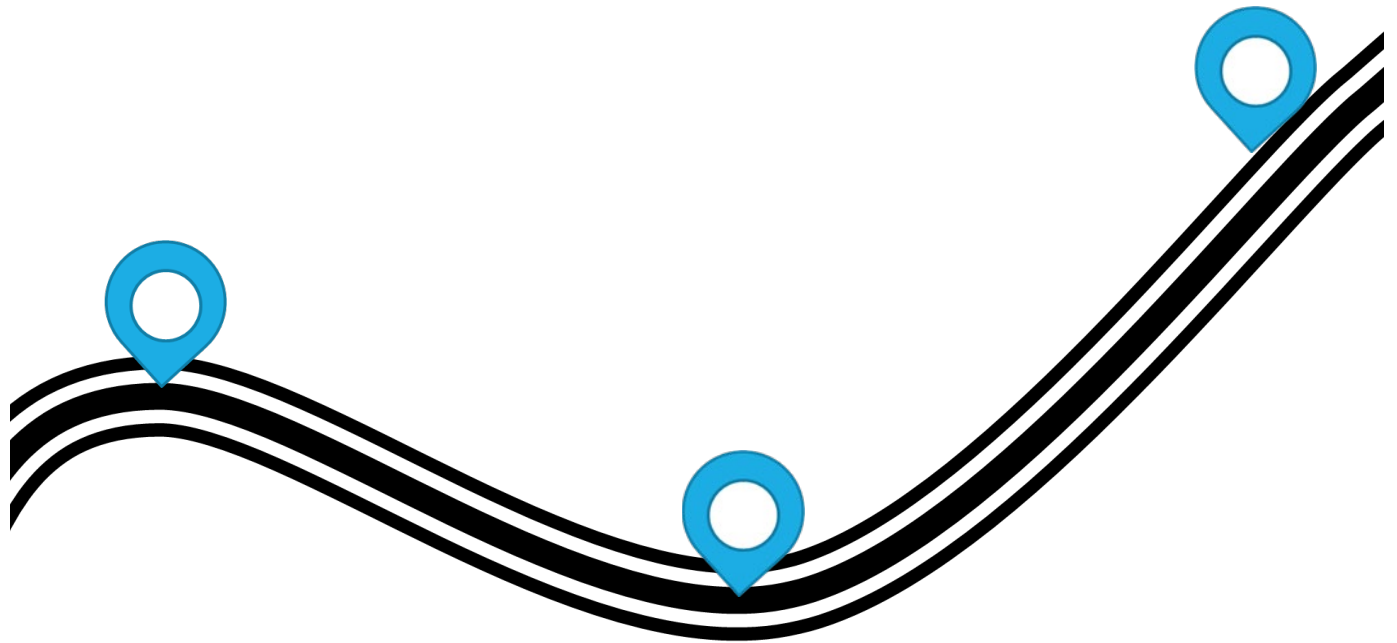


Associate Dean of Research 2021 – 2025 Strategic Roadmap



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Executive Summary

This document outlines the Associate Dean of Research's five-year strategic roadmap and is designed to be updated as needed to document progress and the evolution of work. The strategic roadmap is a collaborative effort calling on students, staff, researchers, faculty, division directors, associate deans, and the entire Dean's office staff to assist the ADR in its vision to support the SPH as an innovative, collaborative research powerhouse composed of dedicated faculty and staff driven to improve the population's health locally, nationally and globally.

The role of the ADR will coalesce around three focus areas:

- Elevate SPH prominence as a research powerhouse
- Promote SPH innovative and collaborative research
- Enhance support for research across SPH

The focus areas, along with goals, strategies and activities, will aim to positively impact research faculty, the school of public health, and the larger community.

Background

Beginning in March 2021, Dr. Marizen Ramirez assumed the role of Associate Dean of Research (ADR) for the University of Minnesota School of Public Health at 0.3 FTE.

This newly formed position (now separated from the Associate Dean of Faculty Affairs) and is responsible for the following in a Post-COVID environment:

- Creating opportunities for expanding and developing new public health research opportunities; especially those designed to advance health equity and interdisciplinary team science;
- Assist faculty in developing their research skills and exploring new research funding opportunities in collaboration, especially with the associate dean of faculty affairs and division heads;
- Provide opportunities for faculty to explore the scientific evolution of public health research areas and implications for research development and leadership across the SPH and the University.

