

- Mission: Advance health and well-being for all through research, education, and service
- Vision: We aspire to improve health and well-being for all by advancing an integrative understanding of the interaction of biology and behavior on health and the environmental, psychological, societal, and cultural factors that influence this interaction
 - Goal theme 1: Diversity, Equity, and Inclusion (DEI)
 - Goal 1.1: Administrative Action
 - Objective 1.1.1: Annually review progress on DEI objectives
 - Timing: annually
 - Key Performance Indicator(s): Continued efforts across themes of strategic plan to increase diversity, equity, and inclusion
 - Action Item 1.1.1.1: Advisory committee in coordination with the chair of the DEI committee review progress
 - Timing: annually
 - Metric(s): Examine obstacles and successes, develop report
 - Additional Resources Needed: None
 - Objective 1.1.2: Best practices in increasing diversity of applicant pools
 - Timing: ongoing
 - Key Performance Indicator(s): Continued adherence to Penn State best practices in increasing diversity of applicant pool
 - Action Item 1.1.2.1: Consult with Office of the Vice President of Affirmative Action, Office of HHD Diversity and Inclusion Initiatives, BBH Chair of DEI Committee
 - Timing: ongoing
 - Metric(s): Successful adherence to and communication of Penn State best practices in increasing diversity of applicant pool
 - Additional Resources Needed: None
 - Goal 1.2: BBH DEI Committee
 - Objective 1.2.1: Develop grant applications to increase diversity of students in health sciences
 - Timing: ongoing
 - Key Performance Indicator(s): Successful grant applications submitted for external funding to support programs to increase diversity of students in health sciences
 - Action Item 1.2.1.1: Submit NIH and/or NSF training grants
 - Timing: ongoing
 - Metric(s): Number of applications and funding status

- Additional Resources Needed: None
 - Objective 1.2.2: Advertise university-wide DEI events
 - Timing: 2020 - ongoing
 - Key Performance Indicator(s): Increased awareness of university-wide DEI events
 - Action Item 1.2.2.1: Advertise university-wide DEI events on website and BBH digital signage
 - Additional Resources Needed: None
- Goal theme 2: Undergraduate Program
 - Goal 2.1: Strengthen Program Quality & Assessment Methods
 - Objective 2.1.1: Strengthen Curriculum
 - Timing: ongoing
 - Key Performance Indicator(s): Students complete course work in a logical progression (from general knowledge to progressively more specific and detailed knowledge to integration of knowledge across specific domains)
 - Action Item 2.1.1.1: Review learning objectives for core courses
 - Timing: Begin 2020
 - Metric(s): Standardized template for core classes with key learning objectives.
 - Additional resources needed: undergraduate staff support
 - Action Item 2.1.1.2: Clarify concrete skills that students develop in the major (e.g., scientific article searches, citation methods, interpret graphical information and statistical results, summarize research studies) and add these to core course learning objectives
 - Timing: ongoing
 - Metric(s): Successful communication and incorporation of concrete skills into core courses
 - Additional resources needed: None
 - Action Item 2.1.1.3: Enhance complementarity across courses
 - Timing: 2021-2023
 - Metric(s): Progressive learning objectives that build on foundations across courses
 - Additional resources needed: Streamlined method for faculty to learn about course

objectives and materials covered in courses that are prerequisites to the courses that they teach.

- Action Item 2.1.1.4: Review and refine course prerequisites
 - Timing: 2021-2022
 - Metric(s): students complete courses in progressive manner
 - Additional resources needed: undergraduate staff support
- Action Item 2.1.1.5: Develop and offer integrative, writing-intensive, capstone courses for students in BBH-related topics
 - Timing: 2020-2025
 - Metric(s): Capstone writing intensive courses developed, review student feedback on efficiency of courses to enhance educational experience
 - Additional resources needed: Supplemental summer pay for faculty developing capstone courses, additional faculty to allow for these additional focused, yet integrative courses
- Action Item 2.1.1.6: Update curriculum to require a 3-credit course on diversity and health disparities and work with Diversity, Equity, and Inclusion committee to increase readings from diverse authors in core classes
 - Timing: 2021-22
 - Metric(s): Students learn in-depth material on current and past health disparities, including methods to identify causes, consequences, and intervention/prevention
 - Additional resources needed: Faculty to teach required course on diversity and health
- Action Item 2.1.1.7: Explore rural health programs at comparable institutions and investigate feasibility of developing program or concentration
 - Timing: 2020-2025

