

SCHOOL OF PUBLIC HEALTH STRATEGIC PLAN 2019-2022

SOPH Vision:

We aspire to fulfill the great promise of the discipline of public health: to protect and improve the health, safety, and well-being of all.

We accomplish this through cutting-edge research, educating future generations of outstanding public health practitioners, and serving our community, state, region, and the world.

SOPH Mission:

To make positive and lasting change in the public's health through the pursuit of excellence in scholarship, teaching, and service to the larger community.

SOPH Shared Values:

Above all else, we value:

Diversity and Inclusion: Celebrating what makes us unique and what makes us one school;

Ethical Behavior and Integrity: Doing what is right for the right reasons;

Collegiality: Practicing mindfulness and accountability in the work-place and modeling professional collaborations for our students;

Academic Freedom: Pursuing excellence in our scholarly interests through innovation in teaching, research, and service;

Stewardship: Earning the public's trust in how we engage communities and manage our resources.

SOPH Mission Pillars:

The School of Public Health mission is supported by three fundamental pillars. These are:

Education: Provide the highest level of public health education preparing our students to be the scholars, researchers, and public health leaders of the future.

Research and Discovery: Develop and engage in funded public health cutting-edge research and discovery and their application.

Public Health Practice and Community Engagement: Make a difference in our communities by working with our public health stakeholders.

SOPH Foundations:

The School of Public Health Mission Pillars rest on two foundations. These are:

Fiscal Responsibility and Resource Development: Improve School of Public Health fiscal soundness and infrastructure.

Organizational Culture: Create and promote an organizational culture that supports a balance of education, research, and community engagement.

SOPH Strategic Goals:

Education: Increase the enrollment and graduation of interesting and capable students and improve the quality and relevance of their educational experience.

Research and Discovery: Facilitate and increase the discovery, integration, and application of knowledge.

Public Health Practice and Community Engagement: Increase and enhance engagement with our public health community stakeholders and alumni.

SOPH Foundation Goals:

Fiscal Responsibility and Resource Development: Improve fiscal soundness and infrastructure, and increase resources.

Organizational Culture: Attract and retain excellent and diverse faculty, staff, and students, and create and promote an organizational culture of excellence that supports a balance of education, research, and community engagement.

School of Public Health Strategic Goals, Strategic Objectives, Targets, and Dashboard Metrics

SOPH Education Pillar:

SOPH Education Strategic Goal: Increase the enrollment and graduation of interesting and capable students and improve the quality and relevance of their educational experience.

Education Strategic Objective 1: Increase enrollment.

Target 1.1: Maintain undergraduate enrollment for AY20.

Target 1.2: Increase graduate enrollment by 3 percentage points by the end of AY20.

Target 1.3: Increase Credit Hour Production by 3 percentage points by the end of AY20.

Target 1.4: Increase the rate of admitted to enrolled by 3 percentage points by the end of AY20.

Target 1.5: Increase online only enrollment by 3 percentage points by the end of AY20.

Education Strategic Objective 2: Increase degrees awarded.

Target 2.1: Award 85 BS during AY20.

Target 2.2: Award 120 Master Degrees during AY20.

Target 2.3: Award 15 Doctoral Degrees during the AY20.

Education Strategic Objective 3: Improve the quality and relevance of students' educational experience.

Target 3.1: Obtain 75% of all courses score above 4.0 on Excellent Course on IDEA Survey for AY20.

Target 3.2: Obtain 85% of all courses score above 4.0 on Excellent Instructor on IDEA Survey for AY20.

Target 3.3: Increase number of online courses Quality Matters Certified.

Target 3.4: Achieve 10 Faculty members per year obtaining CTL certification.

Target 3.5: Increase number of degree concentrations with 5 or more students.

Target 3.6: At least 50% of undergraduate students participate in one or more Experiential Learning designated courses.

Target 3.7: Maintain CEPH accreditation.

SOPH Education Dashboard Metrics:

Measure	AY2017-2018 Aug 17- July 18	AY2018-2019 Aug 18- July 19	2019-2020 Aug 19- July 20
<i>ESO1: Increase Enrollment</i>			
Total undergraduate enrollment	449		
Graduate total enrollment (Master/Doctoral)	507 (417/90)		
Credit hour production	16,091		
Admitted to enrolled (Master)	52%		
Online only enrollment	126		
<i>ESO2: Increase Degrees Awarded</i>			
BS degrees awarded	82		
Master degrees awarded	109		
Doctoral degrees awarded	14		
Total Degrees Awarded	205		
<i>ESO3: Improve Educational Experience</i>			
Percent of courses rated 4.0 and above on Excellent Course (IDEA)	71%		
Percent of courses rated 4.0 and above on Excellent Instructor (IDEA)	80%		
Percent of online courses Quality Matters Certified	7QM courses/out of 81 total		
10 Faculty members per year obtain CTL certification	No		
Decrease the number of degree concentrations with less than 5 students	17		
At least 50% of undergraduate students participate in one or more Experiential Learning designated courses	No		

SOPH Research and Discovery Pillar:

SOPH Research Strategic Goal: Facilitate and increase the discovery, integration, and application of knowledge.

