

Connecticut Public Health Fellowship Program Marketing Plan

Submitted by the Office of Public Practice (OPHP) Yale School of Public Health (YSPH)

This draft of the CT PHFP Marketing and Outreach Plan is provided by the YSPH PHFP team to fulfill the service specified in Section C.9.a, Contract Log # DPH 20250031PSA.

Overall Outreach and Marketing Goals:

Increase awareness among Connecticut public health agencies, academic programs, public health faculty, and eligible students about the fellowship and stipend opportunity.

Use an equity-focused outreach approach to attract students from diverse backgrounds to experiential learning opportunities in public health.

Overview:

The Connecticut Department of Public Health Fellowship Program (PHFP) is set to offer at least 50 fellowship stipends annually for students involved in experiential learning placements with public health agencies across Connecticut from 2025 until June 2028.

The success of the CT PHFP hinges on intentional efforts to promote access and equity in marketing, communication, and evaluation. Internships allow students to explore career interests, develop skills, build professional networks, and establish lifelong mentorships. Research indicates that internship experiences improve employment prospects, with recent graduates more likely to receive interview callbacks, and work experience is more relevant to employers than relevant coursework.¹ However, internships can also perpetuate systemic inequality and privilege, marginalizing certain groups.²

From 2023 to 2024, fellows originated from 41 different academic institutions, including 13 institutions in Connecticut and 4 online programs located outside of Connecticut. Each institution and academic programs offer different career service support and mentorship levels. These differences can impact how exclusionary practices are addressed and the barriers and drivers to accessing internship opportunities.³ Research on work-based learning programs has identified social and cultural barriers that disproportionately affect students of color, those attending Minority Serving Institutions (MSIs), working students, and first-generation students.⁴

Access, Equity and Inclusion

CT DPH is committed to developing the diversity and inclusion of the public health profession to foster a workforce that is increasingly representative of the communities it serves. The CT PHFP seeks to create a recruitment and outreach plan that creates opportunity and access for a broad range of diverse

¹ Nunley, J. M., Pugh, A., Romero, N., & Seals, R. A. (2016). College major, internship experience, and employment opportunities: Estimates from a résumé audit. *Labour Economics*, 38, 37-46. <https://doi.org/10.1016/j.labeco.2015.11.002>

² Curiale, J. L. (2009). America's new glass ceiling: Unpaid internships, the Fair Labor Standards Act, and the urgent need for change. *Hastings Law Journal*, 61, 1531-1560.

³ Hora, M.T. et al. (2023). Designing effective internships: A mixed methods exploration of the sociocultural aspects of intern satisfaction and development. Center for Research on College Workforce Transitions. University of Wisconsin-Madison.

⁴ Hora, M.T. et al. (2020). The Internship Scorecard: A new framework for evaluating college internships on the basis of purpose, quality, and equitable access. Research Brief #1. Center for Research on College Workforce Transitions. University of Wisconsin-Madison, Center for Education Research.

applicants to be able to apply for stipends, gain experience, and form professional relationships with the public health sector in Connecticut. To accomplish these goals, CT PHFP will:

- Use intentional and inclusive language in our marketing materials and other program documents.
- Marketing and communication will use various methods, including websites, job boards, and social media platforms utilized by diverse student populations.
- Leverage both in-person and virtual recruitment, when possible, as virtual recruitment has been shown to limit barriers for certain historically underrepresented groups.⁵
- Review and amend our marketing and communication approach based on the latest information regarding best practices and demographic metrics in our Smartsheet Dashboard.