- Metric(s): 1-2 courses on rural health OR integration of rural health information into current course
- Additional resources needed: Tenure-track faculty member with specialization in rural health
- Action Item 2.1.1.8: Develop out-of-class departmental resources to support students who are struggling in the major
 - Timing: 2020-2025
 - Metric(s): Increase student success through professional development workshops and explore mechanisms to support students with financial difficulties
 - Additional resources needed: 1) one-course buyout for a faculty mentor to work with HHD Diversity & Inclusion office to develop and provide in-house professional development workshops, 2) Develop internal mechanisms or relationships with other units to increase assistance for financial relief
- Action Item 2.1.1.9: Enhance curricular focus on mental health issues
 - Timing: 2020-2025
 - Metric(s): Increase mental health information in current classes and develop 1-2 courses focused on mental health causes, consequences, treatment and intervention/prevention
 - Additional resources needed: Faculty to teach new courses in curriculum
- Action Item 2.1.1.10: Consult and collaborate on college-level exploration of a Bachelor of Science in Public Health and how it relates to ongoing IUG initiatives
 - Timing: 2020-2022
 - Metric(s): Examine essential competencies associated with BS in Public Health and determine degree of overlap with current BBH courses

- Additional resources needed: Financial assistance to support faculty who will explore this option. If BS in PH degree is initiated, financial support to teach courses to non-BBH majors
- Objective 2.1.2: Enhance methods used to assess undergraduate achievement
 - Timing: ongoing
 - Key Performance Indicator(s): Develop multiple metrics of student achievement
 - Action Item 2.1.2.1: Identify key grading methods for different sections of the same course
 - Timing: 2020-2023
 - Metric(s): grades on key measures comparable across sections
 - Additional resources needed: additional staff support
 - Action Item 2.1.2.2: Develop, refine and test a bank of pre-/post-exam questions to assess student mastery of BBH material
 - Timing: 2020-2022
 - Metric(s): Test bank of questions specific to BBH. Exam administered to all students at beginning of BBH 101 and at end of BBH 411 or 440
 - Additional resources needed: additional staff support
 - Action Item 2.1.2.3: Based on yearly assessments, identify areas of strength and areas for improvement in current undergraduate program
 - Timing: 2021-2024
 - Metric(s): Categorize areas for improvement and develop pedagogical plan to address these issues in required BBH courses
 - Additional resources needed: Additional staff support to assist with data collection and collation for yearly program assessment
 - Action Item 2.1.2.4: Identify courses with highest grade inflation and explore course content and grading methods

- Timing: 2021-2024
 - Metric(s): Discussion of issues related to grade inflation and impact
 - Additional resources needed: additional staff support
- Goal 2.2: Increase Efficient Communication about Undergraduate Program Objectives and Policies
 - Objective 2.2.1: Upgrade departmental undergraduate program documents
 - Timing: ongoing
 - Key Performance Indicator(s): Easily accessible online documentation of undergraduate policies and procedures
 - Action Item 2.2.1.1: Develop online handbook for undergraduate students
 - Timing: 2020-2025
 - Metric(s): Easily understood and updated document; documentation addresses issues about the BBH major, departmental and university resources and opportunities, departmental policies, etc.
 - Additional resources needed: College-level media support for efficient posting and updating of materials on BBH undergraduate website
 - Action Item 2.2.1.2: Develop online undergraduate program handbook for faculty and graduate students
 - Timing: 2021-2023
 - Metric(s): Easily understood and updated document; documentation includes all departmental policies on faculty teaching
 - Additional resources needed: Additional BBH staff assistant time
 - Action Item 2.2.1.3: Engage alumni in workshops and presentations for both undergraduate students and faculty
 - Timing: Ongoing
 - Metric(s): Regular communication with BBH APG, increased alumni participation in educational mission

- Additional resources needed: Ongoing support from CHHD alum office and information from alum surveys
- Goal 2.3: Manage growth of the major
 - Objective 2.3.1: Provide resources to maintain quality of BBH undergraduate education
 - Timing: ongoing
 - Key Performance Indicator(s): Student to faculty ratio is in line with other HHD departments and graduate TA support is appropriate for size of major
 - Action Item 2.3.1.1: Increase in faculty hires
 - Timing: ongoing
 - Metric(s): Student to faculty ratio in line with other HHD departments
 - Additional resources needed: Support for more faculty hires, office space, and when appropriate laboratory space
 - Action Item 2.3.1.2: Increase in graduate TA support
 - Timing: ongoing
 - Metric(s): Graduate TA support is in line with size of major
 - Additional resources needed: Increased graduate TA support
- Goal 2.3: Increase student educational opportunities outside of classroom
 - Objective 2.3.1: Provide more opportunities for students to engage in hands-on learning
 - Timing: ongoing
 - Key Performance Indicator(s): Increase in hands-on learning experiences for students
 - Action Item 2.3.1.1: Increase Global Health Minor opportunities
 - Timing: ongoing
 - Metric(s): Increased Global Health sites or capacity of current sites
 - Additional resources needed: administrative support for Global Health Director, funds for development of new sites, funds to support additional Penn State educational chaperones
 - Action Item 2.3.1.2: Increase BBH internship opportunities

