

### #1 GOAL: EXCELLENCE IN EDUCATION

Prepare current and future public health practitioners and researchers with the competencies necessary to promote the health of diverse populations

OBJECTIVE	INDICATOR
<p>1) Review and revise educational programs to ensure graduates have the competencies necessary to function as public health practitioners and/or researchers.</p>	<ul style="list-style-type: none"> <li>a. Review enrollment numbers, graduation rates, exit surveys, and course evaluations to make quality improvement refinements annually (<i>Executive Council</i>).</li> <li>b. Evaluate department competencies for each degree by the end Summer 2014 (<i>Department Chairs</i>).</li> <li>c. Evaluate core course content and competencies by the end of Fall 2014 (<i>Department Chairs and Core Course Instructors</i>).</li> <li>d. Review certificate programs for enrollment and quality by the end of Fall 2015 (<i>Certificate Program Directors</i>).</li> <li>e. Assess employer satisfaction with graduate training through employer key informant interviews by the end of Fall 2014 (<i>Dean's Office and Department Chairs</i>).</li> <li>f. Evaluate education technology uses and needs by conducting a faculty survey by the end of Fall 2014 (<i>Dean's Office and Associate Dean for Academic and Faculty Affairs</i>).</li> </ul>
<p>2) Recruit a qualified and diverse student population.</p>	<ul style="list-style-type: none"> <li>a. Recruit students with undergraduate GPAs of at least 3.0 and competitive GRE scores (verbal and quantitative) annually (<i>Admissions Committee</i>).</li> <li>b. Conduct at least one Open House and participate in at least five other recruitment activities annually (<i>Dean's Office and Campus Offices</i>).</li> <li>c. Market certificate/degree programs annually to prospective applicants, including through health-related associations and area undergraduate colleges (<i>Dean's Office and Campus Offices</i>).</li> <li>d. Further develop School website (<i>Dean's Office and Office of Information and Technology</i>).</li> <li>e. Promote Rutgers public health through the dissemination of a School Report by the end of Spring 2015 (<i>Dean's Office</i>).</li> <li>f. Teach at least four undergraduate courses annually within Rutgers undergraduate schools to better leverage connections with undergraduate programs and recruit qualified students (<i>Department Chairs</i>).</li> <li>g. Develop a joint undergraduate public health program with Rutgers School of Public Affairs and Administration, Rutgers–Newark by the end of Spring 2015 (<i>Newark Campus Associate Dean</i>).</li> <li>h. Develop a proposed plan by the end of Fall 2015 to recruit more qualified disadvantaged students (<i>Associate Dean for Student Affairs with Student Government Association</i>).</li> <li>i. Develop a proposed plan by the end of Fall 2015 to recruit more full-time students (<i>Associate Dean for Student Affairs with Student Government Association</i>).</li> <li>j. Develop a proposed plan by the end of Spring 2016 to address financial barriers experienced by current public health practitioners to pursue graduate public health education (<i>Newark Campus Associate Dean</i>).</li> </ul>