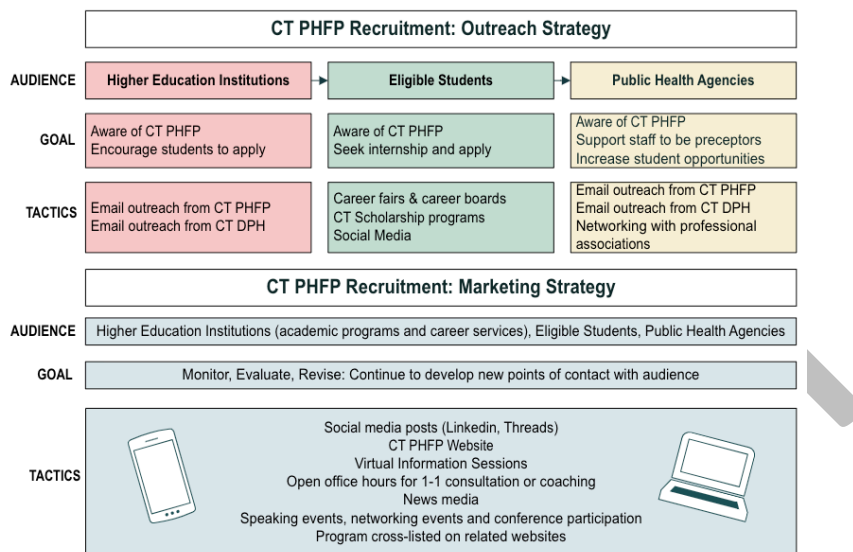
Target Audiences

The marketing and outreach for the CT Public Health Fellowship Program includes three distinct audiences:

1. Institutions of Higher Education (IHE), including public health or health science academic programs and career services offices (CSO).
2. Students interested in public health careers and/or students with internship requirements related to public health degree programs.
3. Public health host agencies and potential preceptors such as local health departments/districts, state agencies, and community-based organizations.

Below is a summary of marketing and outreach approaches for these three distinct audiences informed by the first two years of the CT PHFP.

⁵ Handshake Network Trends (2021). Who Wins with Virtual Recruiting? Leveling the playing field for underrepresented students. Accessed November 15, 2022. <https://joinhandshake.com/network-trends/virtual-recruiting/>



Institutions of Higher Education and Programs

There are 37 accredited institutions of higher education (IHE) across Connecticut including, 12 community colleges, 4 state universities, 1 state college, 1 federal training academy, and 16 private institutions. Of these institutions, 25 offer 4-year degrees, of which 13 have public health degree programs (undergraduate or graduate), and 10 have other relevant degree programs in health sciences, medicine, nursing, or other relevant allied health or technical fields.

Connecticut has several IHEs that are either emerging or included under Title III Part A and F and Title V programs aimed at strengthening institutions serving a high proportion of minority, low-income, or first-generation students to expand their capacity to serve students and enhance the institutions' academic quality, institutional management, and fiscal stability. In Connecticut, these include institutions that offer 4-year degrees that are Hispanic Serving Institutions (HSI), members of the Hispanic Association of Colleges and Universities (HACU), Asian American and Native American Pacific Islander Serving Institutions (AANAPISI) or Strengthening Institutions Programs (SIP) eligible institutions serve a high number of low-income students in Connecticut.⁶

According to First Generation Forward, a network established to support first-generation student success, over 54% of US undergraduate students are the first generation in their family to attend college but graduate at lower rates. A higher proportion of first-generation students attend HIS (65%) and AANAPISI (67%) institutions.⁷ The CT PHFP marketing will focus on Connecticut academic institutions

⁶ US Department of Education. Eligibility Designations and Applications for Waiver of Eligibility Requirements Accessed November 16, 2022. <https://www2.ed.gov/programs/duetitle3a/index.html>

⁷ FirstGen Forward. (n.d.). *Our opportunity*. Retrieved February 17, 2025, from <https://www.firstgenforward.org/our-opportunity>

with degree programs in public health, emphasizing these minority-serving institutions and institutions serving first-generation students.

- Emails and flyers to academic program leads at priority institutions with the expectation that this opportunity will be circulated among students.
 - The academic program leads directly share the opportunity with students and have firsthand familiarity with practicum requirements.
- Email and flyers to CSO and student affairs offices at priority institutions.
 - CSOs are responsible for supporting the increasingly diverse public health students as they transition to their professional status.⁸ CSOs can directly share the opportunity with students across degree programs and disciplines.
- Presentation to students in classes and student organization as facilitated by direct contact with faculty.

Eligible students:

Eligible students are third- or fourth-year undergraduate or graduate-level students in a public health or related academic program at an accredited academic institution. To be eligible, students must be U.S. citizens, non-citizen US nationals, or foreign nationals holding a visa permitting Permanent residence in the United States.

- Student opportunity platforms to promote the fellowship program and information sessions. Handshake is a subscription-based career strategy platform colleges and universities use to help students find internships and part-time or full-time jobs.
- Network with Connecticut-based student scholarship programs like Hartford Promise and New Haven Promise to connect with students.
- Direct outreach to institution-specific student groups and programs supporting first-generation students.
- Virtual information sessions and individual consultations are scheduled through Calendly.

