



DOWNSTATE  
HEALTH SCIENCES UNIVERSITY



School of Public Health

# IMPACT 2030 STRATEGIC PLAN

# Our vision, mission, and values at a glance:

## VISION

To lead the way to urban health equity in New York and beyond.

## MISSION

To improve the health status of urban and immigrant populations by educating the next generation of diverse public health leaders, conducting innovative research that promotes health equity, and enhancing public health practice that transforms policy implementation and interventions to create healthy communities.

## VALUES

### Health Equity

To minimize the health impacts of racial, ethnic, gender, and sexual orientation and other forms of stigma and discrimination, we actively promote health equity in all aspects of educational instruction, research, and service activities.

### Social Justice

Everyone deserves equal rights and opportunities, including the right to good health. We work to reduce health and income inequalities that are avoidable, unnecessary, and unjust.

### Optimism

We believe that public health practices yield measurable and sustainable benefits to society and improve population health in the future.

### Compassion

We seek to empathize with a wide array of diverse communities, recognizing the common humanity that binds us all together and the mutual struggle to achieve and maintain well-being.

### Service

Service to our community allows us to understand the needs of our community more deeply and voice them with the community. We live in diverse neighborhoods with socioeconomic disadvantages and strong assets, and it is an honor and a privilege to learn and work with them. Serving our community is our number one priority and is integral to what we do every day.

### Collaboration

We cultivate interdisciplinary approaches to public health challenges both within the University and through a partnership with community-based organizations, businesses, healthcare organizations, and health departments. We will build our collaboration on the principles of reciprocal relationships, co-learning, partnership and transparency, honesty, and trust.

# 2020-2030 Strategic Goals

## **1 Advance the Education of Motivated Future Public Health Leaders**

Attract, motivate, engage, and monitor the success of our diverse students to become transformative public health leaders.

## **2 Create and Deliver Leading Educational Programs**

Provide the highest quality of rigorous, affordable, innovative public health education that sets national standards.

## **3 Advance Practice-Changing Research**

Advance innovative research that promotes health equity and scholarship that impacts public policy and transforms public health practice.

## **4 Ensure Impactful Community Engagement**

Spur Impactful Community partnerships on principles of reciprocal relationship, co-learning, transparency, honesty, and trust to create healthy communities.

## **5 Maintain a Culture of Excellence, Equity, and Commitment to Diversity and Inclusiveness**

Instill leadership with public accountability that supports a culture of excellence in all aspects of the school's mission.

# GOAL 1

## **Advance the Education of Motivated Future Public Health Leaders**

Attract, motivate, engage, and monitor the success of our diverse students to become transformative public health leaders.



# A Closer Look at Goal 1:

Each of our five strategic priority goals has a subset of additional goals and objectives. Please refer to the table below for more detailed information:

## GOAL 1: Advance the Education of Motivated Future Public Health Leaders

### Sub goal 1.1:

Enroll a Highly Qualified Diverse Student Body

- Objective 1.1.1. Attract students from minority and disadvantaged backgrounds.
- Objective 1.1.2. Enroll qualified students through holistic evaluation criteria.
- Objective 1.1.3. Create a pipeline program to attract students from minority-serving institutions.
- Objective 1.1.4. Minimize barriers to recruitment and enrollment of students from disadvantaged backgrounds.

### Sub goal 1.2:

Monitor Student Success throughout the Curriculum

- Objective 1.2.1. Enhance the retention of enrolled students.
- Objective 1.2.2. Provide continuous and effective faculty advising.
- Objective 1.2.3. Identify students at risk of academic difficulties early in the semester.
- Objective 1.2.4. Provide tutor and writing services to students.
- Objective 1.2.5. Maintain consistent student advising and class size that optimize student success.

### Sub goal 1.3:

Support and Provide Student Centric Educational Experiences

- Objective 1.3.1. Enhance engagement and participation of students in school governance and activities.
- Objective 1.3.2. Provide services to enhance the well-being of students throughout the educational experience.
- Objective 1.3.3. Provide an enhanced peer mentoring program.
- Objective 1.3.4. Create scholarships and fellowships for students.
- Objective 1.3.5. Appropriate funds for student learning and other activities.
- Objective 1.3.6. Obtain external funding to support first-generation and financially disadvantaged students.
- Objective 1.3.7. Create counseling and job placement services, including a mentorship program by alumni.

# GOAL 2

## Create and Deliver Leading Educational Programs

Provide the highest quality of rigorous, affordable, innovative public health education that sets national standards.