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OBJECTIVE	ACTIVITY
3) Retain and graduate a qualified and diverse student population.	<ul style="list-style-type: none"> <li>a. Develop a diversity plan by the end of Fall 2014 to systematically incorporate diversity within the school (<i>Dean's Office</i>).</li> <li>b. Implement diversity plan annually after Fall 2014 (<i>Dean's Office</i>).</li> <li>c. Maintain a student/faculty ratio at 10:1 or lower (based on FTEs) annually (<i>Dean's Office</i>).</li> <li>d. Graduate at least 70% of MPH and MS students within six years and 60% of doctoral students within nine years annually (<i>Dean's Office</i>).</li> <li>e. Evaluate the current student population for those coming from disadvantaged groups, by the end Spring 2014 and then annually (<i>Dean's Office and then Campus Offices</i>).</li> <li>f. Develop a proposed plan by the end of Fall 2015 to offer a student assistance program, such as mentoring, to retain disadvantaged students (<i>Associate Dean of Student Affairs</i>).</li> <li>g. Collaborate with Rutgers University Career Services to offer at least one (1) new career services resource/activity to School of Public Health students by the end of 2015. (<i>Associate Dean for Student Affairs and Fieldwork Coordinators</i>).</li> <li>h. Conduct at least two career-oriented events per year (<i>Associate Dean for Student Affairs and Fieldwork Coordinators</i>).</li> <li>i. Achieve a job placement rate (including pursuit of additional education) of at least 80% among graduating students annually (<i>Dean's Office</i>).</li> </ul>
4) Ensure a well-trained and diverse faculty and staff.	<ul style="list-style-type: none"> <li>a. Develop mentoring plan for junior faculty by the end of Fall 2014 (<i>Office of Academic and Faculty Affairs</i>).</li> <li>b. Seek to recruit new faculty from underrepresented groups (<i>Office of Academic and Faculty Affairs</i>).</li> <li>c. Monitor and promote annually among staff the use of Rutgers professional development opportunities that foster continued learning that aligns with the strategic goals of the School (<i>Dean's Office and Office of Academic and Faculty Affairs</i>).</li> <li>d. Maintain staff diversity and review bi-annually (<i>Office of Academic and Faculty Affairs</i>).</li> </ul>
5) Expand public health practice opportunities, locally and globally, through fieldwork and education programs.	<ul style="list-style-type: none"> <li>a. Review Public Health Practice Working Group recommendations by the end of Fall 2015 to incorporate more public health practice opportunities into the curriculum (<i>Executive Council</i>).</li> <li>b. Implement approved recommendations to incorporate more public health practice opportunities into the curriculum by the end of Fall 2016 (<i>Executive Council</i>).</li> <li>c. Maintain at least two public health practice laboratories (<i>Newark Campus Associate Dean</i>).</li> </ul>

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6) Develop new funding sources that will support doctoral students (grants/contracts, work study, etc.).	a. Seek \$100,000 in financial support for doctoral students from university and external sources by the end of Fall 2015 ( <i>Dean, Department Chairs and Rutgers University Foundation</i> ). b. Develop a doctoral training grant by the end of Spring 2016 ( <i>Associate Dean for Research</i> ). c. Increase the number of doctoral students supported by the School through scholarships, grants and contracts, to eight by the end of Spring 2016 ( <i>Associate Dean for Research</i> ).
7) Expand training of students in global public health.	a. Develop an MPH concentration in global public health by the end of Spring 2016 ( <i>Center for Global Public Health</i> ).
8) Involve the alumni/ae to enhance their support for the School.	a. Communicate with alumni regarding School happenings at least three times per year ( <i>Dean's Office, Office of Alumni Affairs with Rutgers University Foundation</i> ). b. Offer at least three programs, such as Open Houses, Career Panels, etc., in which alumni participate annually ( <i>Office of Alumni Affairs, Associate Dean for Students Affairs with Student Government Association</i> ). c. Solicit Fieldwork and mentoring opportunities from new and existing alumni site preceptors three times each year ( <i>Fieldwork Coordinators</i> ). d. Collaborate with Rutgers University Alumni Association to offer at least one (1) new alumni benefit/resource to School of Public Health alumni by the end of 2015 ( <i>Office of Alumni Affairs</i> ).

