

Strategic Plan 2020-2025

Department of Health Policy and Administration

Mission: To generate, translate, and transfer knowledge to educate current and future health care leaders, empower consumers, and improve systems of care.

Vision: Solidify our national position as a premier program in health policy and health administration as a primary source of expertise for generating, translating, and transferring knowledge that impacts health policies, organizations, and practices to improve individual care experiences and population health

Goal 1: Create processes, programming, and products to support students' success while at Penn State and beyond.

- **Objective 1.1: Centralize oversight of undergraduate and graduate professional development activities**
 - **Action Item:** Establish a department level office for student success and professional development for undergraduate and graduate HPA students.
 - Implementation Tasks
 - Convene meetings with HPA Department Head, PICs, internship/fellowship coordinators, writing coach, academic advisors, HHD Career Development Coordinator, and HHD Student Recruitment and Engagement Coordinator.
 - Engage HPA program external advisory boards and APG.
 - Develop a position description, recruit and hire an HPA Director of Professional Development.
 - Responsible Party: HPA Executive Committee
 - Metrics: Department meeting held; Department and college meeting held; Engagement discussions with HPA program external advisory boards and APG; Hiring of HPA Director of Professional Development.
 - Start and End Dates: September 2021; August 2022
- **Objective 1.2: Create and support accessible curricula and extra-curricular opportunities that are relevant, responsive to changing societal needs and employer demand, and supportive of meaningful lifelong learning**
 - **Action Item:** Develop a cluster of HPA courses that will provide interested UG and MHA students a strong foundation of statistical, data science and analytic competencies
 - Implementation Tasks
 - Convene a faculty working group to identify foundational statistical, data science and analytic skills that would benefit HPA students, one or more advanced competency areas that could be learned through additional undergraduate courses, and to draft course proposals for new courses.

- Have representatives from working group, UG and MHA PICs, HPA representatives on HHD Curricular Affairs committee review and finalize curricular proposals.
 - Submit, achieve and implement curricular proposals
 - Responsible Party: HPA Department Head and UG PIC
 - Metrics: Working group completes its draft proposals, Curricular proposals submitted to University Faculty Senate
 - Start and End Dates: January 2022; June 2023
 - **Action Item:** Promote and expand UG student research opportunities and student-faculty research collaborations.
 - Implementation Tasks
 - Offer one (1) credit UG course that showcases HPA research faculty and provide opportunities to expose students to various areas pertaining to research (e.g. human subjects training and conducting literature reviews and annotated bibliographies).
 - Develop and implement a student engagement plan including both formal academic research as well as project specific data analytic opportunities to increase student-faculty research collaborations.
 - Establish and maintain data base of current research opportunities with HPA and HHD faculty.
 - Responsible Party: HPA Department Head and UG PIC
 - Metrics: Student enrollment in HPA 100; Completed engagement plan; Creation of HPA research data base; Number of undergraduate students engaged in HPA or HHD faculty research.
 - Start and End Dates: January 2022; June 2023
- **Action Item:** Conduct a review of existing PhD/MS curriculum to evaluate existing tracks and whether there is a need to realign and identify any emerging areas that need to be added as either a new track or concentration.
 - Implementation Tasks
 - Convene a faculty working group charged to conduct curriculum review and prepare a report to the department of findings and recommendations.
 - Convene a faculty meeting to discuss findings and recommendations.
 - Create an implementation plan for any curricular changes.
 - Responsible Party: HPA Department Head and PhD/MS PIC
 - Metrics: Working group completes its report; Faculty discussion held; Implementation plan (if necessary) is completed.
 - Start and End Dates: September 2021; December 2022
- **Action Item:** Better integrate principles and practices of antiracism and other themes related to diversity, equity and inclusion into existing undergraduate and graduate programs and courses.
 - Implementation Tasks