# A Closer Look at Goal 2:

(Continued) Each of our five strategic priority goals has a subset of additional goals and objectives. Please refer to the table below for more detailed information:

## GOAL 2: Create and Deliver Leading Educational Programs

### Sub goal 2.1:

Expand the Scope of Learning Opportunities by including new disciplinary areas and degrees

- Objective 2.1.1. Develop new programs that are unique to DHSU School of Public Health
- Objective 2.1.2. Develop leadership training programs with policy fellowship to address social determinants of health
- Objective 2.1.3. Develop Executive Public Health programs in Urban Public Health
- Objective 2.2.4. Develop Ph.D. programs in Epidemiology, Biostatistics, Health Policy and Management, and Community Health Sciences
- Objective 2.2.5. Increase the number of articulated BS/MPH Programs
- Objective 2.2.6. Develop a Data Science Program under the Department of Epidemiology and Biostatistics
- Objective 2.2.7. Develop MS program in Health Policy, Economics, and Outcomes
- Objective 2.2.8. Develop an undergraduate public health degree program with colleges and universities that feed to DHSU Public Health School

### Sub goal 2.2:

Redesigning SPH core curriculum to enhance Team Science, Interprofessional Education and Increase Instructional Quality

- Objective 2.2.1. Increase the school's instructional quality through the use of innovative pedagogical methodology.
- Objective 2.2.2. Redesign SPH core curriculum that reflects public health practice with an integrated, case-based, interdisciplinary approach.
- Objective 2.2.3. Incorporate the biological, social, behavioral, environmental, and structural determinants of health into the core curriculum.
- Objective 2.2.4. Incorporate the newer concepts and principles of public health into the school's overall curriculum.
- Objective 2.2.5. Increase the number of module or course exposure with community-based practitioner instructors.

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**Sub goal 2.3:**

Optimize the scheduling and sequencing, and format of the curriculum

- Objective 2.3.1 .Institute a required course sequencing for full-time and part-time students.
- Objective 2.3.2. Institute a required course sequencing for students who enter the program in the Summer, Fall, and Spring.
- Objective 2.3.3. Integrate the course sequence with routine faculty advising.

**Sub goal 2.4:**

Design and provide student-centric, highly flexible educational pedagogy through the latest technologies

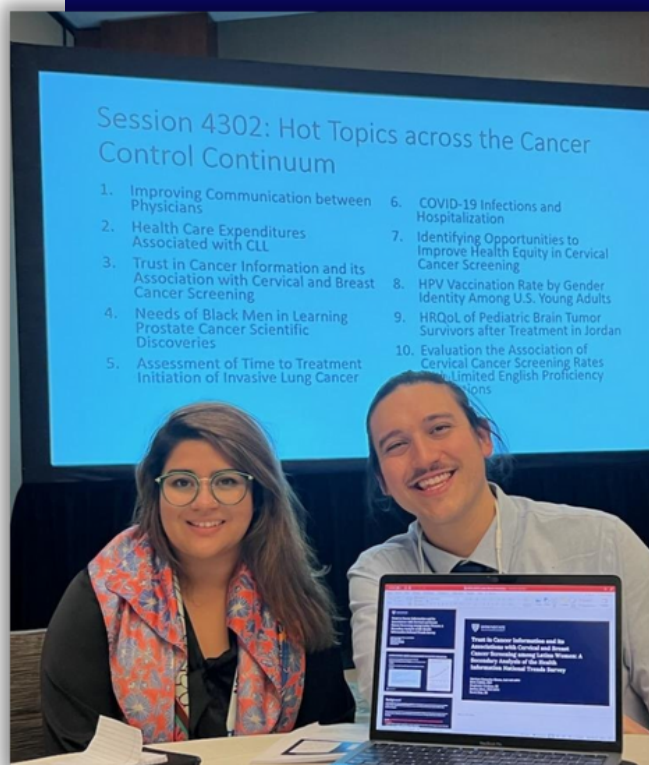
- Objective 2.4.1. Establish a fully online MPH program.
- Objective 2.4.2. Design and implement smart classrooms.
- Objective 2.4.3. Train student assistants in pedagogical techniques to support instruction.



# GOAL 3

## Advance Practice-Changing Research

Advance innovative research that promotes health equity and scholarship that impacts public policy and transforms public health practice.



# A Closer Look at Goal 3:

(Continued) Each of our five strategic priority goals has a subset of additional goals and objectives. Please refer to the table below for more detailed information:

## GOAL 3: Advance Practice-Changing Research

### Sub goal 3.1:

Develop Strong Research Leadership and Faculty Development

- Objective 3.1.1. Appoint a Vice Dean for Faculty Affairs & Research.
- Objective 3.1.2. Develop a robust mentoring program in the School of Public Health.

### Sub goal 3.2:

Build Capacity for Student Training and Skills Development in Public Health Research

- Objective 3.2.1. Increase the proportion of students participating in community-engaged research.
- Objective 3.2.2. Increase the proportion of students participating in grant writing for external submission.

### Sub goal 3.3:

Increase the Research Productivity of Faculty

- Objective 3.3.1. Invest in recruiting a critical mass of diverse early and mid-level faculty in targeted signature areas.
- Objective 3.3.2. Obtain K-grants and career development awards by working with early-career faculty members.
- Objective 3.3.3. Increase the proportion of faculty in the academic track who obtain their first major grants.
- Objective 3.3.4. Increase the proportion of faculty in the teaching track who obtain their first major training grant.
- Objective 3.3.5. Increase the proportion of faculty in the community practice track who obtain their first major community-engaged research grant.
- Objective 3.3.6. Provide support for internal and external pre-submission peer grant reviews.

