Organization of the SPH Strategic Plan

```
┌─────────────┐
│   Vision    │
└─────────────┘
       │
       ▼
┌─────────────┐
│   Mission   │
└─────────────┘
       │
       ▼
┌─────────────┐
│   Values    │
└─────────────┘
       │
       ▼
┌─────────────┐
│    Goals    │        What are our timeless aspirations?
└─────────────┘               Education
       │                      Scholarship - Creative Activity
       │                      Community Engagement
       ▼                      Healthy & Sustainable Organization
┌─────────────┐
│ Objectives  │        What do we want to accomplish for each goal?
└─────────────┘
       │
       ▼
┌─────────────┐
│ Strategies  │        What are the areas we will focus on to achieve
└─────────────┘        objectives?
       │
       ▼
┌─────────────┐        What specific, unambiguous steps can
│   Tactics   │        we take with available resources to
└─────────────┘        acheive each strategy?
```
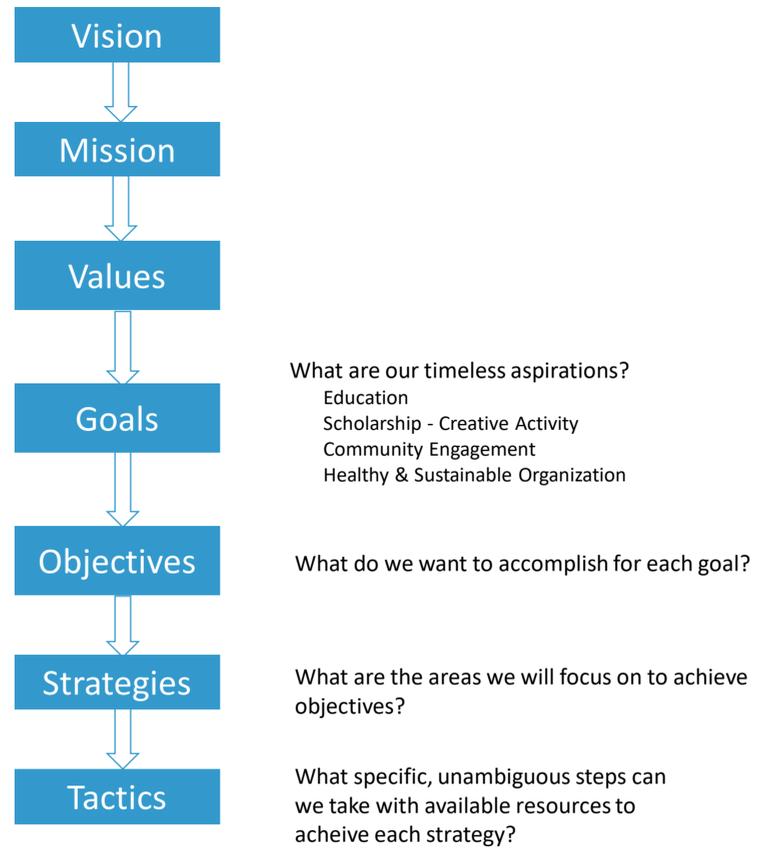
Our Vision:

Promoting a healthy, equitable society

Our School of Public Health will lead in advancing a healthy, equitable society through community engagement, education, research, scholarship, and service.

Our Mission:

Educate future public health leaders and advance public health scholarship and practice in collaboration with our communities to promote health and social equity.

Uniting the cultures and resources of Oregon Health & Science University and Portland State University, the School of Public Health educates future public health leaders and advances public health scholarship through creative research, innovative educational practices, and sustained engagement with community partners.

Our Values:

The values of the School of Public Health guide our community-engaged education, research, scholarly, and service activities.

We believe in:

      Inclusion: promoting diversity, equity, and cultural humility in our institutions and communities.

      Innovation: uniting the strengths of our two institutions through creative education, research, and sustained community engagement.

      Integration: connecting perspectives, strategies, and methods across institutions, disciplines, and communities.

      Integrity: practicing ethical principles, transparency, and empathy.