- Timing: ongoing
 - Metric(s): Increased student participation in internships
 - Additional resources needed: Administrative support for Internship Director, funds for travel for developing internship relationships and sites
- Action Item 2.3.1.3: Increase undergraduate research participation
 - Timing: ongoing
 - Metric(s): Increased opportunities for undergraduate research engagement
 - Additional resources needed: Funds to offset costs of undergraduate research participation
- Goal 2.4: Continue to provide quality advising for students
 - Objective 2.4.1: Ensure students continue to receive quality advising important for timely completion of BBH degree
 - Timing: ongoing
 - Key Performance Indicator(s): Successful and efficient advising, resources to promote positive advising environment
 - Action Item 2.4.1.1: Maintain advising structure in line with best practices
 - Timing: ongoing
 - Metric(s): Student to advisor ratio
 - Additional resources needed: Advisor hires
 - Action Item 2.4.1.2: Advisors participate in curriculum development, review, and changes
 - Timing: ongoing
 - Metric(s): Advisor participation in Undergraduate Curriculum Committee
 - Additional resources needed: additional undergraduate staff support
 - Action Item 2.4.1.1: Resources to support career development and maintenance of best practices in advising
 - Timing: ongoing
 - Metric(s): Advisors are made aware of current best practices in advising and Penn State policies

- Additional resources needed: Funds for travel to advising conferences
- Goal theme 3: Graduate Education
 - Goal 3.1: To revise the BBH graduate curriculum to be contemporary, efficient, and scientifically rigorous with the goal of preparing our students for top positions
 - Objective 3.1.1: Form working group to discuss current graduate curriculum and formulate ideas for potential revisions
 - Timing: ongoing
 - Key Performance Indicator(s): Successful identification of curriculum needs
 - Action Item 3.1.1.1: Faculty who have taught recent graduate courses meet as a group and discuss issues, ideas
 - Timing: ongoing
 - Metric(s): Meeting scheduled; notes/recommendations developed to circulate to faculty at large
 - Additional resources needed: None
 - Objective 3.1.2: Solicit input from all faculty on working group suggestions for changes to graduate curriculum
 - Timing: ongoing
 - Key Performance Indicator(s): Faculty learn more about effort and ideas/recommendations
 - Action Item 3.1.2.1: Chair of working group (Grad PIC) brings suggestions to other key stakeholders (department head, chairs of other committees; likely instructors of courses)
 - Timing: ongoing
 - Metric(s): Meetings scheduled; notes taken; changes made as appropriate
 - Additional resources needed: None
 - Action Item 3.1.2.2: Chair of working group (Grad PIC) brings suggestions to full faculty for dissemination/discussion
 - Timing: ongoing
 - Metric(s): meetings scheduled; notes taken; changes made and brought back to faculty as appropriate

- Additional resources needed: None
- Objective 3.1.3: Draft course and/or curriculum revisions and submit to Graduate School as needed
 - Timing: ongoing
 - Key Performance Indicator(s): Graduate school approves any requested changes
 - Action Item 3.1.3.1: Faculty assigned to teach revised courses draft revised syllabi based on results of working group/meetings
 - Timing: 2021-22
 - Metric(s): Grad PIC reviews revisions
 - Additional resources needed: None
 - Action Item 3.1.3.2: Chair of working group (Grad PIC) drafts and submits revisions for Graduate School as appropriate based on results of working group/meetings
 - Timing: 2021-2023
 - Metric(s): determine if submission necessary; if so, submission made
 - Additional resources needed: Administrative support for additional tasks
- Objective 3.1.4: Implement changes to curriculum
 - Timing: ongoing
 - Key Performance Indicator(s): Changes to curriculum are put into practice
 - Action Item 3.1.4.1: Chair of working group (Grad PIC) reviews, confirms changes to syllabi, course structures
 - Timing: 2022-2025
 - Metric(s): Review confirmed with department head
 - Additional resources needed: None
- Goal 3.2: Strengthen the rigor of the BBH qualifying and comprehensive examinations and establish guidelines to improve consistency in examination and assessment across students and mentors
 - Objective 3.2.1: Strengthen and clarify Qualifying Examination Assessment
 - Timing: Start 2020-ongoing
 - Key Performance Indicator(s): Faculty will have greater clarity on how to implement our qualifying exam assessment; greater

rigor in evaluation and more documentation of any issues detected at the evaluation