Methods

To assist in developing a strategic plan, the strategic team used a leadership framework¹ consisting of the following four phases between April and September of 2021.

1. Conduct planning research
2. Define overall direction
3. Define strategic direction
4. Prepare for implementation

Conduct planning research

This phase of the process involved reviewing position descriptions and discussions with the SPH Dean to identify position expectations. These expectations serve as the backbone of this strategic plan and are listed below.

- Fosters a collegial, innovative, and inclusive environment for research that connects SPH faculty to collaborative research opportunities with other faculty, colleges and community partners;
- Works with Division Heads, Associate Deans and faculty governance to ensure effective recruitment, retention, and development of diverse faculty;
- Work with the SPH Leadership Team, faculty and staff to build systems that stimulate important research, such as through the creation and support of cross-divisional workgroups.
- Provides thought leadership to help create a more equitable, sustainable research support infrastructure for grant submission, set-up, management and closure.
- Partner with other Associate Deans regarding meeting and reporting on accreditation standards pertaining to research.
- Serve on SPH Executive and leadership teams: Serves as a member of the School's leadership team to guide its strategic direction, build research opportunities and resources, improve our

¹ A Leadership Framework for Implementation of an Organization's Strategic Plan, Journal of Professional Nursing 35 (2019) 12-17. (<https://fardapaper.ir/mohavaha/uploads/2020/01/Fardapaper-A-Leadership-Framework-for-Implementation-of-an-Organizations-Strategic-Plan.pdf>)

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institutional climate, and continue to develop a compelling and inclusive vision for the SPH’s future.

- Represents SPH leadership as a member of the Council of Research Associate Deans (CFAD), chaired by the University Vice President for Research.
- Provides leadership as the School’s primary liaison with the OVPR, Sponsored Projects Administration (SPA) in areas of research compliance, human subjects protection, data privacy, and conduct issues that may arise related to SPH research and researchers.
- Communicate with faculty at least annually about accomplishments and initiatives and ongoing as needed

To best understand what each SPH division, faculty, and students hope to have the ADR position achieve, 1:1 interviews were scheduled throughout April – July of 2021. The complete list of persons interviewed is listed in Appendix A.

In addition to the above-listed deliverables, the strategic team reviewed the UMN SPH 2030 plan, PEAK initiative, as well as other identified internal and external materials suggested by key partners during our 1:1 interviews.

Define Overall Direction

This phase of the process involved using key themes and language identified throughout the planning research phase to develop a vision statement for the ADR position and identify key professional partners, collaborators and champions to assist in implementing the developed strategic plan.

Define Strategic Direction

This phase of the process involved developing goals, strategies and an overarching timeline for implementation. Another key aspect of this phase involved the strategic team reaching out to recruit support with implementing of the strategic plan.

Prepare for Implementation

The final phase of the process includes presenting the plan to SPH leadership and authoring this report for dissemination.

Table 1. Methods: Phases, tasks and timeline

Conduct Planning Research (April – May)	Define Overall Direction (May – June)	Define Strategic Direction (July – Aug.)	Prepare for Implementation (Aug -)
Review position description	Define vision	Develop “roadmap” to achieve identified goals including strategies and timelines and partners	Present plan to leadership and stakeholders
Conduct 1:1 interviews with key stakeholders	Identify professional partners and collaborators and assets	Recruit staff to assist with implementing a strategic plan	Finalize plan
Develop the outline for the workbook	Develop strategic focus areas and goals	Define roles and responsibilities	Implement tasks, mobilize partners/champions, measure impact
Review UMN documents and reference materials			Disseminate plan

Strategic Plan

ADR Vision

Support the SPH as an innovative, collaborative research powerhouse composed of dedicated faculty and staff driven to improve the population’s health locally, nationally and globally.