      Impact: advancing health, justice, and social equity in our city, state, and the world.

Our Goals: The School's work is guided by four goals.

      Goal 1: Education -- Prepare, support, and advance a social-justice informed public health workforce.

      Goal 2: Scholarship & Creative Activity -- Create knowledge that drives action through exploration, translation, and implementation.

      Goal 3: Community Engagement -- Create and sustain effective community-academic partnerships that advance education, scholarship, and service.

      Goal 4: Healthy and Sustainable Organization -- Provide a strong orgainzational structure that encourages the SPH to develop and prosper.

OBJECTIVE	STRATEGY	TACTIC	COMMENT	STRATEGY LEAD
Objective 1.1. Deliver effective social justice and equity-informed public health education.	**Strategy 1.1.1: Build racial literacy knowledge, skills, and capacity among leadership, faculty, and staff.**	1.1.1.1. Develop and provide an intensive racial literacy capacity building (e.g., Praxis Project) for SPH Leadership	Racial Literacy Training (PP)	Social Justice
		1.1.1.2. Develop and provide capacity building (e.g., PSU Intercultural U) for faculty and staff	SPH DEI Plan	
		1.1.1.3. Initiate and support ongoing opportunities (e.g., Me & White Supremacy Circles) for engagement and accountability		
	Strategy 1.1.2. Support faculty in the integration of racial literacy and social justice into their pedagogy	**1.1.2.1. Develop and provide pedagogical training (e.g., OHSU's OII) for faculty (3/AY)**	SPH DEI Plan	**Social Justice**
		1.1.2.2. Develop curricular Reflexive Tool and support faculty in its use		
		1.1.2.3. Develop and provide teaching faculty with antiracism tools and resources		
		1.1.2.4. Develop baseline course flexibility standards to be adopted by faculty	**Coursework Flexibility Policy (PP)**	
	Strategy 1.1.3 Improve course assessment methods and student feedback methods	1.1.3.1 Improve assessment of Learning Outcomes	Self-study task #14, Criterion E3	**Academic Affairs**
		1.1.3.2 Improve course evaluation process (eg mid-quarter student evaluations across the SPH) (Self study task 14)		
		1.1.3.3 Provide mechanisms for student feedback (e.g., student survey) (Self study task 8)		
		1.1.3.4 Engage with workforce partners to ensure we are training the people they want to hire and they are getting their needs met with our current guidelines		
Objective 1.2. Provide students with the foundational knowledge, skills, and values necessary to succeed as public health professionals in the community, agencies, and organizations in which they work.	**Strategy 1.2.1. Ensure that the curriculum provides students with the knowledge and skills needed to advance social justice and health equity**	**1.2.1.1. Assess faculty antiracism pedagogical practices**	**SPH DEI Plan**	**Social Justice**
		1.2.1.2. Infuse core and required courses (e.g., PHE 511) with foundational antiracism curriculum		
		1.2.1.3. Engage community partners & external stakeholders in curriculum review		
	Strategy 1.2.2. Ensure curricular and co-curricular experiences address current and future public health challenges.	1.2.2.1 Revise undergraduate concentration with an emphasis on skill development for entry level jobs in the field		Academic Affairs
		1.2.2.2 Map each program where Foundation comp F6 (Equity) is taught in each program, as it is only required comp in the Practice Experience		
Objective 1.3. Enhance strategies for recruitment, enrollment, & retention of a diverse student body	**Strategy 1.3.1 Admissions**	1.3.1.1 Develop facilitated admissions model for PSU BS/BA graduates	Self-study Task #17. Criterion H3	Student Affairs
