HEALTHY
PEOPLE

THRIVING
COMMUNITIES

EQUITABLE
WORLD

PUBLIC HEALTH

NORTH DAKOTA
STATE UNIVERSIT

STRATEGIC PLAN 2021-2022

PREVENT PROMOTE PROTECT

NDSU PUBLIC HEALTH

STRATEGIC PLAN 2021-2022

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NDSU STRATEGIC PLAN 2021-2026

Through its land-grant mission, NDSU serves the state and the region through student education, service to the state, and research and creative endeavors.

The NDSU community prioritizes and values diversity and inclusion. We take collective responsibility for ensuring a sense of belonging, respect, and justice that supports each person's success.

Strategic Plan 2021-2026   Aspirational Implementation Plan Year 1

NDSU PUBLIC HEALTH VISION, MISSION & VALUES

VISION
Healthy people, thriving communities, equitable world

MISSION
To develop and empower public health leaders through interprofessional education, practice, and research

VALUES
Professionalism & Ethics, Social Justice, Evidence-Informed Public Health, Collaborative Approach

NDSU | PUBLIC HEALTH

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INSTRUCTIONAL GOAL

The MPH program will develop public health professionals through instruction which equips them with knowledge and skills reflective of public health science.

- Evaluation Measure: Deliver courses/content that are responsive to current needs of public health
  - Data/Analysis/Decision: Course reviews on a 3 year rotation: Foundation, specialization, electives
    - Develop new high-interest/high-demand courses with input from stakeholder survey; advisory board; alumni survey
    - Engage alumni to provide practical lectures

- Evaluation Measure: Curriculum mapping to ensure coverage and even distribution of all competencies

  - Data/Analysis/Decision: Identify gaps in curriculum. Ensure appropriate sequencing of courses, Course reviews on a 3 year rotation: Foundation, specialization, electives

- Evaluation Measure: Ensure the program is informed by current and former students

  - Data/Analysis/Decision: Student assessments; Alumni survey

- Evaluation Measure: Expand public health academic options across interdisciplinary specialty areas (e.g. engineering, psychology, business)

  - Data/Analysis/Decision: # certificates awarded, # of accelerated students graduated, # of dual students graduated, # students graduated with minor

- Evaluation Measure: Examine innovative ways to deliver content (e.g. Coursera; GPIDea; ND Train; asynchronous online offerings,)

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- ○ <u>Data/Analysis/Decision:</u> time of day, synchronous & asynchronous, summer, suspend or switch to every other year for ones with low attendance; Explore alternative time and course delivery format options; Explore/develop service learning experiences

- <u>Evaluation Measure:</u> Explore Plan A Thesis and Plan B Paper Options as curricular options

  - ○ <u>Data/Analysis/Decision:</u> Examine current models in other programs at NDSU/other MPH programs

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RESEARCH GOAL

The MPH program will engage in research that leads to advances in public health.

- Evaluation Measure: Create a reporting system for collecting department data on public health research and scholarship.

  - Data/Analysis/Decision: Identify key metrics and data source; Gather additional information from annual reviews.

- Evaluation Measure: Disseminate public health research findings

  - Data/Analysis/Decision: Submission of 2 peer-reviewed manuscripts, 2 national/regional presentations to professional organizations per faculty member annually. Gathered through annual reviews

- Evaluation Measure: Deliver high impact research and scholarship publications and presentations

  - Data/Analysis/Decision: Baseline: 5 peer-reviewed publications in journals with impact factor >2 (baseline) as aggregate for the department; annual increase in faculty member H-index/ResearchGate scores. Gathered through annual reviews

- Evaluation Measure: Students participate in public health research activities

  - Data/Analysis/Decision: Five faculty manuscripts submitted to include student authors annually (aggregate for DPH). 3 funded student Research Assistants (RAs). 50% of active students are engaged in public health research activities. Gathered through annual reviews

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SERVICE GOAL

The MPH program will foster collaborative relationships to provide expertise and skills to address the complex challenges facing public health.