Focus Areas

The role of the ADR will coalesce around three focus areas:

- I. Elevate SPH prominence as a research powerhouse
- II. Promote SPH innovative and collaborative research
- III. Enhance support for research across SPH

Aims

Within each focus area, there are four long-term aims for SPH, ADR, research faculty and community.

Aims	I. Elevate SPH prominence as a research powerhouse	II. Promote SPH innovative and collaborative research	III. Enhance support for research across SPH
SPH	Ranked in top 10 public health research schools in US	Increased number of diverse faculty positions, postdocs and research staff	Respond to highly competitive, impactful, and diverse grants with short turnaround timelines
ADR	Increased funding by UMN to support SPH	Increased number of collaborative research projects	Division and finance staff work across divisions to support grant submission and monitoring
Faculty	Faculty feel like researching at the UMN SPH is a great honor and opportunity	Faculty are aware of research, researchers, partners, and funding opportunities	Faculty only need to focus on the science aspect of the grant submission and monitoring
Community	Community is positively impacted by research activities	Community-engaged research is improving health outcomes equitably	Community is involved in the development and translation of research

Objectives & Implementation Partners

Each Aim has several objectives and team members to help with implementation.

I. Elevate SPH prominence as a research powerhouse

Objective	ADR Team +
1. Describe UMN SPH research significance	SPH Research Committee
2. Communicate UMN SPH research impacts	Director of Communications
3. Advocate for UMN SPH research	SPH Leadership team ²
4. Promote UMN SPH research distinction	Director of Communications, Everyone at SPH
5. Highlight diversity, equity and inclusion in efforts, such that diverse faculty and research topics are promoted	Director of Diversity, Equity, & Inclusion

II. Promote SPH innovative and collaborative research

Objective	ADR Team +
1. Establish SPH research committee	SPH Research Committee
2. Improve UMN SPH research	SPH Research Committee, ADs, Division Heads
3. Foster collaborative research teams	Division Heads
4. Promote innovative research methods	SPH Research Committee, ADFA
5. Explore new research opportunities (SPIN)	ADR Staff
6. Develop online research clearinghouse/dashboard	Chief Financial Officer, Director of Communications
7. Integrate diversity, equity and inclusion in efforts to improve research and foster diverse teams	Director of Diversity, Equity, & Inclusion

III. Enhance support for research across SPH

Objective	ADR Team +
1. Establish a research operations (admin/staff) community of practice	Division administrative staff, Chief Financial Officer
2. Develop online grant staff and resources clearinghouse/dashboard	Division administrative staff
3. Form a grant response team	Dean's office
4. Simplify/streamline research compliance	SPH Research Committee

² <https://www.sph.umn.edu/about/leadership/>

Strategies & Activities

I. Elevate SPH prominence as a research powerhouse

Objective 1. Describe UMN SPH research significance

- a. Establish SPH research priorities, topics, methods that align with SPH 2030
- b. Define what makes the UMN SPH unique, different from others
- c. Critically review SPH rank determination (strengths and weaknesses)
- d. Summarize and promote UMN SPH Centers

Objective 2. Communicate UMN SPH research impacts

- a. Communicate and promote research strategic direction, priorities, values and priorities
- b. Promote student research and role within school and impact on public's health
- c. Describe research from beginning to impact on public's health
- d. Outline how SPH research ties to other schools, other university functions, and the community's health
- e. Highlight research awards, publications, and impact
- f. Improve tie of researcher and impact (update faculty director pages and research focus/impact)
- g. Translate research findings to be accessible to community members
- h. Promote diverse faculty and research success in the health equity/anti-racism spaces
- i. Build communication pathways and resources
 - o Set up research communications processes (such as monthly division summary reports,
 - o Develop communication templates and tools, editorial calendar, and SPH branding expectations
 - o Set up an editorial calendar
 - o Identify key research communication outlets to push UMN research news to

