increase Corvallis enrollment by 8% per year.

Retention

- » Increase first-year retention to 92%.

Graduation

- » Increase six-year graduation rate to 80%.
- » Equalize six-year graduation rates of underrepresented minority groups, Pell recipients, and first-generation students relative to students who are not.

Research

- » Increase annual research expenditures to \$40 million.

To help meet the university's top target of 2,200 students at OSU-Cascades by 2030, we will collaborate with OSU-Cascades colleagues to raise enrollments in kinesiology and in human development and family sciences.

IMPLEMENTATION

These goals will be enabled through additional operational tactics to:

1. Strengthen our financial position and stewardship of resources.
2. Create more efficient and equitable practices.
3. Foster faculty and staff development and morale.

Three other types of plans will be central to implementing *Health and Well-Being for All*.

First, because inclusive excellence is deeply foundational to the vision and mission of the College of Health, a companion diversity action plan will be developed to advance every goal, action, and tactic.

Second, all College of Health programs and units will devise local plans to meet our goals through their own tactics.

Third, an implementation plan will track specific metrics and activities for each goal.



To learn more about the College of Health
strategic plan, please visit
health.oregonstate.edu/strategic-plan.



Oregon State University
College of Health