



# Rutgers School of Public Health

FY 2020-2025 STRATEGIC PLAN



**RUTGERS**  
BIOMEDICAL AND  
HEALTH SCIENCES



For more than three decades, the School of Public Health has been a leader in meeting the needs of the state's public health workforce, placing well-trained practitioners in the state's urban, suburban, and rural communities. Since its alignment within Rutgers Biomedical and Health Sciences (RBHS) in 2013, there has also been a growing national acknowledgment of the public health scholarship emanating from the School which has coincided with a rapidly expanding cohort of MPH and fully funded, full-time doctoral students. In fact, new student enrollments have increased by over 70% in the past few years, fueled by new academic offerings at the School's New Brunswick location and, more recently, in new School facilities in Newark.

Recognizing the School's positive trajectory and enormous potential to place Rutgers among the nation's best public health schools, I began my tenure as Dean in August 2017. During my first 18 months, I have worked with faculty, students, and staff to realign our mission, vision, values, and goals to ensure we are truly meeting the 21st century public health needs of the communities we serve, not only locally, but also nationally and globally. As part of this realignment, we reorganized our departments and recruited nationally recognized scholars to lead each. Our four departments are Biostatistics and Epidemiology; Environmental and Occupational Health; Health Behavior, Society, and Policy; and Urban-Global Public Health. The School also continues to support and further develop its legacy centers of excellence – the Center for Public Health Workforce Development and the Center for Tobacco Studies. The School is now leading the development of three new interdisciplinary centers – a Center for Health, Identity, and Behavioral and Prevention Studies; a Center for Cancer Health Equity; and a Center on Gun Violence Research – all reflecting the innovative scholarship being driven by our growing faculty and students.

The Rutgers School of Public Health is undergoing nothing short of a renaissance. To chart the course for continued growth and national prominence, we engaged our faculty, students, alumni, staff, and community partners to embark on a formal strategic planning process beginning in late 2018. It is with great pleasure that I now share with you our five-year "living" strategic plan that will endeavor to deepen the commitment to our mission and expand our capacity to realize our vision.

The document we have developed will guide the School for the next five years. Given the rapid changes occurring at the School, within RBHS, and in the field, we will initiate another strategic planning process near the conclusion of this current plan's implementation period.

Regards,

A handwritten signature in black ink, appearing to read "Perry N. Halkitis". The signature is stylized and somewhat abstract, with a long horizontal stroke extending to the right.

Perry N. Halkitis  
Dean

## Mission

To advance health and wellbeing and prevent disease throughout New Jersey, the United States, and the world, by preparing students as public health leaders, scholars, and practitioners; conducting public health research and scholarship; engaging collaboratively with communities and populations; and actively advocating for policies, programs, and services through the lens of equity and social justice.



# Core Values

## COLLABORATION

Productive and mutually beneficial partnerships within our School, across Rutgers University, and with government, businesses, non-profit organizations, foundations, and individuals in the populations we serve

## CREATIVITY

State-of-the-art thinking, innovation, and discovery that improves public health approaches in the 21st century

## DIVERSITY

Celebration of background, experience, and identity among our students, faculty, staff, and the populations we serve

## ENGAGEMENT

Authentic partnerships with the communities and populations we serve

## EQUITY

Research, education, and community engagement that invoke the democratic process, equal opportunity, and social justice

## INCLUSION

Incorporation of all voices and perspectives in all aspects of the School's endeavors

## INTEGRITY

Ethical behavior, honesty, fairness, responsibility, and accountability

## MEASURABILITY

Metrics to assess progress and growth and the timely realignment of resources

## PERFORMANCE

High impact in all School activities

## RESPECT

Zero tolerance for any form of harassment and/or discrimination





## Vision

A world in which all people have the opportunity to reach their full potential in terms of health and wellbeing and where solutions to public health challenges are rooted in population and individual strengths based on a commitment to equity and social justice.

## Pillar Goals

Through the achievement of the goals and objectives outlined in this five-year strategic plan, the Rutgers School of Public Health aspires to be recognized as one of the nation's top 20 ranked schools and an emerging global leader in addressing 21st century public health challenges.



### Excellence In Education

Prepare public health leaders, practitioners, and researchers using modern pedagogical approaches to promote health in diverse communities and populations



### Impactful Scholarship

Advance public health science by growing the School's capacity to conduct and disseminate outstanding, collaborative relevant research



### Commitment to Community Engagement

Build and sustain partnerships with communities and populations in all aspects of the School's work

# Pillar Goal: Excellence in Education

**Prepare public health leaders, practitioners, and researchers using modern pedagogical approaches to promote health in diverse communities and populations**

### **Goal 1: Expand the breadth and depth of learning opportunities within the School**

#### **Objectives**

- Expand the Office of Global Programs to increase global learning opportunities
- Provide additional online learning opportunities for existing and new courses, utilizing modern educational pedagogy and technologies
- Develop and implement a faculty training program to enhance faculty pedagogy for in-person, online, and hybrid teaching
- Expand opportunities and resources for students to hone critical skills that will promote their long-term success
- Launch a DrPH degree program for public health professionals
- Recruit faculty with nationally recognized expertise in the School's areas of excellence and emerging public health needs
- Modernize curricula offerings to ensure students excel in public health research and/or practice
- Develop additional concentrations to meet emerging needs of communities and populations
- Provide opportunities for student engagement beyond coursework to enhance employment opportunities
- Develop a fully online MPH degree option