Objective 3. Advocate for UMN SPH research

- a. Proactively communicate how UMN SPH research priorities and activities tie to the UMN research priorities (including talking points and communication materials)
- b. Proactively communicate how UMN SPH research priorities and activities tie to MN public health and legislative priorities and introduced legislation (including talking points and communication materials)
- c. Proactively communicate how UMN SPH research priorities and activities tie to MN public health and community priorities and outreach (including talking points and communication materials)
- d. Proactively communicate investment in UMN SPH and impact (return on investment - grant funds per capita and impact of public's health) and need for more financial support
- e. Represent SPH leadership on several UMN committees (such as the council of Research Associate Deans – CRAD) and federal appropriations meetings
- f. Advocate for an SPH government relations position to proactively promote SPH research to UMN leadership, state and federal legislators, federal agencies and philanthropy organizations

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Objective 4. Promote UMN SPH research distinction

- a. Highlight research that has impact – how it has changed the health of MN and beyond
- b. Elevate collaborative, innovative and community-engaged research efforts
- c. Communicate with stories why UMN SPH research matters

Objective 5. Highlight diversity, equity and inclusion in efforts, such that diverse faculty and research topics are promoted

- a. Highlight research that has impact on Black, Indigenous and communities of color
- b. Create and sustain support for Black, Indigenous, and staff of color to thrive. (*Strategic Plan for Antiracism 2021-2021 Goal Area 4: Staff, Goal 2*)
- c. Consistently work toward equity in distribution of resources and treatment of staff. (*Strategic Plan for Antiracism 2021-2021 Goal Area 4: Staff, Goal 2*)

II. Promote SPH innovative and collaborative research

Objective 1. Establish SPH research committee(s)

- a. Encourage all divisions to have an active research committee (send a representative to the SPH research committee)
- b. Develop SPH research committee – membership, structure, purpose, bylaws, etc.
- c. Develop research workplan

Objective 2. Improve UMN SPH research

- a. Transform how we recruit, hire, retain, and develop diverse faculty and students
- b. Develop faculty and student research skills through ongoing competency training as needed (such as library services, community engagement, culturally-informed research methods, diversity supplements, anti-racism research, etc.)
- c. Encourage and support community-engaged research
- d. Diversify research methods and team members
- e. Report on research-related accreditation standards
- f. Develop an incentive plan for faculty grant submission
- g. Plan and host annual Research day each spring

Objective 3. Foster collaborative research teams

- a. Identify complex topics that need a collaborative approach such as anti-racism, post-COVID, health equity, cancer, climate change, infectious disease, aging
 - o Explore research pod or establish a new center
 - o Cluster hire
 - o Request federal appropriations to support it
 - o Seed grants
- b. Connect researchers to SPH Centers
- c. Develop common interest cross-divisional workgroups, such as data science group
- d. Intentionally build diverse relationships within and outside of SPH across UMN (for example, medicine and economics)
- e. Systematically bring everyone with SPH together periodically to foster connections

Objective 4. Promote innovative research methodology

- a. Identify research-related training/skill needs
- b. Develop research methodology-related training series, especially through an anti-racism lens
- c. Recruit and hire diverse faculty to address current gaps in research skills, content
- d. Partner with researchers outside of the UMN SPH to address current gaps in research skills/content
- e. Broaden the scope of how we do research – culturally informed, culturally responsive
- f. Broaden understanding of how we work with communities – culturally informed, culturally responsive
- g. Establish SPH-wide research seminar series
 - o Conducting research through an anti-racist lens (Spring 2022 in collaboration with Lauren Eldridge, HEWG and Center for Anti-Racism Research Center)
 - o Featuring SPH Centers -tie this to goal 1, objective 1: Summarize and promote UMN SPH Centers
 - o Seminars featuring program officers from federal granting agencies and foundations

Objective 5. Explore new research opportunities

- a. Stay informed about funders' interests and opportunities
- b. Proactively reach out to funders, state and local government and industry to understand their research needs and priorities
- c. Systematically communicate funding opportunities to faculty

Objective 6. Develop online research clearinghouse/dashboard

- a. Update intranet faculty directory
- b. Catalog researchers, grants, publications – who does what? – online searchable database
- c. Connect researchers with compatible interests/skills

Objective 7. Integrate diversity, equity and inclusion in efforts to improve research and foster diverse teams

- a. Increase recruitment and hiring of staff from marginalized communities, particularly those who are Black, Indigenous, and people of color (*Strategic Plan for Antiracism 2021-2021 Goal Area 4: Staff, Goal 2*)
- b. Create an inclusive SPH work environment (*Strategic Plan for Antiracism 2021-2021 Goal Area 4: Staff, Goal 2*)

III. Enhance support for research across SPH

Objective 1. Establish a research operations (admin/staff) community of practice

- a. Meet with research operations staff – community of practice
- b. Encourage all divisions to send research operations staff representative
- c. Develop SPH research operations committee – membership, structure, purpose, bylaws, etc.
- d. Provide thought leadership to create an equitable, sustainable research support infrastructure for grant submission, set-up, management and closure.