		1.3.1.4 Coordinate with PSU undergraduate recruitment to assure aligned approach across all degree levels		
		1.3.1.5 Continue to evaluate and develop graduate holistic admissions models		
		1.3.1.6 Advance equitable, anti-racist, socially just undergraduate and graduate recruitment and admissions practices		
		1.3.1.7 Work with Program Directors to develop student recruitment targets and programmatic caps, using holistic and equity-based criteria		
	Strategy 1.3.2 Graduate Student Registration	1.3.2.1 Continue to improve and align student-facing policies and eliminate/reduce discrepancies across institutions		Student Affairs
		1.3.2.2 Continue to improve and align student facing processes and eliminate/reduce discrepancies across institutions		
	Strategy 1.3.3 Student Resources	1.3.3.1 Identify and assure connections to students supports and resources	Self-study task #17 and Criteria G1, H4 Self-study Task #18, Criteria H1-4	Student Affairs
		1.3.3.2 Develop student case management model		
		1.3.3.3 Continue to improve and align student-facing policies and eliminate/reduce discrepancies across institutions		
	Strategy 1.3.4 Career Development Programming	1.3.4.1 Develop, Implement, and Evaluate Undergraduate Career Bridge Programming	Self-study Task #15, Criteria F4, H2	Student Affairs
		1.3.4.2 Oversee dedicated career mentors for masters programs		
		1.3.4.3 Develop a comprehensive career development program plan across all degree levels		
	Strategy 1.3.5. PE/IP	1.3.5.1 Hire Lead Faculty Coordinator	Self-study Task #13, Criteria D5 and D7	Student Affairs
		1.3.5.2 Increase and support advisor engagement in IP		
	Strategy 1.3.6: Invest in resources to build and enhance student support specific to currently and historically oppressed and marginalized groups.	1.3.6.1. Maintain active scholarship fund and student emergency fund		Social Justice
		1.3.6.2. Hire a Student Inclusion Coordinator		
		1.3.6.3 Pursue external funding to support scholarship around "best practices" in this work (e.g., grant from Lamfrom Foundation: BIPOC Women in STEM)		
		1.3.6.4. Provide fellowships specifically to support BIPOC students	BIPOC Student Funding (PP)	
		1.3.6.5. Identify and address institutional barriers (e.g., lack of coordination by financial aid offices; challenges accessing tuition remissions; access to emergency funds) to success faced by students		
		1.3.6.6. Develop and offer a peer mentoring program		
		1.3.6.7. Provide quantitative support for students potentially underprepared for BTSA/EPI		
Objective 1.4. Improve academic programs through systematic evaluation and assessment	**Strategy 1.4.1 OHSU Academic Program Reviews**	1.4.1.1 Complete APR for all SPH programs by the end of AY21-22		Academic Affairs
		1.4.1.2 Achieve consistent APR metrics across all SPH programs		
	Strategy 1.4.2 OHSU and PSU Annual assessment reports	1.4.2.1 Achieve consistently high scores on annual OHSU assessment reports		Academic Affairs
		1.4.2.2 Achieve consistent positive feedback on annual PSU assessment reports		
Objective 1.5 Integrated MPH curriculum	**Strategy 1.5.1 Develop new MPH curriculum**	1.5.1.1 Examine different models for curriculum		Academic Affairs
		1.5.1.2 Work with faculty and community partners to build curriculum.		
	Strategy 1.5.2 Develop new courses for MPH curriculum	1.5.2.1 Assign faculty (teams) to develop course syllabi		Academic Affairs
		1.5.2.2 Seek university approval for new courses		
	Strategy 1.5.3 Implement new MPH curriculum	1.5.3.1 Seek university approval for new curriculum		Academic Affairs
		1.5.3.2 Assign instructors (teams) for developing course content		

