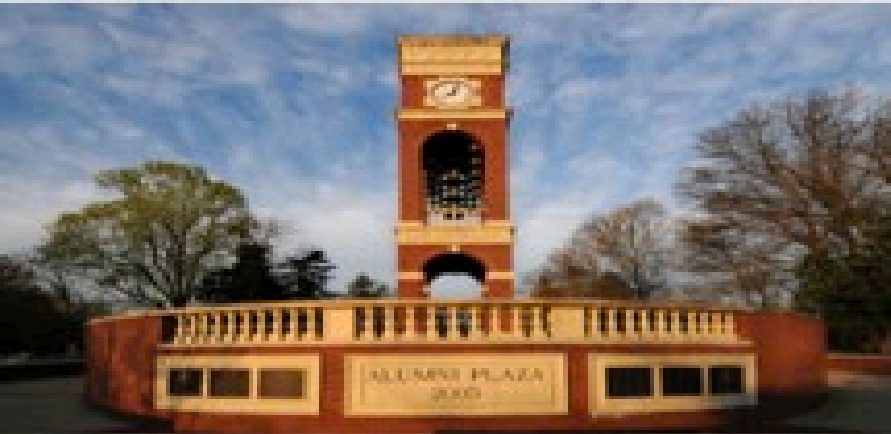




EAST TENNESSEE STATE
UNIVERSITY



Establishing and Communicating a Clear, Shared Departmental Mission and Vision

Amal J Khoury, PhD

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Dean Wykoff's Introduction

<https://vimeo.com/911873832/a8b08a6707?share=copy>

Few words about me..

HSMP Academic Portfolio

- Bachelor of Science Health Administration (BSHA)
- Minor in Health Administration
- Master of Health Administration (MHA)
- Master of Public Health (MPH) in Health Leadership & Policy
- Doctor of Public Health (DrPH) in Health Management & Policy
- Three Graduate certificates
 - Public Health
 - Health Care Management
 - Health Data Analytics