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- e. Develop operations plan – use the PEAK initiative to prioritize what inefficiencies to address right away
- f. Allocate resources and remove barriers
- g. Organize brown bag lunches/trainings (archived videos) on different grant submissions/budgets/etc.

Objective 2. Develop online grant staff and resources clearinghouse/dashboard

- a. Update staff (accountants, grant support staff, etc.) directory
- b. Clarify staff roles within divisions and Dean's office (including associate deans) – who does what?
- c. Catalog staff, grants, expertise – who does what? – online searchable database
- d. Compile and standardize grant-related documents, guidelines, processes, practices, tools for all to access
- e. Implement project management tools to assist with the pre-submission tasks and timeline

Objective 3. Develop grant response “SWOT” (science/research) team

- a. Encourage all divisions to identify possible participants
- b. Establish project management tools to assist with pre-submission process, such as:
 - o Project concept development and refinement
 - o Identify possible collaborators and/or funders
 - o Internal/external peer review process
- c. Recruit for a grant rapid application response team (science/research-related)
- d. Secure funds to hire a technical writer, copy editor, layout and design

Objective 4. Simplify/Streamline research compliance (human subjects protection, data privacy, conduct issues, etc.)

- a. Identify UMN SPH HIPAA lead/delegate to serve as primary liaison
- b. Identify UMN SPH IRB lead/delegate to serve as primary liaison
- c. Identify compliance lead/delegate to serve as primary liaison
- d. Compliance lead tracks and updates compliance to the school-wide database
- e. Provide annual training on IRB/HIPAA
- f. Communicate and promote policies related to IRB/HIPAA
- g. Annually convene SPH faculty (or possibly research committee) to understand IRB/HIPAA needs/issues
- h. Advocate SPH research needs to IRB (non-medical research, community-engaged research, equity/anti-racism)

Implementation Workplans

To assist with the implementation of this complex plan, several smaller workplans need to be developed over the next six months (with timelines, tasks and lead person) by different SPH teams including:

- Grants Management (Grant Staff Community of Practice)
- ADR (Associate Dean of Research & Staff)
- Research (Research Committee)
- Communications (Director of Communications)

Below is the more detailed list of activities within each workplan. A Gantt chart has also been made available to assist teams with developing workplans and timelines and track their progress.

Grants Management Workplan Activities (Grant Staff Community of Practice)

- Develop SPH research operations committee – membership, structure, purpose, bylaws, etc. (Focus Area III, Objective 1, Activity c)
 - Meet with research operations staff – community of practice (III.1.a)
 - Encourage all divisions to send research operations staff representatives (III.1.b)
- **Develop operations plan – use the PEAK initiative to prioritize what inefficiencies to address right away (III.1.e)**
- Compile and standardize grant-related documents, guidelines, processes, practices, tools for all to access (III.2.a)
- Establish project management tools to assist with the pre-submission process, such as: (III.3.b)
 - Project concept development and refinement
 - Identify possible collaborators and/or funders
 - Internal/external peer review process
- Implement project management tools to assist with pre-submission tasks and timeline and post-grant award monitoring (III.2.a)
- Catalog staff, grants, expertise – who does what? – online searchable database (III.2.a)
- Update staff (accountants, grant support staff, etc.) directory (III.2.a)
- Clarify staff roles within divisions and Dean’s office (including associate deans) – who does what? (III.2.a)
- Organize brown bag lunches/trainings (archived videos) on different grant submissions/budgets/etc. (III.1.g)
- Consistently work toward equity in distribution of resources and treatment of staff. (*Strategic Plan for Antiracism 2021-2021 Goal Area 4: Staff, Goal 2) (I.5.C)*