Public health agencies and preceptors:

In Connecticut, there are 59 local health agencies and 2 tribal nation health departments serving the State's entire population, 54 of which employ a full-time director of health and 5 of which employ a part-time director of health. The full-time local health agencies include 34 independent municipal health departments and 20 health districts with jurisdictions spanning from 2 to 20 towns.⁹ Between 2023 and 2024, 11 health departments, 8 Health Districts, the state health department and laboratory, and 17 community-based organizations hosted CT PHFP fellows.

- The Office of Public Health Workforce Development can provide periodic updates and invitations to participate in the program via emails and/or internal newsletters to other units, local and tribal health departments, and the State Department of Public Health.

⁸ Krasna H, Yuen J. Evaluating Whether a Career Service Office Equitably Serves Diverse Students at a School of Public Health. *Pedagogy in Health Promotion*. 2024;0(0). doi:10.1177/23733799241305371

⁹ Connecticut Department of Public Health. (n.d.). Local health administration. Accessed January 31, 2025 <https://portal.ct.gov/dph/local-health-admin/lha/local-health-administration>

- PHFP team can reach out directly to health departments that have not participated, particularly if there are students in the immediate geographic area seeking internships.
- Connect with professional associations in Connecticut that support public health professionals such as the Connecticut Environmental Health Association (CEHA), Connecticut Association of Directors of Health (CAHD), Connecticut Association of Public Health Nurses (CTAPHN), Community Health Workers Association of Connecticut (CHWACT), Community Health Center Association of Connecticut (CHC/ACT).
- CT PHFP webpage for summary information and application portal for preceptors hosted on the Yale School of Public Health website.
- Virtual information sessions and individual consultations are scheduled through Calendly.

General marketing

- Social Media
 - Regular updates on program developments, fellow features, and preceptor profiles are shared on LinkedIn, where YSPH has a strong presence with over 54,000 followers. Posts strategically tag specific Institutes of Higher Education (IHEs) and host agencies to increase visibility and broaden the program's audience.
- Promotion through Strategic Partnerships
 - The program is promoted through the Connecticut Partnership for Public Health Workforce Development's meetings and its newsletter, reaching a targeted network of public health professionals and stakeholders.
- Annual Communication Packages
 - Each year, comprehensive communication packages are sent to the public health program and communication departments at IHEs where current fellows are enrolled. This ensures that key updates and opportunities reach students directly involved in the program.
- Dedicated Webpage & Application Portal
 - A dedicated webpage on the YSPH website offers a summary of program information and serves as the portal for stipend applications. This page is cross listed on other relevant platforms, such as the Connecticut Public Health Association website, enhancing access and reach.
- Effective Digital Presence
 - In the 2023-2024 cohort, fellows indicated they discovered the program through online searches. The "Current and Past Fellows" page on the YSPH website consistently attracts high traffic, with significant site engagement, further demonstrating the effectiveness of featuring individual participants in outreach.

Resources and in-kind services

This marketing plan is contingent on the use of existing resources at YSPH and CT DPH, including the following:

- YSPH Communication Office
 - support for social media posts
 - webpage development, monitoring and maintenance
 - graphic design consultations
- CT DPH Communications Office or team
 - Webpage updates

Commented [AE1]: [@Allen, Nikolai](#) How about this? Listing as sections to highlight key strategies.

General Marketing Strategy Overview

Social Media Outreach
Regular updates on program developments, fellow features, and preceptor profiles are shared on LinkedIn, where YSPH has a strong presence with over 54,000 followers. Posts strategically tag specific Institutes of Higher Education (IHEs) and host agencies to increase visibility and broaden the program's audience.

Promotion through Strategic Partnerships
The program is promoted through the Connecticut Partnership for Public Health Workforce Development's meetings and its newsletter, reaching a targeted network of public health professionals and stakeholders.

Annual Communication Packages
Each year, comprehensive communication packages are sent to the public health program and communication departments at IHEs where current fellows are enrolled. This ensures that key updates and opportunities reach students directly involved in the program.

Dedicated Webpage & Application Portal
A dedicated webpage on the YSPH website offers a summary of program information and serves as the portal for stipend applications. This page is cross-listed on other relevant platforms, such as the Connecticut Public Health Association website, enhancing access and reach.