- Action Item 3.2.1.1: Graduate Program Committee to meet to discuss recently revised forms and to develop a new rubric to aid in consistency of implementation
 - Timing: 2021-ongoing
 - Metric(s): Meeting of the Graduate Program Committee; rubric brought to faculty for discussion; vote on rubric
 - Additional resources needed: None
- Objective 3.2.2: Strengthen and clarify Comprehensive Examination Assessment
 - Timing: Start 2021-ongoing
 - Key Performance Indicator(s): Faculty will have greater clarity on best practices for comprehensive examination assessment; greater rigor in evaluation and more documentation of any issues detected at the evaluation
 - Action Item 3.2.2.1: Graduate Program committee to meet to discuss and develop new rubrics and/or internal forms as deemed appropriate
 - Timing: 2021 - ongoing
 - Metric(s): Meeting of the Graduate Program Committee
 - Additional resources needed: None
 - Action Item 3.2.2.2: Implement new forms and/or rubrics
 - Timing: 2021-2023
 - Metric(s): New forms/rubrics voted on by faculty
 - Additional resources needed: None
- Objective 3.2.3: Consider implementation of content-related learning assessment objectives
 - Timing: Start 2023-ongoing
 - Key Performance Indicator(s): Greater awareness of barriers (if any) and benefits of implementing testable core content objectives
 - Action Item 3.2.3.1: After implementation of any revisions to curriculum, Graduate Program committee to meet to discuss whether we can develop core content objectives that could be tested

- Timing: 2023-ongoing
 - Metric(s): Meeting of the Graduate Program Committee, with notes provided to Dept. Head
 - Additional resources needed: None
- Goal 3.3: To attract a larger pool of highly qualified, diverse applicants to the BBH graduate program cohort
 - Objective 3.3.1: Enhance the diversity, breadth, and depth of graduate applications to BBH
 - Timing: Start 2020-ongoing
 - Key Performance Indicator(s): Increased pool of applicants overall; continue to pursue increase of racial/ethnic diversity of applicants
 - Action item 3.3.1.1: Send faculty to visit with specific programs with the goal of recruiting, including schools with a majority of historically under-represented racial/ethnic minority students
 - Timing: 2020-ongoing
 - Metric(s): Faculty visits each year
 - Additional resources needed: maintenance of graduate program budget to support faculty travel
 - Action item 3.3.1.2: Increase use of electronic outreach for recruitment
 - Timing: 2020-ongoing
 - Metric(s): Expand database of recipients; send out MailChimp promotion pieces each Fall; evaluate “reach” of these with metrics provided by HHD Communications and Marketing staff
 - Additional resources needed: Continued access to support from the HHD Office of Communications and Marketing, funds to support marketing
 - Action item 3.3.1.3: Review and consider revising our graduate application materials (e.g., change prompt for personal statement; request specific information from letter writers)
 - Timing: 2020-ongoing
 - Metric(s): Meeting of the graduate program committee to discuss application materials; discussion with faculty

- Additional resources needed: None
- Goal 3.4: To increase the overall success of BBH graduate students
 - Objective 3.4.1: Enhance and facilitate the rigor and productivity of graduate student research, facilitate their own perceived overall success, and increase awareness and identification of (and, as needed, intervention/referral for) students who may be struggling
 - Timing: Start 2020-ongoing
 - Key Performance Indicator(s): Maintained or increased number of peer-reviewed graduate student publications; Maintained or increased graduate student ratings of perceived support and satisfaction with the BBH graduate program
 - Action Item 3.4.1.1: Continue offering a Professional Development course that provides resources and training in areas related to teaching/TA roles, research, service, working with mentors, mental health, and professional development
 - Timing: 2020-ongoing
 - Metric(s): Course offered each year; enhanced focus on mental health issues in this course
 - Additional resources needed: None
 - Action Item 3.4.1.2: Continue to add resources aimed at students (e.g., suggestions, tips, articles) to online Graduate Handbook
 - Timing: 2020-ongoing
 - Metric(s): Increased resources provided to graduate students via Handbook
 - Additional resources needed: None
 - Action Item 3.4.1.3: Continue offering awards for success with research and/or to promote research, including awards to support pilot and/or dissertation research
 - Timing: 2020-ongoing
 - Metric(s): Awards received by BBH/IGDP graduate students
 - Additional resources needed: Funds for competitive research awards
 - Action Item 3.4.1.4: Continue to offer access to individual time with Grad PIC and Dept. Head
 - Timing: 2020-ongoing

- Metric(s): Grad PIC routine posted office hours; offers for meetings with Dept. Head; required annual individual meetings with Grad PIC
 - Additional resources needed: None
 - Action Item 3.4.1.5: Continue to provide ongoing support to mentors (e.g., how to support trainee success and well-being), and expand resources for mentors
 - Timing: 2020-ongoing
 - Metric(s): Provide examples of mentoring plans and supportive resources to mentors; meetings with Grad PIC and individual mentors as needed
 - Additional resources needed: None
 - Objective 3.4.2: Develop and implement course/workshops on teaching, either at the departmental level or in collaboration with HHD
 - Timing: Start 2021-ongoing
 - Key Performance Indicator(s): Improve students' pedagogical skills and proficiency in presenting to groups
 - Action Item 3.4.2.1: Develop and implement a course or workshop series (independently or with HHD) that provides resources and training in teaching
 - Timing: 2021-ongoing
 - Metric(s): Course/workshops offered each year
 - Additional resources needed: faculty instructional support
 - Action Item 3.4.2.2: Develop a supervised course that all graduate students can teach
 - Timing: 2021-ongoing
 - Metric(s): Graduate students teach same course, faculty member provides oversight
 - Additional resources needed: faculty instructional support
 - Goal Theme 4: World Campus
 - Goal: 4.1: Expand the catalog of BBH World Campus course offerings, providing students with more options in pursuing a BBH degree
 - Objective 4.1.1: Continue to develop undergraduate courses from the BBH catalog into an online format
 - Timing: Start 2020-ongoing