- Evaluation Measure: Develop a department anti-racism action plan (ARAP)

  - Data/Analysis/Decision: DPH ARAP developed and posted. Strategies monitored for progress. Annual self-assessments.
    - Work with other departments and committees on campus that serve underrepresented/priority groups.
    - Department thoughts on topics, training needed, committees interested.
    - Department administers self-assessments on race and inclusivity and uses aggregate results to move action items forward

- Evaluation Measure: Department service is focused around priority populations defined through the anti-racism action plan.

  - Data/Analysis/Decision: # of grants/projects, # of engaged partners (agencies, communities, NDSU departments)

- Evaluation Measure: Gather department faculty, staff, and students service projects and actions

  - Data/Analysis/Decision: Annual reports, share a department report annually, create a system, ask for PHA projects/report

- Evaluation Measure: Improve public health practice and outcomes

  - Data/Analysis/Decision: # community-engaged projects/grants, # reports, # presentations/seminars at regional, state and tribal levels, # and locations of seminar registrants. Collect the same metrics for staff. Gathered through annual reviews
    - Determine ways to measure impact on our regional, state and tribal communities.
    - Engage alumni to serve as practicum preceptors

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STRATEGIC GROWTH GOALS

Strategic Growth Goal 1:
Establish strategic revenue streams for departmental financial sustainability

- **Evaluation Measure:** Prepare faculty and staff to secure moderate-large research grants.

  - Data/Analysis/Decision: 75% of faculty will attend Federal grant writing workshop annually; # research/scholarship professional development activities attended
    - Faculty/staff will develop research agendas to include: Pilot studies (small grants, pilot funding, or as part of appropriated % research);
    - Publications to support targeted areas of federal funding proposal;
    - Mentorship and collaborations with successful federal grantees on campus

- Evaluation Measure: External research grant funding exceeds department benchmark (X)

  - Data/Analysis/Decision: NDSU Peoplesoft Finance & Novelution grants/contracts reporting systems: # proposals submitted, # of grants awarded, $$ of grants awarded, XX increase in DPH indirect/local funds; Use ASPPH data to establish benchmark: achieve $$ per capita comparable to peer institutions
    - Faculty will submit 2 grants/yr unless already active on a grant. Aim for XX% of salary funded by external research $$. Grant type and dollars submitted and awarded reviewed during Annual review. Grants include funds to hire graduate students

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- Evaluation Measure: Formalize relationships with contracting entities and community-based grant-funded programs to build a sustainable contract- work base

  - Data/Analysis/Decision: # Contracts with tribal nations, health departments, other public health entities; $ from contracts
    - Establish relationships and identify challenges they are facing and how we can be part of solution
    - # of community-based grants

- Evaluation Measure: Tuition generation through increased enrollment

  - Data/Analysis/Decision: SOPHAS: # applicants, quality of applicants scored by admissions committee, #/% applicants offers, #/% applicants accept, #/% matriculants; # of certificate to MPH conversions
    - Tuition-sharing agreements/programs for dual degree;
    - # faculty and staff recruitment events; conferences
    - Explore DPH recruitment resources
    - Increased GA funding $$ for recruitment tool

- Evaluation Measure: Increase appropriated funds to the department

  - Data/Analysis/Decision: appropriated $$ received annually
    - Monitor legislation for public health comment.
    - Reports to legislature (e.g., annual reports, research projects).
    - Identify opportunities to get in front of legislators (e.g., host legislative committee).
    - Public Health day at Capitol (e.g., faculty/staff/students attend, posters in the great hall).
    - Establish relationships with legislators

- Evaluation Measure: Develop fundraising plans/initiatives to increase DPH gifts by X%

  - Data/Analysis/Decision: $$ in DPH donor funding account; # new donor relationships; # new gifts
    - Work with CHP development office to develop fundraising plan;
    - Advisory board develop and lead giving events (e.g., giving day, homecoming, scholarships)
    - Engage alumni in fundraising initiatives

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Strategic Growth Goal 2:
Establish departmental infrastructure to support department's mission

- <u>Evaluation Measure:</u> Establish office culture that utilizes University and department policies and procedures.