Legend:
- Social Justice
- Student & Alumni Affairs
- Academic Affairs
- Finance & Administration
- Research
- Dean

OBJECTIVE	STRATEGY	TACTIC	COMMENT	STRATEGY LEAD
Objective 2.1. Build a strong research community.	**Strategy 2.1. Build a strong research community.**	Note: Tactics for the scholarship goal are still under development by the new Associate Dean for Research		Research
	Strategy 2.1.2. Pursue research opportunities that build upon and expand the strengths of the two host universities.			Research
	Strategy 2.1.3. Contribute to public health practice and policy by making meaningful, scholarly contributions through publications, presentations, and public service.			Research
	Strategy 2.1.4. Expand and support research opportunities for students.			Research
Objective 2.2. Integrate community partners in research.	**Strategy 2.2.1. Strengthen linkages between research priorities and the needs and assets of communities.**			Research
	Strategy 2.2.2. Promote engagement and collaboration with diverse communities in research, including populations that are historically under-represented in health research and academia.			Research
Objective 2.3. Support and encourage multiple forms of scholarship and dissemination.	**Strategy 2.3.1. Value community-engaged research and scholarship, in addition to other forms of research and scholarship, in tenure, promotion and personnel reviews.**			Research
	Strategy 2.3.2. Recognize and reward multiple relevant forms of dissemination (beyond traditional peer reviewed journals), including: community dissemination, legislative/policy efforts, and social/mass/digital media.			Research
	Strategy 2.3.3. Promote and disseminate faculty and student accomplishments through diverse channels.			Research

Legend:
- Social Justice
- Student & Alumni Affairs
- Academic Affairs
- Finance & Administration
- Research
- Dean

OBJECTIVE	STRATEGY	TACTIC	COMMENT	STRATEGY LEAD
Objective 3.1: Build partnerships through inclusive stakeholder and collaborator engagement to amplify diverse voices.	Strategy 3.1.1: Institutionalize faculty and staff engagement in social justice efforts, within the School and beyond.	3.1.1.1. Develop and provide opportunities for faculty and staff to guide and participate in the school's social justice initiative		Social Justice
		3.1.1.2. Create and uphold incentive structures to support faculty and staff engagement	SPH DEI Plan	
		3.1.1.3. Create P&T guidelines and annual reviews that promote social justice and antiracism focus for research, teaching, service	Revised P&T Guidelines (PP)	
		3.1.1.4. Ensure internal funding mechanisms/opportunities encourage, support, and reward social justice efforts (e.g., Antiracism Faculty Fellowships)		
	Strategy 3.1.2: Build, maintain, and enhance partnerships with a range of community-based organizations, government agencies, and health systems.	3.1.2.1. Create specific budgetary mechanisms to support community engagement by recognizing the labor and expertise of community partners	SPH DEI Plan, Self-study task #12, Criteria D5, D7, F1	Social Justice
		3.1.2.2. Develop partnerships and collaborative efforts with other SPHs (e.g., West Coast SPH Antiracism Collaborative)		
		3.1.2.3. Ensure internal funding mechanisms/opportunities encourage, support, and reward community engagement (e.g., Antiracism Faculty Fellowships)		
		3.1.2.4. Identify and establish a Practice Experience Coordinator as one point of contact		
		3.1.2.5. Identify and address institutional barriers (e.g., challenges in paying community partners) to equitable partnerships w/external stakeholders		
	Strategy 3.1.3: Integrate and elevate community expertise within the SPH	3.1.3.1. Integrate community partners into the External Advisory Council and other relevant committees and working groups		Social Justice
		3.1.3.2. Develop mechanism to compensate guest lecturers and community partner participation on SPH committees, working groups, and councils	SPH DEI Plan	
		3.1.3.3. Amplify mechanisms to incorporate internship/FE/PE preceptor's feedback in curricular and experience design		
		3.1.3.4. Ensure internal funding mechanisms/opportunities encourage, support, and reward community engagement (e.g., Antiracism Faculty Fellowships)		
Objective 3.2: Develop new synergistic models of academic-community partnership.	Strategy 3.2.1: Invest in educational opportunities that bring faculty, staff, students, and the community together	3.2.1.1. Develop mechanisms to invite community and partners to existing SPH events (lecture series, talk, events) [May also be part of Workforce development/Alumni Affairs initiatives]		Dean
		3.2.1.2. Plan events that we co-host with our community partners		
		3.2.1.3. Host West Coast discussion of best practices and strategies to prevent and reduce harms associated with houseless		
		3.2.1.3. Public Health Portland Style		
	Strategy 3.2.2: Create and sustain channels that center community organizations and voices, to bring their expertise forward, enriching research and education.	3.2.2.1. Engage community partners & external stakeholders in curriculum/program development		Social Justice
		3.2.2.2. Create specific budgetary mechanisms to support community engagement by recognizing the labor and expertise of community partners	SPH DEI Plan	
		3.2.2.3. Ensure internal funding mechanisms/opportunities encourage, support, and reward community engagement (e.g., Antiracism Faculty Fellowships)		
	Strategy 3.2.3: Encourage partnerships that promote bi-directional exchange of knowledge with our community partners.	3.2.3.1. Engage community partners & external stakeholders in curriculum/program development to ensure we are training the people they want to hire and they are getting their needs met with our current graduates ;		Social Justice
		3.2.3.2. Create community (social justice) advisory board	-SPH Bylaws	
		3.2.3.3. Create specific budgetary mechanisms to compensate guest lecturers	-Self-study Task	
		3.2.3.4. Create specific budgetary mechanisms to compensate community partner participation on SPH committees, working groups, and councils		
		3.2.3.5. Pre-negotiated indirect rates (lower for our public partners), pre-negotiated process and IRB approvals		
		3.2.3.6. Develop mechanisms for our community partners to access library resources		
ObJective 3.3. Connect and serve the Community-Student-Alumni-Workforce Continuum.	Strategy 3.3.1 Alumni Engagement	3.3.1.1 Develop alumni engagement plan across all degree levels		Student Affairs
		3.3.1.2 Contribute to SPH alumni survey and lead alumni tracking		
	Strategy 3.3.2 Alumni and Workforce Development	3.3.2.1 Expand alumni/workforce continuing education and workforce development offerings		Student Affairs