- Key Performance indicators:
 - Action item 4.1.1.1: Identify courses that would be desirable for students and the department to offer in an online format
 - Timing: 2020-ongoing
 - Metrics: Running list of courses identified as desirable to offer in an online format
 - Additional resources needed: None
 - Action item 4.1.1.2: Work with the Outreach office to schedule and develop new online courses
 - Timing: 2020-ongoing
 - Metrics: New online courses incorporated into BBH World Campus course catalog
 - Additional resources needed: Support from Outreach office for instructional design, support staff and funds for course development
- Objective 4.1.2: Explore development of an online master's degree program in BBH
 - Timing: 2020-2022
 - Key Performance Indicators:
 - Action item 4.1.2.1: Submit proposal for the development of an online master's degree program in BBH
 - Timing: Fall 2020
 - Metrics: Submission of online master's degree program proposal
 - Additional resources needed: If approved, funds for instructional support and director of program
 - Action item 4.1.2.2: Develop required online courses for online master's degree program, if program is approved
 - Timing: Spring 2021-2022
 - Metrics: Courses developed for master's degree program
 - Additional resources needed: Support from Outreach office for instructional design, support staff and funds for course development

- Metrics: Running list of courses students identify as especially difficult
 - Additional resources needed: None
- Goal 4.3: Promote positive educational experiences for World Campus BBH students by focusing on best practices in the design and organization of courses
 - Objective 4.3.1: Work with Outreach office to identify courses that do not meet Penn State Quality Assurance e-Learning Design Standards for design/organization
 - Key performance indicators:
 - Action item 4.3.1.1: Develop list of courses that may be in need of revision
 - Timing: 2020-ongoing
 - Metrics: Running list of courses that are in need of revision
 - Additional resources needed: none
 - Objective 4.3.2: Identify courses based on SRTE feedback that may be problematic in terms of design and/or organization
 - Key performance indicators:
 - Action item 4.3.2.1: Develop list of courses that may be in need of revision based on student feedback
 - Timing: 2020-ongoing
 - Metrics: Running list of courses that are in need of revision
 - Additional resources needed: None
- Goal 4.4: Maintain high standards for academic integrity
 - Objective 4.4.1: Identify courses that may be in need of tools like Examity
 - Key performance indicators:
 - Action item 4.4.1.1: Obtain faculty feedback each semester on actual or potential academic integrity problems
 - Timing: 2020-ongoing
 - Metrics: Running list of academic integrity problems from each semester
 - Additional resources needed: None
 - Action item 4.4.1.2: Incorporate Examity into courses where concerns exist
 - Timing: 2020-ongoing

- Metrics: Number of courses utilizing Examity, number of academic integrity violations involving exams in BBH World Campus courses
 - Additional resources needed: None
- Objective 4.4.2: Continue utilization of Turnitin for all written assignments
 - Key performance indicators:
 - Action item 4.4.2.1: Each semester determine if any new written assignments need to use Turnitin and incorporate when necessary
 - Timing: 2020-ongoing
 - Metrics: Number of writing assignments that do not utilize Turnitin, number of academic integrity violations involving writing in BBH World Campus courses (a higher number would indicate more successful integration and use of Turnitin)
 - Additional resources needed: None
 - Action item 4.4.2.2: Promote the use of Turnitin for assignments that do not yet permit Turnitin integration (e.g. discussion board assignments)
 - Timing: 2020-ongoing
 - Metrics: Number of courses not using Turnitin for assignments that do not yet permit Turnitin integration, number of academic integrity violations involving these types of assignments in BBH World Campus courses
 - Additional resources needed: Undergraduate teaching interns to help with submitting assignments to Turnitin
 - Goal 4.5: Ensure BBH online courses are up-to-date and accurate representations of the BBH undergraduate program curriculum
 - Objective 4.5.1: Continue to regularly review BBH online curriculum and identify courses that need updating to accurately represent the BBH undergraduate program curriculum
 - Key performance indicators:
 - Action item 4.5.1.1: Work with World Campus committee to identify courses that need updating