Research Strategic Objective 1: Increase total research dollars awarded.

Target 1.1: Increase total research dollars awarded by 10 percentage points by the end of FY20.

Target 1.2: Improve ranking for NIH research funding among Schools of Public Health¹ by one rank per FY.

Research Strategic Objective 2: Develop faculty as leaders of extramurally-funded research.

Target 2.1: Increase the percentage of full-time faculty who are PI on any extramurally-funded award by 5 percentage points by the end of FY20.

Target 2.2: Increase the percentage of full-time faculty who are Contact PI² on NIH awards by 5 percentage points by the end of FY20.

Target 2.3: Increase the number of new³ NIH submissions as Contact PI or UAB PI of a major⁴ subcontract by 10 percentage points by the end of FY20.

Research Strategic Objective 3: Increase leadership in high-quality research outputs.

Target 3.1: Increase the number of first- and senior-authored peer-reviewed high impact publications by 5 percentage points by the end of FY20⁵.

SOPH Research and Discovery Dashboard Metrics:

Measure	2017-2018 FY 18	2018-2019 FY 19	2019-2020 FY 20
<i>RSO 1: Increase Research Dollars Awarded</i>			
Total research dollars awarded	\$32,896,983		
NIH ranking for research funding	17		
<i>RSO 2: Develop Faculty as Leaders of Extramurally-funded Research</i>			
Percent of full-time faculty as PI on at least 1 extramural award	38/69=55%		
Percent of full-time faculty as UAB PI on at least 1 major NIH subcontract	12/69=17.4%		
Percent of full-time faculty as Contact PI on at least 1 NIH award	10/69=14.5%		
Total number of new NIH submissions for major subcontracts			
Total number of new NIH submissions for contact PI grants			
<i>RSO 3: Increase Leadership in High Quality Research Output</i>			
Total number of peer-reviewed publications as first or senior author in journals with high Impact Factors			

Research and Discovery Pillar Notes:

¹ As determined by the Blue Ridge Institute for Medical Research

² Also known as "Corresponding PI." The Contact PI's institution receives the award directly from NIH.

³ Includes Original/New, Competing Continuation/Renewal, Resubmission and Transfer-in IRAP "award types."

⁴ Annual total costs is \geq \$100,000.

⁵ As identified by Impact Factor and the Departments.

SOPH Public Community Engagement Pillar:

SOPH Community Engagement Strategic Goal: Increase and enhance engagement with our public health community stakeholders and alumni.

Community Engagement Strategic Objective 1: Increase and enhance student community engagement.

Target 1.1: Develop methodology to measure the number of community field placement sites hosting students during AY20.

Target 1.2: Develop methodology to measure the number of hours of field education during AY20.

Target 1.3: Develop methodology to measure the number of SOPH experiential learning courses offered during AY20.

Community Engagement Strategic Objective 2: Increase and enhance faculty/staff community engagement.

Target 2.1 Develop methodology to measure the number of technical support contracts during AY 19.

Target 2.2: Develop methodology to measure the amount of technical support contracts during AY20.

Target 2.3: Develop methodology to measure the number of affiliated faculty members during AY20.

Community Engagement Strategic Objective 3: Develop new strategies to impact community health.

Target 3.1: Develop methodology to measure number of faculty utilizing Blazer Pulse.

Target 3.2: Develop methodology to measure new local/state community engagement initiatives.

Target 3.3: Develop methodology to measure new international community engagement initiatives.

SOPH Community Engagement Dashboard Metrics:

Measure	AY2019-2020 Aug 19- July 20	AY2020-2021 Aug 19- July 20	AY2021-2022 Aug 19- July 20
<i>CESO1: Increase and Enhance Student Community Engagement</i>			
Number of community field placement sites hosting students			
Hours of field education			
Number of experiential learning courses			
Number of students enrolled in experiential learning courses			
<i>CESO2: Increase Faculty/Staff Community Engagement</i>			

Technical support contracts (number/amount)			
Number of Affiliate Faculty members			
<i>CESO3: New community Impact Strategies</i>			
Number of faculty utilizing Blazer Pulse			
Number of State and local initiatives			
Number of international initiatives			

SOPH Fiscal Responsibility and Resource Development Foundation:

SOPH Foundation Goal: Improve fiscal soundness and infrastructure, and increase resources.

Fiscal Responsibility and Resource Development Foundation Objective 1: Improve fiscal soundness and infrastructure.

Target 1.1: Increase revenue from tuition and fees by 4 percentage points during FY20.

Target 1.2: Increase total revenue by 5 percentage points during FY20.

Target 1.3: Maintain the B & E balance for FY20.

Target 1.4: Increase the total salaries and benefits support by 3 percentage points during FY20.

Target 1.5: Maintain the percent of total direct salary and benefits support to FY18 level.

Target 1.6: Maintain the percent of staff salary and benefits support to FY18 level.

Target 1.7: Maintain the percent of faculty direct salary and benefits support at the FY18 level.

Fiscal Responsibility and Resource Development Foundation Objective 2: Increase resources.