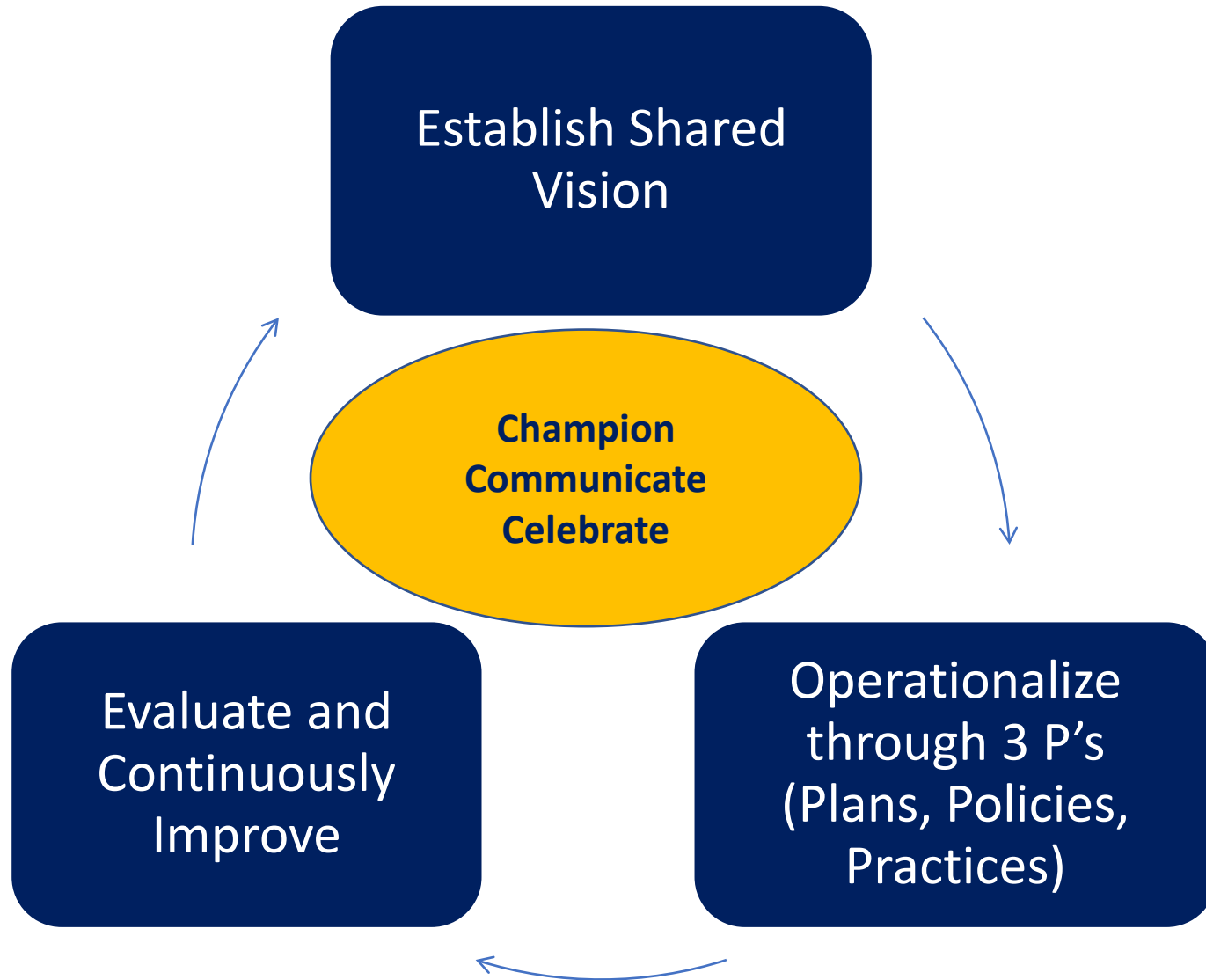
HSMP Research Portfolio

- Women's Health, Maternal & Child Health, Reproductive Health
- Cardiovascular Risk Research
- Rural Health Research and Policy
- Substance Use and Policy
- Mental Health

**Organizations with a
clearly-defined **vision**
outperform those who
do not across the board.**

-Bain & Company

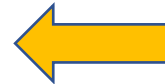
Visioning Cycle



Establish Shared Vision with Stakeholder Buy-In

College Vision

The ETSU College of Public Health is the school of **choice** for students who want an **exceptional** educational **experience** in a world-class **environment**



Department Vision

To become the department of **choice** for **education** and **research** in health management and policy