    - <u>Data/Analysis/Decision:</u> grant proposals submitted following procedures; student academic procedures followed
        - Annual review of department policy and procedure manuals
        - Annual review of student handbook/advising expectations

- <u>Evaluation Measure:</u> Support student enrollment with sufficient departmental human resources

    - <u>Data/Analysis/Decision:</u>
        - Hire administrative support, academic coordinator.
        - Use MPH staff (eventually also PhD students) to teach undergrad students to free faculty to teach new grad courses

- <u>Evaluation Measure:</u> Provide funding to MPH students

    - <u>Data/Analysis/Decision:</u> % of MPH students funded with an assistantship; % of MPH students funded with scholarships or fellowships
        - Increase sources for student funding
        - Increase GA funding $$ to cover differential tuition costs in addition to base waiver
        - Develop funded practicum opportunities

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Strategic Growth Goal 3:
Position NDSU DPH as a Public Health graduate education program of choice

- Evaluation Measure: Build capacity in high-demand education & research areas

  - Data/Analysis/Decision: # faculty/staff with knowledge/experience in high demand areas, # faculty/staff in infectious disease, # faculty/staff in epidemiologic methods, # faculty/staff in MCH; # electives in key content areas (e.g., health equity, OneHealth, chronic disease)
    - # of core summer course offerings;
    - # of successful elective courses
    - # of North Dakota working public health professionals enrolling in our courses

- Evaluation Measure: Develop and implement a PhD program in epidemiology

  - Data/Analysis/Decision: # full-time, primary faculty in epidemiology specialization
    - Develop business case for PhD program; draft stage I proposal; hire additional faculty to meet/exceed CEPH requirements for PhD program in epidemiology

- Evaluation Measure: Attract top talent faculty and staff

  - Data/Analysis/Decision: X new positions approved and posted; X% of new faculty positions filled; X% of new positions filled with faculty who have established research programs (e.g., existing or recent federal grant funding); X% of new positions filled with staff having 5 or more years of experience
    - Obtain adequate funding to increase recruitment options for faculty positions

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- <u>Evaluation Measure:</u> Increase diversity of faculty and staff from priority populations

  - <u>Data/Analysis/Decision:</u> X% of faculty that identify as xxx ; X% of staff that identify as underrepresented minority; (e.g. AI/AN, women, BIPOC)
    - Diversify advertising strategies for new position postings to have additional focus toward resources for underrepresented minority faculty/staff
    - Utilize ASPPH resources to build department capacity
    - Engage alumni to promote job opportunities

- <u>Evaluation Measure:</u> Enhance visibility through increased public attention to productivity and activity

  - <u>Data/Analysis/Decision:</u> # Press releases, # social media followers, # social media engagements, # hits on website
    - Increase use of DHP communications for national, regional, state and tribal reach
    - Develop dynamic social media engagement plan with daily content
    - Develop dynamic DPH website with new content weekly
    - Engage alumni to enhance DPH visibility

NDSU | PUBLIC HEALTH

PREVENT. PROMOTE. PROTECT.

We collectively acknowledge that we gather at NDSU, a land grant institution, on the traditional lands of the Oceti Sakowin (Dakota, Lakota, Nakoda) and Anishinaabe Peoples in addition to many diverse Indigenous Peoples still connected to these lands. We honor with gratitude Mother Earth and the Indigenous Peoples who have walked with her throughout generations. We will continue to learn how to live in unity with Mother Earth and build strong, mutually beneficial, trusting relationships with Indigenous Peoples of our region.