Effective Digital Presence
In the 2023-2024 cohort, fellows indicated they discovered the program through online searches. Additionally, the "Current and Past Fellows" page on the YSPH website consistently attracts high traffic, with significant site engagement, further demonstrating the effectiveness of digital outreach.

- support for social media

Institution of Higher Education in Connecticut

Title III aims to strengthen institutions that serve a high percentage of minority and low-income students. It provides grants to eligible institutions to improve academic quality, institutional management, and fiscal stability. Strengthening Institutions Program (SIP), a grant program for higher education institutions. Title III, Part A of the Higher Education Act authorizes the program.

School	Location	Type	Enroll (2020)	Title III & V, memberships	Public Health BS or MPH
Albertus Magnus College	New Haven	Private	1,793	SIP (open), HSI-E	Public Health (BS), Healthcare Management (minor, BS, and MA), Nursing (BS), Health Science (BS)
Central Connecticut State University	New Britain	Public	13,046	SIP (eligible), HSI-E, FirstGen	Basic sciences, nursing, health sciences and data sciences
Charter Oak State College	New Britain	Public	2,350	SIP (eligible), HSI-E	Nursing, healthcare management, health informatics, nursing, social work
Connecticut College	New London	Private	1,928		Public Health-Integrative Pathway (BS)
Eastern Connecticut State University	Willimantic	Public	5,508		Allied health, health sciences, data science, bioinformatics (undergrad only)
Fairfield University*	Fairfield	Private	6,004		Public Health (BS, MPH)
Goodwin University	East Hartford	Private	4,800	SIP (open), HACU, HSI	Public Health (BS)
Hartford International University for Religion and Peace	Hartford	Private	184		No public health or health science programs
Holy Apostles College and Seminary	Cromwell	Private	854		No public health or health science programs.
Mitchell College	New London	Private	682	SIP (eligible), HSI-E	Health and basic sciences
Paier College of Art	Hamden	Private	109		No public health or health science programs.
Post University	Waterbury	Private	21,850		STEM and basic sciences
Quinnipiac University	Hamden	Private	11,047		MPH (anticipated) Health law (JD), global public health (minor)

Sacred Heart University*	Fairfield	Private	10,379		MPH
Southern Connecticut State University *	New Haven	Public	11,273	SIP (open), HACU, HSI-E, FirstGen	MPH, BSPH, health sciences and basic sciences
Trinity College	Hartford	Private	2,372		Global health certificate and basic sciences
United States Coast Guard Academy	New London	Public Fed	1,058		No PH
University of Bridgeport	Bridgeport	Private	6,207	SIP (eligible), HSI, HACU, FirstGen	MPH
University of Connecticut *	Storrs, Stamford, Hartford, Waterbury	Public	35,598	SIP (eligible), AANAPI, HSI, HACU, FirstGen	MPH, 4+1 BS/MPH
University of Hartford	West Hartford	Private	8,828	HSI-E	Health Sciences, nursing, OT, PT orthotics/prosthetics,
University of New Haven	West Haven	Private	7,587	HSI-E	MPH
University of Saint Joseph	West Hartford	Private	2,975	SIP (eligible), HSI-E	BSPH, MPH, basic and health sciences
Wesleyan University	Middletown	Private	3,599		STEM and basic sciences
Western Connecticut State University *	Danbury	Public	6,463	HSI, HACU	BS Public Health
Yale University *	New Haven	Private	14,910	AANAPI	MPH, 4+1 BA/MPH program
Title III designations: Hispanic Serving Institutions (HSI), Emerging Hispanic Serving Institutions (HSI-E) ¹⁰ Asian American and Native American Pacific Islander-Serving Institutions (AANAPISI), Strengthening Institution Program (SIP) Memberships: First Generation Forward Network (FirstGen), Hispanic Association of Colleges and Universities (HACU) * These institutions have schools or programs accredited by the Council on Education for Public Health (CEPH) ¹¹					

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<https://portal.ct.gov/dph/local-health-admin/lha/local-health-administration>

¹⁰ Hispanic Association of Colleges and Universities. (2024). *2024 Emerging Hispanic Serving Institutions List 2022-2023 list*. Retrieved February 17, 2025, from https://www.hacu.net/images/hacu/OPA/2024_EmergingHSILists.pdf

¹¹ Council on Education for Public Health. (n.d.). Accredited schools and programs. Accessed January 31, 2025.
<https://ceph.org/about/org-info/who-we-accredit/accredited/>

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