- Timing: 2020-ongoing
 - Metrics: Running list of courses that need updating/attention
 - Additional resources needed: World Campus committee with at least 4-5 faculty members plus a staff member
- Objective 4.5.2: Work with Outreach office to revise courses that are deemed to not be up-to-date or accurate representations of BBH undergraduate program curriculum
 - Key performance indicators:
 - Action item 4.5.2.1: Revise courses in need of updating/revision
 - Timing: 2020-ongoing
 - Metrics: Revised courses being offered to students
 - Additional resources needed: Assistance of instructional design and other Outreach office staff
- Goal 4.6: Increase extracurricular educational opportunities for World Campus students
 - Objective 4.6.1: Increase World Campus student involvement as undergraduate teaching interns for online classes
 - Key performance indicators:
 - Action item 4.6.1 Encourage student involvement as undergraduate teaching interns
 - Timing: 2020-ongoing
 - Metrics: Number of BBH World Campus students acting as undergraduate teaching interns
 - Additional resources needed: none
 - Objective 4.6.2: Explore mechanisms for providing research opportunities for World Campus students
 - Key performance indicators:
 - Action item 4.6.2: Work with World Campus committee to identify possible mechanisms for providing research opportunities to World Campus students
 - Timing: 2020-ongoing

- Metrics: Identification of ways to provide World Campus students with more research opportunities
 - Additional resources needed: Faculty time to coordinate and monitor research activities
- Goal theme 5: Support and increase BBH faculty and faculty-led research
 - Goal 5.1: Expand BBH’s research expertise in health care growth areas and strengthen connections with other units at Penn State
 - Objective 5.1.1: Recruit tenure-track faculty in Environmental Health and strengthen relationship with Penn State Institutes of Energy and the Environment
 - Timing: 2020-ongoing
 - Key Performance Indicators: Consult with Office of the Vice President of Affirmative Action, Office of HHD Diversity and Inclusion Initiatives, BBH Chair of DEI Committee and experts in targeted area of hire to create job posting that will attract top-tier candidates and strong applicant pool. Increased interaction with the Institutes of Energy and the Environment
 - Action Item 5.1.1.1: Recruit environmental neurotoxicologist
 - Timing: 2021-ongoing
 - Metric: Successful hire, candidate develops ties with Institutes of Energy and the Environment
 - Additional resources: Office space, lab space, start-up
 - Action Item 5.1.1.2: Recruit environmental epidemiologist
 - Timing: 2022-ongoing
 - Metric: Successful hire, candidate develops ties with Institutes of Energy and the Environment
 - Additional resources: Office space, lab space, start-up
 - Objective 5.1.2: Recruit tenure-track faculty in Precision Medicine and strengthen relationship with Penn State Institute for Personalized Medicine. “Precision medicine is an emerging approach for disease treatment and prevention that takes into account individual variability in genes, environment, and lifestyle for each person.” - <https://ghr.nlm.nih.gov/primer/precisionmedicine/definition>
 - Timing: 2020-ongoing

- Key Performance Indicators: Consult with Office of the Vice President of Affirmative Action, Office of HHD Diversity and Inclusion Initiatives, BBH Chair of DEI Committee and experts in targeted area of hire to create job posting that will attract top-tier candidates and strong applicant pool. Increased interaction with the Institute for Personalized Medicine at Penn State
 - Action Item 5.1.2.1: Recruit a faculty member who uses precision medicine approaches in the domain of gut-brain biome
 - Timing: 2022-ongoing
 - Metric: Successful hire, candidate develops ties with the Institute for Personalized Medicine and ties with Department of Nutritional Sciences in HHD
 - Additional resources: Office space, lab space, start-up
 - Action Item 5.1.2.2: Recruit faculty member who applies precision medicine approaches in the domain of cardiovascular disease
 - Timing: 2023-ongoing
 - Metric: Successful hire, candidate develops ties with the Institute for Personalized Medicine
 - Additional resources: Office space, lab space, start-up
- Objective 5.1.3: Recruit tenure-track faculty in Health and Data Science and strengthen relationship with Penn State Data Sciences in the College of Information Sciences and Technology
 - Timing: 2021-ongoing
 - Key Performance Indicators: Consult with Office of the Vice President of Affirmative Action, Office of HHD Diversity and Inclusion Initiatives, BBH Chair of DEI Committee and experts in targeted area of hire to create job posting that will attract top-tier candidates and strong applicant pool. Increased interaction with Data Sciences in the College of Information Sciences and Technology
 - Action Item 5.1.3.1: Recruit faculty member with expertise in bioinformatics in health
 - Timing: 2022-ongoing