ADR Workplan Activities (Associate Dean of Research & Staff)

- Systematically communicate funding opportunities to faculty (Focus II, Objective 5, Activity c)
- Represent SPH leadership on several UMN committees (such as the council of Research Associate Deans – CRAD) and federal appropriations meetings (I.3.e)
- Advocate for an SPH government relations position to proactively promote SPH research to UMN leadership, state and federal legislators, federal agencies and philanthropy organizations (I.3.f)
- Intentionally build diverse relationships within and outside of SPH across UMN (for example, medicine and economics) (II.3.d)
- Stay informed about funders' interests and opportunities (II.5.a)
- Proactively reach out to funders, state and local government and industry to understand their research needs and priorities (II.5.b)
- Identify complex topics that need a collaborative approach such as anti-racism, post-COVID, health equity, cancer, climate change, infectious disease, aging (II.3.a)
 - Explore research pod or establish a new center
 - Cluster hire
 - Request federal appropriations to support it
 - Seed grants
- Connect researchers to SPH Centers (II.3.b)
- Develop common interest cross-divisional workgroups, such as data science group (II.3.c)
- Systematically bring everyone with SPH together periodically to foster connections (II.3.e – *Tied to Research Committee - Establish SPH-wide research seminar series - II.4.g*)
- Encourage all divisions to identify possible participants for the SWOT team (III.3.a)
- Recruit for a grant rapid application response team (science/research-related) (III.3.c)
- Secure funds to hire a technical writer, copy editor, layout and design (III.3.d)
- Provide thought leadership to create an equitable, sustainable research support infrastructure for grant submission, set-up, management and closure (III.1.d)
- Allocate resources and remove barriers (III.1.f)
- Develop an incentive plan for faculty grant submission (II.2.f)
- Plan and host annual Research day each spring (II.2.g)
- Transform how we recruit, hire, retain, and develop diverse faculty and students (II.2.a)
- Recruit and hire diverse faculty to address current gaps in research skills, content (II.4.c)
- Increase recruitment and hiring of staff from marginalized communities, particularly those who are Black, Indigenous, and people of color (*Strategic Plan for Antiracism 2021-2021 Goal Area 4: Staff, Goal 2*) (II.7.a)
- Create an inclusive SPH work environment (*Strategic Plan for Antiracism 2021-2021 Goal Area 4: Staff, Goal 2*) (II.7.b)
- Create and sustain support for Black, Indigenous, and staff of color to thrive. (*Strategic Plan for Antiracism 2021-2021 Goal Area 4: Staff, Goal 2*) (I.5.b)

Research Workplan Activities (Research Committee)

- Encourage all divisions to have an active research committee (send a representative to SPH research committee) (Focus Area II, Objective 1, Activity a)
- Develop SPH research committee – membership, structure, purpose, bylaws, etc. (II.1.b)
- **Develop research committee workplan (II.1.c)**
- Identify UMN SPH HIPAA lead/delegate to serve as primary liaison (III.4.a)
 - Coordinates annual HIPAA training (III.4.e)
 - Communicate/Disseminate HIPAA policies (III.4.f)
 - Annually solicit SPH faculty HIPAA needs/issues (III.4.g)
- Identify UMN SPH IRB lead/delegate to serve as primary liaison (III.4.b)
 - Coordinates annual IRB training (III.4.e)
 - Communicate/Disseminate IRB policies (III.4.f)
 - Annually solicit SPH faculty IRB needs/issues (III.4.g)
 - Advocate SPH research needs to IRB (non-medical research, community-engaged research, equity/anti-racism) (III.4.h)
- Identify Compliance lead/delegate to serve as primary liaison (III.4.c)
 - Compliance lead tracks and updates compliance to school-wide database annually (III.4.d)
- Establish SPH research priorities, topics, methods that align with SPH 2030 (I.1.a)
- Critically review SPH rank determination (strengths and weaknesses) (I.1.c)
- Define what makes the UMN SPH unique, different from others (I.1.b – Communications)
- Report on research-related accreditation standards (II.2.e)
- Establish SPH-wide research seminar series (II.4.g)
 - Conducting research through an anti-racist lens (Spring 2022 in collaboration with Lauren Eldridge, HEWG and Center for Anti-Racism Research Center)
 - Feature SPH Centers (*Tied to I.1.d, summarize and promote UMN SPH Centers – Communication*)
 - Seminars featuring program officers from federal granting agencies and foundations
- Identify research-related training/skill needs (II.4.a)
 - Develop research methodology-related training series, especially through an anti-racism lens (II.4.b)
 - Develop faculty and student research skills through ongoing competency training as needed (such as library services, community engagement, culturally-informed research methods, diversity supplements, anti-racism research, etc.) (II.2.b)
 - Partner with researchers outside of the UMN SPH to address current gaps in research skills/content (II.4.d)
- Broaden understanding of how we work with communities – culturally informed, culturally responsive (II.4.f)
 - Encourage and support community-engaged research (II.2.c)
- Broaden the scope of how we do research – culturally informed, culturally responsive (II.4.e)
 - Diversify research methods and team members (II.2.d)