### **Goal 2: Enhance the School's capabilities and capacities to provide effective and efficient student advisement for education and career planning**

#### **Objectives**

- Develop and implement an enhanced e-academic advising system
- Further develop counseling and job placement services
- Foster alumni engagement by instituting a formal student-alumni mentoring program

### **Goal 3: Invest in student scholarships, stipends, and other funding opportunities to attract the nation's best students to the Rutgers School of Public Health**

#### **Objectives**

- Develop a scholarship program targeting first generation and traditionally underserved students
- Fully fund pilot programs to support independent student research
- Endow fellowships and scholarships for students





# Pillar Goal: Impactful Scholarship

**Advance public health science by growing the School's capacity to conduct and disseminate outstanding, collaborative relevant research**

## **Goal 1: Expand the School's extramurally funded research portfolio**

### **Objectives**

- Appoint new Associate Dean for Research to lead and coordinate the School's strategic research efforts
- Recruit additional mid to senior level faculty with nationally recognized expertise and a demonstrable track record in obtaining extramurally funded research
- Provide coordination and support for internal and external peer-reviews for developing applications prior to extramural submission
- Initiate a School-based pilot funding mechanism for faculty and students to assist their efforts in developing preliminary data needed to successfully compete for extramural funding opportunities
- Submit large scale collaborative, interdisciplinary team science research and training grants
- Expand the Office of Research's current training series to promote awareness and competencies in submitting extramural funding opportunities
- Leverage opportunities provided by RBHS's National Institutes of Health-funded Clinical and Translational Science Award for further pilot funding and individual pre- and postdoctoral research training support
- Increase community-focused and engaged research
- Build partnerships with philanthropic and industry support as means of further bolstering research efforts, notably for building a collaborative, global health-focused research portfolio

## **Goal 2: Catalyze interdisciplinary research collaboration within the School, across other Rutgers' Schools and Institutes, as well as with other external partners**

### **Objectives**

- Develop an interdisciplinary Center for South Asian Health and Health Disparities Research
- Develop topic-based research conferences in collaboration with School-affiliated Centers and Institutes, other Rutgers Schools, and community-based partners
- Launch a School-wide Research Day to showcase faculty, students, and postdoctoral trainee research
- Coordinate with RBHS Administration to develop a policy for ensuring Facilities and Administrative Cost Recovery on extramural grant awards are fairly distributed in support of promoting team-based research

- Foster new research-focused partnerships with industry, state health organizations, and non-government organizations
- Identify and lead the development of funding proposals for public health-focused, institutional research training programs targeted for pre- and/or postdoctoral trainees in collaboration with mentors from other Schools/Institutes

**Goal 3: Promote the dissemination of research and other scholarship emanating from the School of Public Health and establish the School as the “go-to” entity for public health expertise**

**Objectives**

- Expand the School’s Office of Communication staffing to support the faculty’s capacity to expand scholarship dissemination efforts
- Disseminate faculty scholarship at statewide, national, and global meetings and serve as subject matter experts in the media
- Highlight the School’s expertise and scholarship through an easily accessible online faculty directory



# Pillar Goal: Commitment to Community Engagement

## Build and sustain partnerships with communities and populations in all aspects of the School's work

### Goal 1: Strengthen partnerships and collaborations with community entities

#### Objectives

- Establish a Community Advisory Board for the School
- Expand the Dean's Advisory Council
- Create opportunities for advancing the skills of the current public health workforce of New Jersey
- Develop strategic relationships with global, state, and local health departments to foster bi-directional support for research, education, and service
- Recognize community-based partners who support student training and service opportunities, research initiatives, and public health advocacy
- Appoint a leader of community engagement

### Goal 2: Enhance the School's curricula and training opportunities to instill the importance of community engagement in public health research and practice

#### Objectives

- Expand the School's seminar offerings to include community leaders, activists, and individuals from the private sector as speakers and participants
- Create teaching tools, workshops, and resources to facilitate the integration of social justice into curricula and community-based learning opportunities
- Further expand and refine the role of the Office of Practice
- Create a centralized, multi-purpose repository of community, state, and private sector partners and initiatives accessible to faculty, students, and staff
- Offer an honors practice experience program
- Align the School-based pilot research funding mechanism (Scholarship: Goal 1) to prioritize community-focused and engaged research initiatives
- Implement curricula offerings to ensure students are well-equipped to work effectively within communities through research and practice
- Increase global public health service and research opportunities for students



## For More Information

Office of the Dean  
732-235-9700  
Deansoffice@sph.rutgers.edu

## Rutgers School of Public Health

One Riverfront Plaza  
Suite 1020 (10th Floor)  
Newark, NJ 07102-0301

683 Hoes Lane West  
Piscataway, NJ 08854  
sph.rutgers.edu

**RUTGERS**  
School of Public Health

