

Board on Health and Human Sciences

Strategic Plan 2023-2028

As of
March 2023

Background

This report provides a strategic plan for the Board on Health and Human Sciences for 2023 to 2028. The strategic plan clearly answers important strategic questions, communicates shared programmatic priorities, and details intended outcomes while providing a framework that will guide decisions about how to best align human and financial resources in accordance with the organization's mission and vision.

This report is based on interviews conducted with ten of the Board's Directors; a half-day face-to-face workshop; a half-day virtual workshop; and regular meetings with leadership and program staff. This document has been reviewed and was approved by the Board's Directors on **March 2023**.

Board on Health and Human Sciences: Strategic Plan Overview

The Board on Health and Human Sciences (BHHS) is an association of administrators of higher education units that are responsible for research/discovery, extension/outreach, and teaching/learning programs in the health and human sciences at public and land-grant universities (LGU) across the country. The BHHS is led by a 4-person Executive Committee and 10 Directors. Its vision and mission are:

Vision Statement: The Board on Health and Human Sciences holistically advances human development, health, and economic vitality to achieve a healthy, resilient, equitable, and sustainable world.

Mission Statement: The mission of the Board on Health and Human Sciences is to empower the and Health and Human Sciences to address pressing human challenges and opportunities in concert with the Association of Public and Land-grant Universities and stakeholders.

The Strategic Focus Areas for 2023 -2028 are:

- 1. Increase the visibility, understanding, and valuation of the health and human sciences within potential and current member institutions and with national partners**
- 2. Celebrate diversity and good work occurring within the health and human sciences.**
- 3. Advocate for the inclusion of health and human sciences in federal funding and legislation and achieve enhanced funding opportunities.**
- 4. Provide opportunities for program and institutional collaboration to identify key issues within health and human sciences.**
- 5. Cultivate a continuum of leadership within health and human sciences.**
- 6. Provide networking and learning opportunities for Board on Health and Human Sciences members.**
- 7. Provide access to current, timely, and important information within health and human sciences.**

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Introduction

The Board on Health Human Sciences (BHHS) is the only organization of professionals within the Association of Public and Land-Grant Universities (APLU) that specifically and wholly focuses on promoting health and human sciences units within the land-grant and public university system. Universities characterize and organize health and human sciences in various ways. This diversity presents both opportunities and challenges when seeking to identify and engage the Universities, Colleges, and Departments that contain constituent health and human science disciplines that are relevant to the BHHS. The BHHS is committed to representing all of the health and human science disciplines, cultivating leadership attuned to and engaged in the health and human sciences, and forging a unified national voice for these disciplines and the professionals advancing them.

The name “human sciences” evolved from the term “home economics.” Home economics was an applied science, focused on providing people, families, and communities with the specific science-based skills they need to manage a home and live a healthy life. Contemporary human sciences, while still practical in their application, include a spectrum of basic and applied scientific agendas devoted to advancing health, education, and economic vitality of humans within families and communities, which is more broadly construed as the human ecology. The human sciences have also evolved to place a decided focus on health and has forged strong partnerships with allied health, medicine, nursing, and public health. These intersections led universities to compose colleges to include aspects of the human sciences and variety of health professions. This shift and the resulting banner of the health and human sciences are generally understood and supported by present-day scholars who work within the human sciences, but these changes are difficult to understand from the outside and have not been implemented or understood uniformly across universities.

The landscape of human sciences has changed and is changing within the context of the changing nature of higher education. Colleges are disbanding, merging, restructuring, and changing their names. Currently, the human sciences have expanded from their roots in agriculture and home economics and toward a decided focus on the art and science of living well in a rapidly changing and increasingly diverse global society. To address these changes, BHHS embraces an interdisciplinary perspective and approach through the inclusion of a wide range of disciplines. These include, but may not be limited to:

1. Food science, nutrition, and dietetics.
2. Health management, wellness, and public health professions.
3. Culinary science and food service management.

4. Hospitality, tourism, and event management.
5. Housing, interior design, and construction management.
6. Human development and family science.
7. Personal and family finance.
8. Textiles, apparel, retailing, fashion merchandising, and design.