Communications Workplan Activities (Director of Communications)

- **Build communication plan and resources (Focus Area I, Objective 2, Activity i)**
 - Set up research communications processes (such as monthly division summary reports)
 - Develop communication templates and tools, editorial calendar, and SPH branding expectations
 - Set up an editorial calendar
 - Identify key research communication outlets to push UMN research news to
- Define what makes the UMN SPH unique, different from others (I.1.b – Research Committee findings)
- Communicate and promote research strategic direction, priorities, values and priorities (I.2.a, *Research Committee's efforts – Tide to Establish SPH research priorities, topics, methods that align with SPH 2030 (I.1.a)*)
- Summarize and promote UMN SPH Centers (I.1.d, Research Committee's efforts - Tied to Establish wide research seminar series featuring SPH Centers II.4.g)
- Promote student research and role within school and impact on public's health (I.2.b)
- Describe research from beginning to impact on public's health (I.2.c)
- Outline how SPH research ties to other schools, other university functions, and the community's health (I.2.d)
- Highlight research awards, publications, and impact (I.2.e)
- Improve tie of researcher and impact (update faculty director pages and research focus/impact) (I.2.f)
- Elevate collaborative, innovative and community-engaged research efforts (I.4.b)
- Communicate with stories why UMN SPH research matters (I.4.c)
- Translate research findings to be accessible to community members (I.2.g)
- Promote diverse faculty and research success in the health equity/anti-racism spaces (I.2.h)
- Proactively communicate how UMN SPH research priorities and activities tie to the UMN research priorities (including talking points and communication materials) (I.3.a)
- Proactively communicate how UMN SPH research priorities and activities tie to MN public health and legislative priorities and introduced legislation (including talking points and communication materials) (I.3.b)
- Proactively communicate how UMN SPH research priorities and activities tie to MN public health and community priorities and outreach (including talking points and communication materials) (I.3.c)
- Proactively communicate investment in UMN SPH and impact (return on investment - grant funds per capita and impact of public's health) and need for more financial support (I.3.d)
- Highlight research that has impact on Black, Indigenous and communities of color (I.5.a)

Appendix A: Partners Interviewed

Title	Person
Dean of SPH	John Finnegan
Associated Dean of Faculty Affairs	Lynn Eberly
Associate Dean of Education and Student Engagement	Elizabeth Wattenberg
Chief Administrative Officer/Chief Finance Officer	Joe Weisenburger
Chief of Staff	Susan Rafferty
Director of Communications	Sara Bjorkman
Director of Diversity, Equity, & Inclusion	Lauren L. Eldridge
Former Associate Dean	Beth Virnig
Head, Division of Epidemiology and Community Health	Dianne Neumark-Sztainer
Head, Division of Health Policy and Management	Timothy Bebe
Acting Head, Division of Environmental Health Science	Craig Hedberg
Head, Division of Biostatistics	Joe Koopmeiners
Chair, EpiCH Research Committee	Nancy Sherwood
Interim Vice President for Research	Michael Oakes
EpiCH Research Committee	(members)
HPM Research Committee	(members)