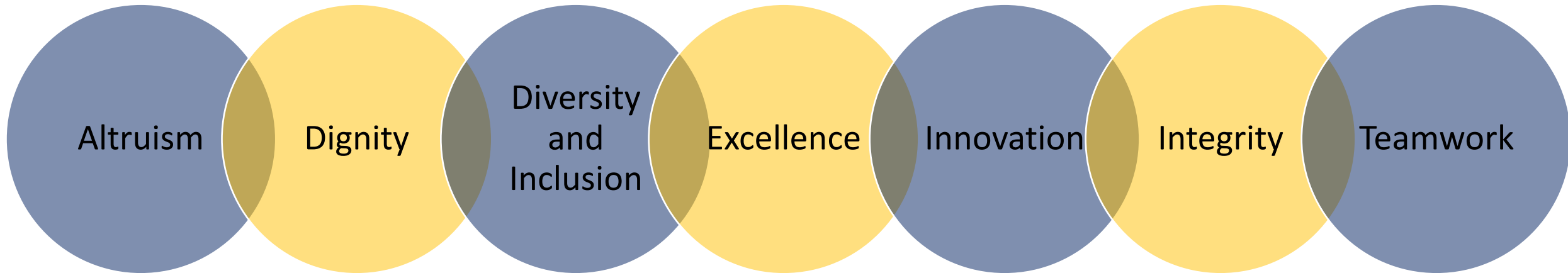


EDUCATION

SERVICE

RESEARCH

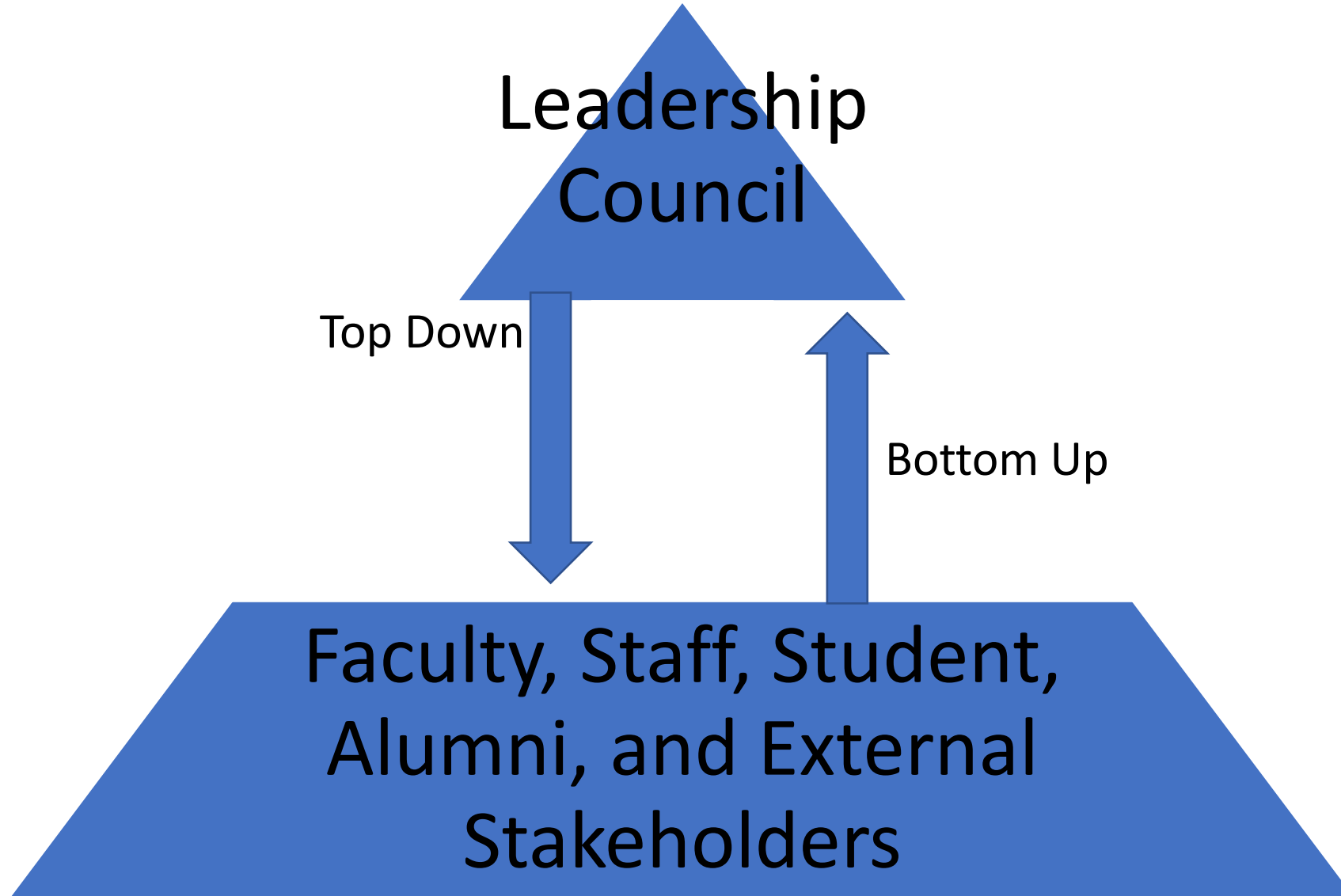
Establish Core Values to Guide Action



Operationalize Vision: Alignment with Strategic Plans

[College of Public Health Strategic Plan \(etsu.edu\)](https://etsu.edu/college-of-public-health/strategic-plan)

Strategic Planning Process



Operationalize Vision:

Alignment with Faculty
Workload Policy

Faculty Workload Policy

- Department has multiple faculty tracks (not one size fits all)
- Tenure-track/tenured faculty engage in all 3 legs of the stool (Teaching, Research and Service) within their skills and goals.
 - Balance and time spent on T, R, S and Admin vary considerably among faculty
- Workload Policy guides annual planning and evaluation, mid-tenure review, and tenure and promotion processes

Faculty Workload Policy –Teaching Expectations

- Teaching can range between 10% - 100% of annual FAP.
- Full teaching load = 5 courses per semester, per university guidelines
- One course (on-ground or online) = 10% effort per year
- One course development and initiation = 5% effort per year

Faculty Workload Policy – Research Expectations

20% research effort

- 1 – 2 pubs per year in peer-reviewed journals
- 3 – 4 conference presentations can substitute for one pub.
- Participate in research, teaching, or service grants

40% research effort

- 2 – 4 pubs per year in peer-reviewed journals with at least one as first author
- 3 – 4 conference presentations can substitute for one pub.
- Cover 20% percent of salary by external funding
- Submit external grant proposals &/or have key personnel roles on grants with salary coverage

60% research effort

- 4 – 6 pubs per year in peer-reviewed journals with at least two as first author. Can be averaged given importance of alternating between grant and publication production.
- 3 – 4 conference presentations can substitute for one pub.
- Cover 30% percent of salary by external funding
- Submit external grant proposals &/or have key personnel roles on grants with salary coverage

Faculty Workload Policy -- Service Expectations

- Service accounts for 5% – 15% of the annual FAP.
- All faculty are expected to engage in University service and community service and to maintain affiliation with their professional association.
- Professional service, including peer review and leadership activities, is highly desirable.
- Sponsored and non-sponsored service should relate to the faculty member's professional field.
- Consulting must be congruent with the mission and approved by the Chair. All consultation agreements must be accompanied by a PPP007 form.