The history of human sciences is one of innovation, advocacy, and venturousness. Any discussion of where the human sciences are headed should acknowledge this history but not be bound by it. Similarly, we should honor its history. Acknowledging the history of human sciences seeing the tradition, understanding it, and using that information to envision the future, the Executive Committee and Directors voted to change the name of the Board of Human Sciences to the Board of Health and Human Sciences (BHHS) on November 6, 2022. This name change is effective immediately.

The *unifying theme that integrates these many disciplines* and describes the health and human sciences is:

The field of study focused on the science and art of living well in our increasingly diverse and complex world.

With this new unifying theme and the change in the name, we seek to include new health professions that demonstrate strong intersections with the human sciences. They include:

1. Allied health
2. Medicine
3. Nursing
4. Public health

Our recruitment efforts will focus on units that include aspects of the human sciences and the health professions listed above. For example, we will seek Colleges of Medicine that also include nutrition and dietetics or Colleges of Health Professions that include Public Health and Health management. In so doing, we will seek new partners with a demonstrated affinity, appreciation, and commitment to the human sciences.

This document lays out the BHHS strategic plan and goals for the next 5 years, 2023 - 2028.

Board on Health and Human Sciences: Mission and Vision

Vision Statement: The Board on Health and Human Sciences holistically advances human development, health, and economic vitality to achieve a healthy, resilient, equitable, and sustainable world.

Mission Statement: The mission of the Board on Health and Human Sciences is to empower the health and human sciences in member institutions to address pressing human challenges and opportunities in concert with the Association of Public and Land-grant Universities and stakeholders.

Strategic Focus Areas and Actions

The BHHS is an association that exists to serve its membership. It is committed to maintaining and growing its membership, influence, and impact. To do this, BHHS will commit to advancing the following seven focus areas and their associated actions.

Focus Area 1: Increase the visibility, understanding, and valuation of the human sciences within potential and current member institutions and with national partners.

Presidents, provosts, and other high-level university leaders vary in their understanding and engagement with health and human sciences, which may impair the vitality and success of some health and human sciences units and disproportionately advance others. BHHS will provide opportunities for university leadership, policy makers, and stakeholders to become more attuned to the health and human sciences and how they contribute to institutional missions and the pressing circumstances of communities and society.

Priority Actions:

1. Provide platforms and messaging to engage university leadership in the health and human sciences within member institutions.
2. Demonstrate the value of the health and human sciences relative to institutional missions and priorities and how they bear on pressing opportunities and challenges in society.
3. Connect to programs with meaningful intersections with the health and human sciences (e.g., the health, business, various social sciences, and design) across APLU bodies for effective programming and opportunities for partnership.
4. Utilize a liaison structure that keeps BHHS connected to key organizations, boards, and committees.
5. Nominate members for national and high-profile awards to celebrate and promote success in the health and human sciences.
6. Nominate members for high-profile leadership opportunities to ensure the health and human sciences are represented in the direction, policies, and decisions of national organizations.

Success Metrics:

1. Faculty/department heads within member universities, but not within human sciences disciplines, understand the nature of the human sciences and can identify meaningful collaborative opportunities.
2. Communication channels are established and function well between BHHS and other APLU boards.
3. Health and human sciences data is gathered, analyzed, and disseminated at member institutions (enrollment/graduation, funding, communications engagement, university leadership survey on human sciences).
4. BHHS members hold senior leadership positions in the central administration of APLU member institutions.
5. Increased number of liaisons to BHHS.
6. Percent of membership increases.
7. Diversity of membership increases.

Focus Area 2: Celebrate diversity and good work happening within the health and human sciences.

Diversity enriches the educational experience and the ability of the health and human sciences to expand their impact. Recognizing that experiences, beliefs, and perspectives are different across the organization and the universities it represents, BHHS is committed to advancing the principles of diversity, equity, and inclusion while promoting personal growth and a healthy society.