- Metric: Successful hire, candidate develops ties with Data Sciences in the College of Information Sciences and Technology
 - Additional resources: Office space, lab space, start-up
- Objective 5.1.4: Recruit tenure-track faculty in Health Disparities
 - Timing: 2021-ongoing
 - Key Performance Indicators: Consult with Office of the Vice President of Affirmative Action, Office of HHD Diversity and Inclusion Initiatives, BBH Chair of DEI Committee and experts in targeted area of hire to create job posting that will attract top-tier candidates and strong applicant pool
 - Action Item 5.1.4.1: Recruit faculty member with expertise in health disparities associated with rural health
 - Timing: 2021-ongoing
 - Metric: Successful hire, candidate develops ties with Pennsylvania Office of Rural Health
 - Additional resources: Office space, lab space, start-up
 - Action Item 5.1.4.2: Recruit faculty member with expertise in health disparities associated with cancer
 - Timing: 2023-ongoing
 - Metric: Successful hire, candidate develops ties with Penn State Cancer Institute
 - Additional resources: Office space, lab space, start-up
 - Action Item 5.1.4.3: Recruit faculty member with expertise in health disparities associated with obesity
 - Timing: 2024-ongoing
 - Metric: Successful hire, candidate develops ties with Pennsylvania Office of Rural Health
 - Additional resources: Office space, lab space, start-up
- Objective 5.1.5: Recruit tenure-track faculty examining biobehavioral health in a global health context
 - Timing: 2024-ongoing
 - Key Performance Indicators: Consult with Office of the Vice President of Affirmative Action, Office of HHD Diversity and Inclusion Initiatives, BBH Chair of DEI Committee and experts

in targeted area of hire to create job posting that will attract top-tier candidates and strong applicant pool

- Action Item 5.1.5.1: Recruit faculty examining biobehavioral health in a global health context
 - Timing: 2024-ongoing
 - Metric: Successful hire, develops ties with Global Programs
 - Additional resources: Office space, lab space, start-up
- Objective 5.1.6: Recruit 3 tenure-track faculty to strengthen BBH core areas, foster cohesion within the department, and facilitate the development of department- and/or college-level efforts towards NIH project, center, or training grants and similar mechanisms.
 - Timing: 2020-ongoing
 - Key Performance Indicators: Consult with Office of the Vice President of Affirmative Action, Office of HHD Diversity and Inclusion Initiatives, BBH Chair of DEI Committee and experts in targeted area of hire to create job posting that will attract top-tier candidates and strong applicant pool.
 - Action Item 5.1.6.1: Recruit three faculty members whose research focuses on 1) stress and health connections; 2) innovative methods in biobehavioral health research; 3) prevention and intervention programs
 - Timing: 2021-ongoing
 - Metric: three successful hires
 - Additional resources: office space, lab space, start up
- Goal 5.2: Use funds to catalyze research and grant proposal development
 - Objective 5.2.1: Increase BBH's external grant portfolio
 - Timing 2020-ongoing
 - Key Performance Indicator: Increased external grant applications and increased collaborative applications and projects
 - Action Item 5.2.1.1: Establish funds for seed grants for proof of concept and pilot data for NIH/NSF grant applications
 - Timing: 2020-ongoing

- Metric: Increased NIH/NSF grant applications and increased external funding
 - Additional resources: Budget support
 - Action Item 5.2.1.2: Establish funds for collaborative projects for proof of concept and pilot data for NIH/NSF grant applications
 - Timing: 2020-ongoing
 - Metric: Increased collaborative NIH/NSF grant applications and increased external funding
 - Additional resources: Budget support
- Goal 5.3: Increase research, education, and outreach capacity of the Biomarker Core Facility
 - Objective 5.3.1: Survey Penn State faculty to identify needed assay support
 - Timing 2020-ongoing
 - Key Performance Indicators: Identify faculty research needs
 - Action Item 3.1.1.1: Identify new and needed assays
 - Timing: ongoing
 - Metrics: Expansion of assays
 - Additional resources: Depending on assays, capital investment
 - Action Item 3.1.1.1: Increase interaction with Huck and medical school facilities
 - Timing: ongoing
 - Metrics: Increased communication and collaboration across Penn State Core Facilities
 - Additional resources: None foreseen
 - Objective 5.3.3: Use Biomarker Core Facility to further HHD educational mission
 - Timing: 2020-ongoing
 - Key Performance Indicators: Establish graduate and undergraduate laboratory classes
 - Action Item 5.3.3.1: Develop undergraduate laboratory class on biomarkers
 - Timing: ongoing
 - Metrics: Successful class
 - Additional resources: Initial supplies for class but fees should cover costs
 - Action Item 5.3.3.2: Develop graduate laboratory class on biomarkers (as an elective, special-topic class)

- Timing: ongoing
 - Metrics: Successful class
 - Additional resources: Initial supplies for class but fees should cover costs
- Objective 5.3.3: Develop Biomarker Core Summer Camps
 - Timing: 2020-ongoing
 - Key Performance Indicators: Successful offerings
 - Action Item 5.3.3.1: Develop and expand summer camp on biomarkers
 - Timing: ongoing
 - Metrics: Good enrollment, demonstrated learning on biological lab techniques and concepts, fostering on interest in STEM
 - Additional resources: Fees should cover expenses
- Goal 5.4: Increase Grant Support
 - Objective 5.4.1: Facilitate Grant Applications and Support for Existing Grants
 - Timing: 2021-ongoing
 - Key Performance Indicators: Increased grant support, increased grant applications
 - Action Item 5.4.1.1: Provide staff support for grant application process and grant management
 - Timing: 2020-ongoing
 - Metrics: Efficient grant processing and management
 - Additional resources: Staff support
 - Action Item 5.4.1.2: Host grant-related panels/workshops
 - Timing: 2020-ongoing
 - Metrics: Increased faculty familiarity with grant processes
 - Additional resources: Funds for workshops
- Goal 5.5: Increase Methodology Research and Educational Support
 - Objective 5.1.7: Work with college to develop centralized and departmental support for methodology expertise for consultation on projects and grants and for teaching.
 - Timing: 2020-ongoing