- HPA Diversity Committee will complete an inventory of HPA academic programs to identify best practices and current gaps in curriculum, courses, course content (e.g., readings, assessments, learning objectives, activities) for integrating principles and practices of antiracism and other themes related to diversity, equity, and inclusion.
 - HPA Diversity Committee meets with HPA Academic program committees to discuss inventory findings.
 - Each program initiates changes in to address gaps identified in program inventories.
 - Responsible Party: HPA Department Head and HPA Diversity Committee Chair.
 - Metrics: Program inventories completed; Meetings with HPA academic programs held.
 - Start and End Dates: September 2021; June 2023
- **Action Item:** Better integrate principles and practices of sustainability into existing and new undergraduate and graduate programs.
 - Implementation Tasks
 - Each HPA academic program will conduct an inventory to identify best practices and current gaps in curriculum, courses, course content (e.g., readings, assessments, learning objectives, activities) for integrating principles and practices of sustainability
 - HPA Academic program committees to discuss inventory findings.
 - Each program initiates changes in to address gaps identified in program inventories.
 - Responsible Party: HPA Executive Committee.
 - Metrics: Program inventories completed; Meetings with HPA academic programs held.
 - Start and End Dates: September 2023; June 2025

Goal 2: Supporting research and innovation to enhance the productivity of HPA faculty and students.

Objective 2.1: Enhance the productivity and efficiency of research faculty through facilitated access to data and analytic support.

- **Action Item:** Establish a department level office for research support and data acquisition.
 - Implementation Tasks
 - Convene meeting with HPA Department Head and research faculty to identify available data sets, desired data sets, and research support needs.
 - Develop a position description and appoint an HPA Director for Research Support and Data Acquisition.
 - Develop a position description, recruit, and hire a department research analyst and data specialist.

- Responsible Party: HPA Department Head
- Metrics: Department meeting with research faculty held; Appointment of HPA Director for Research Support and Data Acquisition; Hiring of HPA research analyst and data specialist.
- Start and End Dates: September 2021; August 2023

Objective 2.1: Expand array of financial aid for PhD student research

- **Action Item:** Establish biennial HPA PhD Dissertation Research Award to support data collection efforts for innovative research.
 - Implementation Tasks
 - Convene meeting with HPA Department Head, PhD PIC, and HHD Development Office.
 - Develop donor engagement and funding plan.
 - Conduct donor engagement.
 - Develop application process and selection criteria.
 - Responsible Party: HPA Department Head and PhD PIC
 - Metrics: Department meeting HHD Development Office held; Conduct donor engagement; Attain initial funding goal of \$150,000.
 - Start and End Dates: September 2021; August 2024

- **Action Item:** Submit a successful post-doctoral AHRQ training program proposal in collaboration with a research center in HHD, such as the Center for Health Care and Policy Research
 - Implementation Tasks
 - Convene meeting with HPA Department Head, PhD PIC, and HPA research faculty to identify possible HHD research center partner, possible focus for training grant proposal, and faculty work group responsible for drafting the proposal.
 - Draft and submit training grant proposal to AHRQ.
 - Responsible Party: HPA Department Head and PhD PIC
 - Metrics: Department meeting held; Proposal drafted and submitted.
 - Start and End Dates: September 2021; May 2023.

Goal 3: Supporting and empowering faculty to become better teachers and researchers

Objective 3.1: Promote HPA faculty development through the cultivation of a culture of group-level knowledge sharing and dissemination.

- **Action Item:** Implement a faculty development seminar.
 - Implementation Tasks
 - Convene meeting with HPA Executive Committee and HPA faculty to schedule discussions, develop agendas, solicit topics of interest from faculty (pertaining to promotion and tenure as

well as other items pertaining to professional development), and identify and invite senior faculty to participate as appropriate.

- Schedule sessions for academic year.
- Responsible Party: HPA Executive Committee
- Metrics: Department meeting held; Sessions scheduled.
- Start and End Dates: September 2021; on-going.

Objective 3.2: Promote HPA faculty development with peer mentors

- **Action Item:** Develop and implement a faculty mentorship program.
 - Implementation Tasks
 - Convene meeting with HPA Executive Committee to develop policy and procedures (e.g. matching process, mentoring agreement and action plans, evaluation activities, etc.).
 - Convene meeting with HPA Executive Committee and HPA faculty to discuss policy and procedures.
 - Launch mentoring program
 - Responsible Party: HPA Executive Committee
 - Metrics: Department meeting held; Sessions scheduled.
 - Start and End Dates: October 2021; on-going.