Priority Actions:

1. Establish definitions and positions on diversity, equity, and inclusion in the context of the health and human sciences.
2. Develop and administer annual BHHS Awards devoted to diversity, equity and inclusion that derive from our definitions and positions on these topics.
3. Revisit the wording of current awards; potentially establish different awards for current and emerging leaders and serving underserved communities.
4. Increase the diversity of institutional members and the individuals that represent those institutions so that the BHHS membership accurately reflects the professional diversity that exists across health and human science disciplines. Diversity includes geographic location, size, and institution type including public universities, 1862 LGUs, 1994 LGUs, 1890 LGUs, Historically Black Colleges and Universities (HBCUs), Tribal Colleges and Universities (TCUs) and Hispanic Serving Institutions (HSIs).

Success Metrics:

1. BHHS awards are included in the Association of American Universities (AAU) list of nationally recognized awards.
2. BHHS members accurately reflect the demographics of the professionals working in the health and human sciences.
3. BHHS recruits members from institutions that are not currently represented but fall under the Public or Land Grant University umbrella.

Focus Area 3: Advocate for inclusion of health and human sciences in federal funding and legislation and achieve enhanced funding opportunities.

At the publishing of this strategic plan, the BHHS pays an assessment to the APLU Board on Agricultural Assembly (BAA) to secure the shared services of Lewis-Burke Associates, who is engaged via a contract with the BAA. This relationship gives BHHS the opportunity to influence national level conversations on regulatory changes and annual federal funding requests that would benefit human sciences. The terms of this relationship are such that the BHHS does not directly contract with Lewis-Burke; BHHS' fiduciary relationship is mediated through the BAA. The high priority actions below will remain consistent whether BHHS maintains a relationship with Lewis-Burke or establishes a new contract with a different lobbying partner.

Priority Actions:

1. Develop an annual policy platform for key issues.

2. Provide input to and ensure health and human sciences are strongly and properly reflected in key pieces of legislation, including but not limited to the Farm Bill, and to the regulations and plans of relevant departments including the U.S. Department of Agriculture, the Center for Disease Control and Prevention, Health and Human Services, National Institutes of Health, National Science Foundation, Housing and Urban Development, Department of Education, Homeland Security, etc.
3. Advocate for and secure key federal, public, and private funding streams for the health and human sciences
4. Educate stakeholders, federal partners, legislators, and staffers about the value of health and human sciences.
5. Directly engage with representatives from the APLU and Lewis-Burke to share our strategic plan, develop actions to ensure that APLU and Lewis-Burke are contributing to the success of this plan in measurable ways, and monitor their progress in advancing our strategic plan

Success Metrics:

1. Issues related to BHHS are identified in legislation (i.e., the words ‘health and human sciences’ and identified key issues are included in bills/the Farm Bill).
2. Member institutions provide expert testimony on key issues.
3. Priorities of extramural funders reflect key issues in health and human sciences including new and expanded funding opportunities for member universities and units.
4. Member institutions are awarded funding is sourced from the advocacy of BHHS, APLU, and Lewis-Burke.

Focus Area 4: Provide opportunities for program and institutional collaboration to identify key issues within health and human sciences.

The health and human sciences have traditionally been focused on human actions, choices, and behavior change within the human ecology with specific focus on the family and community contexts. The BHHS weaves systems thinking and community issues across disciplines. BHHS understands that it must act in ways that are both proactive and responsive to members, proposed legislation, and institutional priorities.

Priority Actions:

1. Provide a platform to engage the health and human sciences within the APLU while drawing from the strength and engagement of the BHHS.
2. Offer new and unique opportunities for interdisciplinary collaboration among leaders of the health and human sciences on key issues and questions that are not available elsewhere.
3. Provide resources, funding, or incentives for addressing high level challenges and key issues prioritized by BHHS. Possible key issues include:
 - Identify ways in which the health and human sciences can create systems that address intersectional problems.
 - Diversity, equity, inclusion, and justice are important to all disciplines under the health and human sciences. Identify ways that the health and human sciences can work to advance diversity, equity and inclusion principles and activities.

- Create a database of expertise from each member institution to be used to identify collaborators on grants and research projects.

Success Metrics:

1. An increased number of new multi-institutional collaborations with demonstrable impact (e.g., grants, papers, white-papers, curriculum development).
2. New partners join the BHHS.
3. An increased number of collaborations (grants and research projects) among members from BHHS institutions.

Focus Area 5: Cultivate a continuum of leadership within health and human sciences.