Legend:

- Social Justice
- Student & Alumni Affairs
- Academic Affairs
- Finance & Administration
- Research
- Dean

OBJECTIVE	STRATEGY	TACTIC	COMMENT	STRATEGY LEAD
Objective 4.1: Attract, support, elevate, and train a diverse workforce.	**Strategy 4.1.1: Employ leadership, faculty and staff devoted to social justice and anti-racism.**	4.1.1.1. Adopt inclusive hiring practices guided by the Search Advocate Program	-Policy guidelines (OHSU, PSU)	Social Justice
		4.1.1.2. Ensure that hiring guidelines include a focus on social justice, equity, and antiracism	-SPH DEI Plan	
		4.1.1.3. Advance a cluster hire of faculty whose research focus is on social justice	SPH DEI Plan	
		4.1.1.4. Provide continuous capacity building opportunities for leadership, faculty and staff	Racial Literacy Training (PP), SPH DEI plan	
		4.1.1.5. Identify participation and leadership opportunities to engage administrative staff	Self-study task #10, Criterion C3	
	Strategy 4.1.2: Develop and institutionalize social justice and antiracism efforts in the School.	4.1.2.1. Create an equity tool to guide decision making by SPH Leadership		Social Justice
		4.1.2.2. Hire an Antiracism Program Manager		
		4.1.2.3. Hire a Student Inclusion Coordinator		
		4.1.2.4. Shift cost of antiracism initiative onto central budget where possible		
		4.1.2.5. Integrate SPH antiracism initiative with PSU & OHSU efforts		
		4.1.2.6. Infuse antiracism in curriculum		
		4.1.2.7. Evaluate and develop graduate admissions; advance holistic and equity-based recruitment practices		
		4.1.2.8. Review existing policies (e.g., Code of Conduct; labor equity; faculty course release) and revise or create new policies that center equity and antiracism	PSU Code of Conduct Review	
	Strategy 4.1.3: Improve salary structure and labor equity to promote faculty and staff retention and thriving	4.1.3.1. Work with PSU HR to establish a salary structure consistent with ASPPH		Social Justice
		4.1.3.2. Develop a Labor Equity Audit tool and utilize to identify and address inequities in service, pedagogy, and administrative labor		
		4.1.3.3. Review existing policies (e.g., Code of Conduct; labor equity; faculty course release) and revise or create new policies that center equity and antiracism	PSU Code of Conduct Review	
Objective 4.2. Prioritize equity when developing effective administrative processes.	**Strategy 4.2.1: Foster institutional alignment between OHSU and PSU**	4.2.1.1. Facilitate/promote communication between PSU and OHSU DEI Offices		Dean
		4.2.1.2. Quarterly SPH Operations meetings with OHSU and PSU leadership		
		4.2.1.3. Monthly Dual Provosts meetings with Dean		
	Strategy 4.2.2 Improve the usefulness of reviews/evaluations	4.2.2.1. Utilize equity survey in review process		Academic Affairs
		4.2.2.2 Revise Promotion and Tenure Guidelines to recognize social justice work		
	Strategy 4.2.3: Improve channels and processes for timely communication to internal and external stakeholders	4.2.3.1. Develop communications and marketing plan	Self-study Task #1, Criterion A1	Dean
		4.2.3.2. Develop a process that increases transparency and engagement budget allocations		