- Key Performance Indicators: Increase resources for grant development and project execution, variety and availability of methodology
- Goal theme 6: Increase BBH alumni engagement and opportunities
 - Goal 6.1: Strengthen Alumni Connections
 - Objective 6.1.1: Revise Alumni Survey to better understand employment opportunities and alumni needs
 - Timing: 2020-ongoing
 - Key Performance Indicator(s): Alumni complete survey, BBH receives updates on alumni career paths and needs
 - Action Item 6.1.1.1: Faculty will revise/update current alumni survey
 - Timing: 2020 – ongoing
 - Metric(s): Meetings scheduled starting 2020; revised survey distributed to invite broad feedback
 - Additional resources needed: None
 - Action Item 6.1.1.2: Administer revised survey to BBH alumni via email and website post
 - Timing: annually starting 2021
 - Metric(s): Updated survey posted online and emailed to alumni
 - Additional resources needed: additional undergraduate staff support
 - Objective 6.1.2: Increase opportunities for alumni engagement with department and current students
 - Timing: 2020-ongoing
 - Key Performance Indicator(s): BBH undergraduates have several opportunities each year to interact with alumni in the classroom and/or through the Global Health and Internship programs
 - Action Item 6.1.2.1: Organize annual ‘Alumni in the Classroom’ event
 - Timing: 2020-ongoing
 - Metric(s): At least 3 BBH alumni from different career paths to visit BBH major classes and answer student questions once a year
 - Additional resources needed: Funds to offset travel costs
 - Action Item 6.1.2.2: Organize annual networking event

- Timing: 2020-ongoing
 - Metric(s): Annual networking event attended by at least 3 alumni with diverse careers and at least 25 BBH undergraduate students
 - Additional resources needed: Funds to offset travel costs
- Action Item 6.1.2.3: Increase number of alumni participating in career mentoring program
 - Timing: 2020-ongoing
 - Metric(s): More alumni available as student mentors
 - Additional resources: None
- Action Item 6.1.2.4: BBH Society and BBH APG to co-host annual 'Ask me Anything' videoconference event
 - Timing: 2020-ongoing
 - Metric(s): At least 3 BBH alumni from different career paths to participate in videoconference Q&A session once a year; broadcast to/include BBH students at Commonwealth campuses
 - Additional resources: None
- Action Item 6.1.2.5: Liaise with alumni to explore possible opportunities for domestic experiential learning sites for the Global Health Minor
 - Timing: 2020-ongoing
 - Metric(s): Additional domestic learning sites explored, potentially incorporated into program if appropriate sites identified
 - Additional resources: Funds for travel to explore sites
- Action Item 6.1.2.6: Liaise with alumni to explore possible opportunities for BBH internships
 - Timing: 2020-ongoing
 - Metric(s): additional internship venues are explored, potentially added to program
 - Additional resources: Funds for travel to explore sites
- Objective 6.1.3: Increase alumni awareness of current research and other developments in BBH via department newsletter
 - Timing: 2020-ongoing

- Key Performance Indicator(s): BBH newsletter distributed to alumni
 - Action Item 6.1.2.1: Write and distribute BBH newsletter
 - Timing: 2020-ongoing
 - Metric(s): BBH newsletter written and distributed to alumni twice a year
 - Additional resources needed: Support of HHD Communication Office, and funds for printing and mailing
- Goal theme 7: Annually review strategic plan and BBH committee goals
 - Goal 7.1: Annually assess progress on strategic plan
 - Objective 7.1.1: Use review of strategic plan to assess progress and to set new goals
 - Timing: 2021-ongoing
 - Key Performance Indicator(s): Progress on strategic goals
 - Action Item 7.1.1.1: Advisory committee will review strategic plan and create annual report on progress that will be shared with department
 - Additional resources needed: None
 - Goal 7.2: Annually set BBH committee goals and review progress on goals
 - Objective 7.2.1: Efficient use of committees
 - Timing: 2021-ongoing
 - Key Performance Indicator(s): Committees complete annual goals
 - Action Item 7.2.1.1: Committee chairs set annual goals with Department Head prior to fall term. Advisory committee will review strategic plan and create annual report on progress that will be shared with department
 - Additional resources needed: None
 - Action Item 7.2.1.2: Committee chairs report on goals completed at end of spring term. Advisory committee and Department Head review reports
 - Additional resources needed: None