<b>#2 GOAL: EXCELLENCE IN RESEARCH</b>	
<b>Advance public health science and practice through innovative research.</b>	
<b>OBJECTIVE</b>	<b>ACTIVITY</b>
1) Compete successfully for external research funding.	<ul style="list-style-type: none"> <li>a. Submit at least 90 applications annually (<i>Associate Dean for Research</i>).</li> <li>b. Increase the amount of grant and contract funding by 5% annually (<i>Associate Dean for Research</i>).</li> <li>c. Offer at least one grant-related training opportunity (e.g., IRB and grantsmanship) for faculty and staff annually (<i>Associate Dean for Research</i>).</li> <li>d. Mentor junior faculty in grantsmanship skills annually (<i>Associate Dean for Research</i>).</li> <li>e. Implement a system to review faculty grant applications prior to submission by the end of Spring 2016 (<i>Associate Dean for Research</i>).</li> <li>f. Develop a pilot project funding program by the end of Spring 2016 (<i>Dean and Associate Dean for Research</i>).</li> </ul>
2) Foster an environment that values and supports collaborative and interdisciplinary research, including translational and community-based research projects.	<ul style="list-style-type: none"> <li>a. Establish a Biostatistics and Epidemiology Consultation Center to serve the RBHS and Rutgers community, strengthen interdisciplinary education and research and enhance funding opportunities for grants by the end of Spring 2016 (<i>Departments of Biostatistics, Epidemiology and Quantitative Methods</i>).</li> <li>b. Conduct a monthly research seminar series targeted toward faculty and students (<i>Associate Dean for Research</i>).</li> <li>c. Offer at least one training opportunity annually for faculty and students to enhance their research skills (<i>Associate Dean for Research and Office of Public Health Practice</i>).</li> <li>d. Establish a faculty effort tracking system that covers teaching, research and service efforts by the end of Fall 2015 (<i>Dean's Council/Executive Council</i>).</li> <li>e. Develop common research themes across departments (e.g., tobacco, air pollution, obesity, cancer disparities) resulting in at least one collaborative grant proposal submitted annually (<i>Associate Dean for Research and Department Chairs</i>).</li> </ul>
3) Disseminate research findings to public health stakeholders, including scientists, policymakers, practitioners and the public	<ul style="list-style-type: none"> <li>a. Increase the number of faculty publications to an average of at least 2.5 publications per primary faculty FTE by the end of Spring 2016 (<i>Office of Academic and Faculty Affairs</i>).</li> <li>b. Use social media to disseminate information about research publications annually (<i>Dean's Office</i>).</li> <li>c. Disseminate press materials about research publications with Rutgers Media Relations annually (<i>Dean's Office and faculty with newly released publications</i>).</li> <li>d. Increase the proportion of doctoral graduates presenting at least one paper at a national or international conference prior to graduation to 75%, by the end of Spring 2016 (<i>Dean's Office and Office of Academic and Faculty Affairs</i>).</li> <li>e. Offer at least one training opportunity by the end of Spring 2016 on writing publications for junior faculty and students (<i>Associate Dean for Research</i>).</li> </ul>
4) Encourage grant applications that target underserved or diverse populations, health disparities or global health.	<ul style="list-style-type: none"> <li>a. Increase the total number of applications that target underserved or diverse populations or health disparities to ten each year (<i>Associate Deans for Research and Community Health</i>).</li> </ul>

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5) Expand public health research opportunities for students.	a. Increase the total number of students supported by School, such as through research or training programs, to 25 by the end of Spring 2016 ( <i>Associate Dean for Research and Department Chairs</i> ).
6) Assess adequacy of facility and lab resources for research, including but not limited to, wet labs, computer-based systems, confidential storage rooms and software.	a. Evaluate resource needs, including laboratory space, access to software, etc. by conducting a faculty/staff survey by the end of Fall 2014 ( <i>Dean's Office and Associate Dean for Research</i> ).
7) Communicate School research expertise, activities and accomplishments to stakeholders.	<p>a. Develop and distribute a School Report by the end of Spring 2015(<i>Dean's Office</i>).</p> <p>b. Publicize faculty publications through School communication methods, such as the website, social media, etc., annually (<i>Dean's Office</i>).</p> <p>c. Publicize student research projects, activities and accomplishments through School communication methods (<i>Fieldwork Coordinators</i>).</p>