Target 2.1: Achieve total FY20 donations to the school of \$600,000 during FY20.

Target 2.2: Achieve annual funds that are available annually for scholarships of \$316,000 by end of FY20.

Target 2.3: Increase the number of endowed professorships to 6 by the end of FY20.

Target 2.4: Increase the number of endowed scholarships to 26 by end of FY20.

Target 2.4: Increase the number of donors to 270 the end of FY20.

Target 2.5: Increase the number of alumni with membership in the UAB National Alumni Society to 240 and in the Public Health Chapter to 60 by the end of FY20.

Target 2.6: Increase contributions by faculty and staff to exceed \$50,000 during FY20.

SOPH Fiscal Responsibility and Resource Development Foundation Dashboard Metrics:

Measure	FY2018 EOY	FY2019 EOY	FY2020 EOY
<i>FRRDSO1: Improve Fiscal Soundness and Infrastructure</i>			
Tuition and fees	\$5,790,992		
Total revenue	\$14,780,604		
B&E balance	\$263,546		
Total salaries & benefits	\$28,463,185		
Percent total direct salary & benefits support	64%		
Percent staff salary & benefits support	70%		
Percent faculty direct salary & benefits support	58%		
<i>FRRDSO2: Increase Resources</i>			
Annual donations to the school	\$1,590,759		
Annual funds available for scholarships	\$298,214		
Number of endowed professorships	5		
Number of endowed scholarships	23		
Total number of donors	254		
Number of alumni with membership in the UAB National Alumni Society/Public Health Chapter	200/51		
Number of alumni donors	157		
Contributions by faculty and staff	\$44,753		

SOPH Organizational Culture Foundation:

SOPH Organizational Culture Foundation Goal: Attract and retain excellent and diverse faculty, staff, and students, and create and promote an organizational culture of excellence that supports a balance of education, research, and community engagement.

Organizational Culture Foundation Objective 1: Attract and retain excellent and diverse faculty and staff who can best support the vision and mission (teaching, research, and community engagement).

Target 1.1: Increase the number of faculty members and support staff by 10 faculty members.¹

Target 1.2: Maintain the ratio of women with full-time primary appointments to men with full-time appointments primary appointments in AY20.

Target 1.3: At least 20% of new full-time faculty hires are underrepresented faculty for AY20.

Target 1.4: Maintain the current ratio of female full-time staff to men full-time staff in FY20.

Target 1.5: At least 40% of new Staff hires are underrepresented staff for FY20.

Organizational Culture Foundation Objective 2: Attract excellent and diverse students.

Target 2.1: Maintain the ratio of undergraduate women to undergraduate men in AY20.

Target 2.2: At least 35% of new students are underrepresented undergraduate students for AY20.

Target 2.3: Increase the percentage of underrepresented graduate students by the end of AY20.

Target 2.4: Develop measures and begin tracking of first-generation graduate and undergraduate students.

Organizational Culture Foundation Objective 3: Create and maintain a culture of faculty and staff engagement in departmental, school, and university activities and functions.

Target 3.1: Develop measures for Staff participation in professional development (e.g., Title IX, Safe Zone).

Target 3.2: Develop measures for Faculty participation in professional development (e.g., Title IX, Safe Zone).

Target 3.3: Establish and maintain the physical infrastructure and space to make it more conducive to productive and engaging interaction between faculty, staff, and students.

Target 3.4: Establish –Department-level plans for faculty and staff development.

Target 3.5: Improve communication throughout the School making it more consistent, clear and transparent.¹

Target 3.6: Work to increase fairness and equity throughout the School.¹

SOPH Organizational Culture Foundation Dashboard Metrics:

Measure	AY2017-2018 July 31, 2018	AY2018-2019 July 31, 2019	AY2019-2020 July 31, 2020
<i>OCSO1: Attract and Retain Excellent and Diverse Faculty and Staff</i>			
Full-time primary faculty	68	69	
Women	37		
Underrepresented race/ethnicity ²	14		
Staff (full time only)	139		
Women	96		
Underrepresented race/ethnicity ²	41		
<i>OCSO2: Attract Excellent and Diverse Students</i>			
Undergraduate enrollment diversity			
Women	423/78.7% ³		
Underrepresented race/ethnicity ²	313/58.2% ³		
Graduate enrollment diversity			

Women	336/66.3%		
Underrepresented race/ethnicity ²	210/41.4%		
Percent undergrad 1 st generation students	91/430=21%	109/438=25%	
Percent grad 1 st generation students	45/478=9%	49/514=10%	
Percent total 1 st generation students	908/136=15%	158/952=17%	
<i>OCSO3: Create and Maintain a Culture of Engagement</i>			
Staff participation in Professional Development			
Faculty participation in Professional Development			
Facilities upgrade expenditures to establish and maintain the physical infrastructure.			

Organizational Culture Foundation Notes:

¹ An 2019 Engagement Survey cited deficiency.

² Underrepresented Race/Ethnicity: African-American/Black, Hispanic/Latino, American Indian or Alaska Native, Native Hawaiian or Pacific Islander.

³ Active UG public health majors (in the UAB system).