		4.2.3.3 Develop narrative and branding that promotes the School's excellence, expertise, strengths, and programs		
		4.2.3.4. Student town halls to increase communication and student engagement		
		4.2.3.5. Develop web page to improve communication and policy documentation (Self study task 2 and 4)	Self study Task #2, Criteria A1 and C5	
Objective 4.3: Create an organizational culture and environment that promotes health and wellness.	**Strategy 4.3.1: Create space for physical wellbeing**	4.3.1.1. Provide access to employee accommodations that recognize and allow for different physical abilities and needs		Finance & Admin
		4.3.1.2. Provide access to ergonomic assessments and resources		
		4.3.1.3. Develop a space subcommittee to ensure the equitable allocation of space		
		4.3.1.4. Develop best practices for effective meeting times		
	Strategy 4.3.2: Support employees' financial wellbeing	4.3.2.1. Work with OHSU & PSU compensation on a salary equity reviews		Finance & Admin
		4.3.2.2. Establish budget mechanism for ongoing funding for professional development		
		4.3.2.3. Establish mentorship and professional development programs for staff		
	Strategy 4.3.3: Create space for healing praxis for members of the SPH community from currently & historically oppressed & marginalized groups	4.3.3.1. Utilize trauma-informed approaches		Social Justice
		4.3.3.2. Develop an Artist in Residence program		
		4.3.3.3. Develop BIPOC Affinity Groups		
		4.3.3.4. Integrate SPH efforts with those at PSU (e.g., Nexus Collaborative) and OHSU		
Objective 4.4: Grow and maintain the financial health of the School to advance its priorities, direction and long term sustainability.	**Strategy 4.4.1: Grow philanthropic revenue**	4.4.1.1. Establish an engaged and productive philanthropic advisory board that supports scholarships and priority initiatives		Dean
		4.4.1.2. Apply strategic plan to identify funding priorities		
		4.4.1.3. Leverage Philanthropic Advisory Board to expand network of supporters		
Objective 4.5 Develop governance documents that support the goals of the school	**Strategy 4.5.1 Bylaws approval**	4.5.1.1 Obtain bylaws approval from the faculty		Academic Affairs
		4.5.1.2 Obtain bylaws approval from the Provosts		
	Strategy 4.5.2 Strategic Plan (Self study task 7)	4.5.2.1 Better integrate the strategic plan into the planning cycle	Self Study Task #7, Criteria B5 and B6	Academic Affairs
		4.5.2.2 Evaluate the effectiveness of the strategic plan during the next planning cycle		
	Strategy 4.5.3 Revise and improve university and school guidance documents (Self Study taks 3)	4.5.3.1 Develop an SPH code of conduct as a template for the universities.		Social Justice
		4.5.3.2 Work with both universities to develop improved code of conduct documents that better meet faculty, staff and student needs		
		4.5.3.3 Encourage participation in institution-specific governance processes to enable the SPH to be anti-oppression in policies and Bylaws		
		4.5.3.4 Create a Policy Subcommittee of APCC and create SPH policy page	Self-study Task #3, Criterion A1	

Legend:

- Social Justice
- Student & Alumni Affairs
- Academic Affairs
- Finance & Administration
- Research
- Dean