<b>#3 GOAL: EXCELLENCE IN SERVICE</b>	
<b>Develop and sustain public health practice and service programs to improve health through educational engagement, as well community and professional service.</b>	
<b>OBJECTIVE</b>	<b>ACTIVITY</b>
1) Sustain and increase partnerships with health systems and local organizations that serve diverse populations to promote public health and address health disparities.	<ul style="list-style-type: none"> <li>a. Increase the number of partnerships with health departments, community-based organizations and/or health organizations to at least 70 by the end of Spring 2016 (<i>Office of Public Health Practice</i>).</li> <li>b. Sustain partnerships with at least five Bridging the Gaps community partners in New Brunswick, Newark and Camden annually (<i>Associate Dean for Community Health</i>).</li> <li>c. Increase outreach to at least 10 new potential Fieldwork sites or preceptors that serve diverse populations and address health disparities by the end of Spring 2016 (<i>Fieldwork Coordinators</i>).</li> </ul>
2) Provide continuing education for public health professionals and the community.	<ul style="list-style-type: none"> <li>a. Train at least 3,000 workers annually in public health topics (<i>Office of Public Health Practice</i>).</li> <li>b. Offer more than 12 public health-related continuing education programs annually for the K-12 community (<i>Center for School and Community-Based Research and Education</i>).</li> </ul>
3) Conduct community-based service, including education and outreach to diverse populations for faculty, staff, students and alumni.	<ul style="list-style-type: none"> <li>a. Sustain the Dominican Republic Outreach Project by continuing to offer the "Public Health Applications in Developing Countries" course annually (<i>Department of Health Systems and Policy</i>).</li> <li>b. Conduct the Bridging the Gaps program annually (<i>Associate Dean for Community Health</i>).</li> <li>c. Conduct at least five V.O.I.C.E.S. activities each year (<i>Associate Dean for Community Health</i>).</li> <li>d. Develop a student and faculty service grant program by the end of Spring 2014 (<i>Associate Dean for Community Health</i>).</li> </ul>
4) Demonstrate public health professional service among faculty, program staff, students and alumni	<ul style="list-style-type: none"> <li>a. Request all faculty and program staff to review and update profiles, which includes service activities, annually (<i>Associate Dean for Community Health</i>).</li> <li>b. Post current faculty CVs online by the end of Fall 2014 (<i>Office of Academic and Faculty Affairs</i>).</li> <li>c. Conduct alumni survey every two years (<i>Dean's Office and Office of Alumni Affairs</i>).</li> </ul>
5) Communicate faculty expertise and School service activities and accomplishments to stakeholders.	<ul style="list-style-type: none"> <li>a. Promote faculty public health professional service efforts through marketing and communication programs annually (<i>Dean's Office</i>).</li> <li>b. Promote community service efforts through marketing and communication programs annually (<i>Dean's Office</i>).</li> <li>c. Publicize student service projects (e.g., V.O.I.C.E.S, SGA, Bridging the Gap) through marketing and communication programs annually (<i>Dean's Office and Associate Dean for Student Affairs</i>).</li> <li>d. Provide at least one media training for faculty and interested students by the end of Spring 2016 (<i>Dean's Office and Office of Academic and Faculty Affairs</i>).</li> </ul>

<b>#4 GOAL: STRATEGIC PRIORITIES FOR GROWTH</b>	
<b>Position the School to grow and excel in select areas.</b>	
<b>STRATEGIC PRIORITY AREA</b>	<b>ACTIVITY</b>
<b>Education Initiatives</b>	
Expand Educational Offerings	<ul style="list-style-type: none"> <li>a. Explore case-based instruction by the end of Spring 2016 (<i>Curriculum Committee</i>)</li> <li>b. Explore offering additional non-HSAP courses on Stratford Campus by the end of Spring 2016 (<i>HSAP Department</i>)</li> <li>c. Explore offering environmental and occupational health as well as health education and behavioral science-related courses/divisions on Newark Campus by the end of Spring 2016 (<i>Newark Campus and ENOH and HEBS Departments</i>)</li> <li>d. Explore offering additional collaterals (/certificate programs), such as LGBTQ, health communication, Maternal/Child Health, etc. by then end of Spring 2016 (<i>Campus Executive Committees, Departments and Curriculum Committee</i>)</li> <li>e. Integrate those parts of Department of Environmental and Occupational Medicine (RWJMS) and Department of Preventive Medicine (NJMS) that are transferred to the School of Public Health into the teaching, research and service programs of the School by the end of Spring 2016 (<i>Dean's Office and Campus Deans</i>)</li> <li>f. Develop at least two new partnerships across Rutgers schools/units by the end of Spring 2015 (<i>Dean's Council, Executive Council, and Departments</i>)</li> </ul>
Outcomes Research and Teaching	<ul style="list-style-type: none"> <li>a. Develop at least one collaborative project with the Institute for Health Outcomes, Policy, and Economics at the Rutgers Ernest Mario School of Pharmacy (EMSOP) by the end of Spring 2016 (<i>MS-HOPE program coordinators with IHOPE</i>)</li> <li>b. Implement joint MS-HOPE degree program with EMSOP by reviewing applications, and as appropriate initiating instruction, by the end of Fall 2014 (<i>MS-HOPE program coordinators</i>)</li> </ul>
Public Health Practice	<ul style="list-style-type: none"> <li>a. Develop a Working Group to make recommendations for Public Health Practice efforts by the end of Fall 2014 (<i>Dean's Office</i>) (see also Goal 1, Objective 5)</li> </ul>
Undergraduate Public Health Education	<ul style="list-style-type: none"> <li>a. Develop an undergraduate public health major in collaboration with Rutgers SPAA on Rutgers–Newark by the end of Spring 2015 (<i>Newark Campus</i>)</li> <li>b. Increase the number of faculty teaching undergraduate public health courses at Rutgers–New Brunswick to four by the end of Spring 2016 (<i>New Brunswick Campus</i>)</li> <li>c. Develop an undergraduate honors course(s) by the end of Fall 2016 (<i>Dean's Office and Curriculum Committee</i>)</li> </ul>
<b>Education/Research Initiatives</b>	
Tobacco Control Regulatory Science (also referred to as Tobacco Control Research)	<ul style="list-style-type: none"> <li>a. Develop a long-term plan for sustaining Trinkets &amp; Trash as a research resource and historical archive by the end of Spring 2015 (<i>Trinkets &amp; Trash</i>)</li> <li>b. Increase the number of tobacco-control related collaborations between the School and other Rutgers units to four by the end of Spring 2016 (<i>CTS</i>)</li> <li>c. Increase annual grant support for tobacco regulatory science to 1.75 million dollars by the end of Spring 2016 (<i>CTS</i>)</li> <li>d. Develop one pre/post-doctoral training fellowship in tobacco regulatory science by the end of Spring 2016 (<i>CTS</i>)</li> </ul>