Operationalize Vision:

Alignment with FAP/FAR Policy

FAP/FAR Policies

- FAP objective specific to instructional development
- FAP objective specific to SAI target
- FAP objective specific to course improvement (content &/or delivery)
- FAP objective specific to peer review of teaching
- FAP objectives specific to research activity (# grant proposals, grant funding, # pubs, # presentations, student co-authors)
- FAP objectives specific to university service, professional service, community service
- FAR designed to report on all elements above

Operationalize Vision – Alignment with Other Policies

- Peer review of teaching policy
- Mid-tenure Review
- Research Productivity Guidelines
- Small At-risk salary component
- Tenure & Promotion

Evaluate Vision and Continuously Improve

- Strategic Plan Outcomes
- [Online Suggestion Box \(etsu.edu\)](https://etsu.edu/suggestion-box)
- On-going Surveys
 - Student Exit Surveys
 - Alumni Survey
 - Employer Survey
 - Field Preceptor Survey
- [HSMP Advisory Committee \(etsu.edu\)](https://etsu.edu/hsmp)

But even the best policies and plans
fail without...



Operationalize Vision – Leadership Practices

Leadership Practices for Change (My 3C's)

Champion

Communicate

Celebrate

Champion *Education*

- Educational Excellence Committee
- Faculty Development Committee
- Motivate instructional development – for full-time and adjunct faculty
- MOU expectation for online courses
- Office of Student Services (FT academic advisors, recruiter, assistant dean)
- Teaching Incentive

Champion *Research*

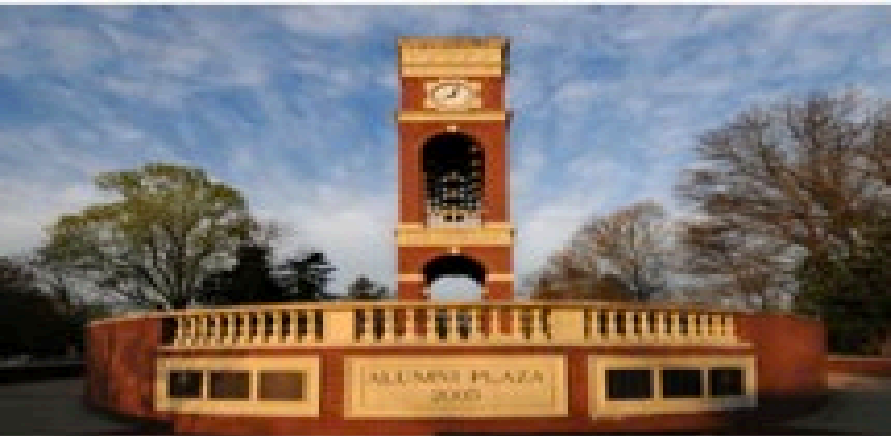
- Protected Time for Research
- College Research Development Committee → Advancement Committee
- Research Needs Assessment Survey
- Research Academy → Research Roundtable
- Research Services Manager → Director of Research
- Chair as research mentor
- GAs assigned to support goals
- Research dissemination (e.g., conference travel)
- Research Incentive

Communicate and Earn Trust

- College All-Hands Meeting
- Department meetings and retreats
- One-on-one Faculty-Chair Connects
- Events -- Picnics, Student Awards Ceremony, Family Day, Pinning & Hooding Ceremony, holiday lunches, Halloween contest, tailgating, etc.
- [Upcoming Events \(etsu.edu\)](#)
- [Speaker Series \(etsu.edu\)](#)

Celebrate

- [CPH News \(etsu.edu\)](http://etsu.edu)
- College Social media
- Departmental Social Media
- Monthly newsletter
- [Alumni Profiles \(etsu.edu\)](http://etsu.edu)
- Faculty Awards – Teaching (full-time and adjunct faculty),
Research, Service
- Staff Awards -- Admin Staff, Support Staff



Final Thoughts

- No magic bullet -- Change is hard, takes time and commitment, and there are challenges along the way, but *doable*
- You go farther when you go together, with a vision to guide you and with trust to propel you