Key to the future success and growth of the health and human sciences is strong, informed, committed, and insightful leadership. BHHS is committed to supporting health and human scientists and enhancing their ability to lead within their universities and communities.

Priority Actions:

1. Cultivate a continuum of diverse leadership engaged and attuned to the health and human sciences through the BHHS Leadership Fellows Program.
2. Create a sustainable funding stream to maintain programs like the BHHS Leadership Fellows Program.
3. Encourage future leaders to participate in BHHS leadership opportunities, engage with committees, attend events and orientations, etc.
4. Provide the BHHS Leadership Fellows Program participants and other emerging leaders with direct access to current and future leadership to solve problems, share experiences, and improve our collective impact.
5. Identify BHHS leaders who will serve as mentors to those in the Leadership Fellows Program.
6. Actively support current BHHS leaders to prepare for and enter into more elevated leadership positions in public and land-grant universities and national organizations.

Success Metrics:

1. Increased number of the BHHS Leadership Fellows Program completers.
2. Increased number of BHHS leaders entering administrative and senior leadership positions in public and land-grant universities and national organizations.
3. Increase number of mid-level/aspiring administrators attending spring meeting.
4. Increased number of BHHS leaders entering nationally recognized senior leadership training programs and leadership positions in organizations like the APLU and AAU that have a university-wide scope.

Focus Area 6: Provide networking and learning opportunities for Board on Health and Human Sciences members.

The BHHS will help promote understanding and collaboration across fields of study to demonstrate the value of the health and human sciences ecosystem to leaders and scholars and to support the success of its members. In addition, BHHS empowers leaders to cultivate systems,

resources, and situations that spur and support collaborative relationships among and with the health and human sciences. However, BHHS does not seek to create day-to-day interdisciplinary research partnerships.

Priority Actions:

1. Provide university-level administrators the opportunity to meet health and human sciences leaders to discuss and understand administration-related issues including high-level priorities.
2. Connect members with health and human sciences experts outside of their disciplinary silos.
3. Provide leaders access to the wider APLU body of experts and exemplary programming.
4. Bring experts to the membership to contribute to the professional development of members.
5. Establish partnerships and collaborations around key topic areas through which faculty can advance integrated programs and develop cross institutional research partnerships.
6. Identify and connect with the key professional organizations associated with the disciplinary sections of the health and human sciences.

Success Metrics:

1. Expanded partnerships.
2. Engaged seats at various leadership tables.
3. Increased attendance and engagement at meetings and receipt of positive conference evaluations.

Focus Area 7: Provide access to current, timely, and important information within Health and Human Sciences.

The BHHS recognizes the importance of strong communication that informs its membership about the association's work and industry news with a focus on advancing health and human sciences.

Priority Actions:

1. Amplify news and successes from members' social media platforms.
2. Provide updates on the availability of relevant grants.
3. Identify important hashtags that all members can use in their social media.
4. Compile key performance metrics (e.g., budgets, faculty lines, enrollment, grant activity, etc.) on health and human sciences colleges/departments that will inform the performance of constituent members and the field.
5. Share an annual report of the performance of health and human sciences colleges/departments with BHHS members.

Success Metrics:

1. Increased engagement on social media platforms.
2. Increase in members' and of BHHS' social media metrics.
3. Increased opportunities for BHHS to have a seat at the table where key partner organizations engage and share information.

4. Data is compiled on key performance metrics of BHHS members, and an annual report generated and disseminated to members.
5. Satisfaction data are collected annually on the quality and impact of the annual report from BHHS members.

Conclusion

Sustained implementation of this bold strategic plan will take dedicated time and effort from all BHHS Directors, the Executive Committee, the Executive Director, and staff. Early implementation activities should build immediately on the momentum generated from the planning process, demonstrate BHHS' commitment to the planning outcomes, and consist of easily achieved actions that make early, tangible progress on the overall plan. The plan should be revisited at least annually so that it can continue to guide ongoing activities and ground new ideas. At the same time, this document can and should be seen as living. If, through implementation, BHHS learns that specific goals, methods, or frameworks should be adjusted in pursuit of the organization's overall mission and vision, those adjustments should be made deliberately and with the buy in and support of all BHHS leaders.