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<b>STRATEGIC PRIORITY AREA</b>	<b>ACTIVITY</b>
<i>Education/Research Initiatives (continued)</i>	
Cancer Epidemiology	<ul style="list-style-type: none"> <li>a. Develop a cancer epidemiology website (by the end of Spring 2015) <i>(Dept of Epidemiology)</i></li> <li>b. Increase the number of cancer epidemiology collaborations between the School and other Rutgers units or external organizations to four by the end of Spring 2016 <i>(Dept of Epidemiology)</i></li> <li>c. Increase annual grant support for cancer epidemiology to one million dollars by the end of Spring 2016 <i>(Dept of Epidemiology)</i></li> <li>d. Develop three pre/post-doctoral training fellowships in cancer epidemiology by the end of Spring 2016 <i>(Dept of Epidemiology)</i></li> <li>e. Develop a center grant application targeting cancer epidemiology and health disparities by the end of Spring 2016 <i>(Dept of Epidemiology)</i></li> </ul>
Global Public Health	<ul style="list-style-type: none"> <li>a. Submit at least two grant applications to expand the Center for Global Public Health by the end of Spring 2016 <i>(CGPH)</i></li> <li>b. Develop an MPH concentration in global public health by the end of Spring 2016 (see also Goal 1, Objective 7) <i>(CGPH)</i></li> <li>c. Develop a Global Public Health seminar series by the end of Spring 2015 <i>(CGPH)</i></li> <li>d. Assess air pollution exposure and further develop translational research on air pollution effects on human respiratory and cardiovascular health and immunity by the end of Spring 2016 <i>(CGPH and ENOH Department)</i></li> <li>e. Study global climate change and public health and build strategic research partnerships across Rutgers University (e.g., with the Rutgers Climate Institute) by the end of Spring 2016 <i>(CGPH and ENOH Department)</i></li> <li>f. Serve as a regional resource for environmental public health and global climate change by building a website by the end of Fall 2015 <i>(CGPH)</i>.</li> <li>g. Explore additional service, teaching and research with global health relevance by the end of Spring 2016 <i>(CGPH)</i></li> </ul>
Health Services and Disparities Research	<ul style="list-style-type: none"> <li>a. Develop a research program on the effects of health policy interventions, such the ACA by the end of Spring 2016 <i>(HSAP Department)</i></li> <li>b. Develop a research program on socio-economic issues related to health by the end of Spring 2016 <i>(EPID and HSAP Departments)</i></li> <li>c. Develop at least one collaborative project with the Institute for Health Outcomes, Policy, and Economics at the Rutgers Ernest Mario School of Pharmacy (EMSOP) by then end of Spring 2016 <i>(MS-HOPE program coordinators with IHOPE)</i></li> <li>d. Increase the number of health services and disparities research collaborations between the School and other Rutgers units to four by the end of Spring 2016 <i>(EPID and HSAP Departments)</i></li> </ul>
Obesity, Nutrition and Physical Activity	<ul style="list-style-type: none"> <li>a. Develop a Research Working Group with collaborations across Rutgers schools/units by the end of Spring 2016 <i>(Dean's Office)</i></li> <li>b. Develop a collateral/concentration/certificate by the end of Spring 2016 <i>(Dean's Office and Curriculum Committee)</i></li> </ul>