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**Sub goal 3.4:**

Build Capacity to  
Increase Externally  
Funded Research  
Portfolio

- **Objective 3.4.1.** Allocate seed funding to support pilot work that may lead to obtaining larger federal grants.
- **Objective 3.4.2.** Strengthen the pre- and post-award offices of the school.
- **Objective 3.4.3.** Compete and obtain CDC Prevention Center Grant.
- **Objective 3.4.4.** Develop Cancer & Maternal and Child Health Research Focus Groups.
- **Objective 3.4.5.** Develop a Health Economics & Outcomes Research Focus Group.

**Sub goal 3.5:**

Enhance  
Transdisciplinary  
Research Collaboration  
across Downstate and  
Other Institutions

- **Objective 3.5.1.** Identify key signature areas for collaboration across Downstate.
- **Objective 3.5.2.** Work with the Brooklyn Health Disparities Center to obtain Minority Health Center grants.
- **Objective 3.5.3.** Enhance research collaboration with other universities and industries.

**Sub goal 3.6:**

Create Innovative  
Mechanisms to  
Disseminate Research  
Findings

- **Objective 3.6.1.** Create a mechanism to disseminate research findings and publications to Community-Based Organizations (CBOs).
- **Objective 3.6.2.** Increase the participation of CBOs and other partners in the school's academic workshops, seminars, and conferences.

# GOAL 4

## Ensure Impactful Community Engagement

Spur Impactful Community partnerships on principles of reciprocal relationship, co-learning, transparency, honesty, and trust to create healthy communities.



# A Closer Look at Goal 4:

(Continued) Each of our five strategic priority goals has a subset of additional goals and objectives. Please refer to the table below for more detailed information:

## GOAL 4: Ensure Impactful Community Engagement

### Sub goal 4.1:

Build more vital and vibrant relationships with local partners

- Objective 4.1.1. Establish a Community Advisory Board.
- Objective 4.1.2. Identify the workforce development needs of community-based organizations (CBOs).
- Objective 4.1.3. Prepare and implement educational workshops to enhance CBO's workforce public health and grant writing skills.

### Sub goal 4.2:

Develop an Academic Health Partnership with the New York City Department of Health

- Objective 4.2.1. Create a partnership with the New York City DOH to promote on health equity.
- Objective 4.2.2. Create a memorandum of understanding (MOU) with New York City DOH to educate preventive medicine residents.
- Objective 4.2.3. Give faculty appointments to select New York City DOH public health employees.

### Sub goal 4.3:

Expand Community-Based Participatory Research (CBPR)

- Objective 4.3.1. Fund pilot programs to enhance the conduct of CBPR.
- Objective 4.3.2. Increase the proportion of CBPR faculty researchers who get promoted and obtain an award of tenure.

### Sub goal 4.4:

Engage Community Partners in Training Students

- Objective 4.4.1. Increase the number of community-based organizations that precept students for Applied Practice Experience.
- Objective 4.4.2. Recognize and support CBOs who support student education.

# GOAL 5

## **Maintain a Culture of Excellence, Equity, and Commitment to Diversity and Inclusiveness**

Instill leadership with public accountability that supports a culture of excellence in all aspects of the school's mission.



# A Closer Look at Goal 5:

(Continued) Each of our five strategic priority goals has a subset of additional goals and objectives. Please refer to the table below for more detailed information:

## GOAL 5: Maintain a Culture of Excellence, Equity, and Commitment to Diversity and Inclusiveness

### Sub goal 5.1:

Establish a healthy work culture grounded in values that reflect the aspirations of faculty and staff

- Objective 5.1.1. Provide fair and timely recognition to faculty and staff for their efforts and accomplishments.
- Objective 5.1.2. Enhance a respectful and healthy work environment without disparities by race, ethnicity, gender, or sexual orientation.
- Objective 5.1.3. Develop and implement a participatory process that provides faculty and professional staff with position searches, budgets, and significant changes within SPH.
- Objective 5.1.4. Establish an SPH Diversity, Equity, and Inclusion (DEI) Committee and create a system of reporting for all faculty and staff in aggregate the frequency of adverse experiences to the Office of Diversity and Inclusion.

### Sub goal 5.2:

Provide opportunities for professional development for administrators, faculty, and staff

- Objective 5.2.1. Appoint an SPH Vice Dean for Faculty Affairs and Research.
- Objective 5.2.2. Establish a robust Faculty Mentoring Program in the School of Public Health.
- Objective 5.2.3. Establish a faculty mentorship committee for Assistant Professors.
- Objective 5.3.4. Create a formal leadership development program.
- Objective 5.2.5. Provide faculty professional development and training in instructional pedagogy.
- Objective 5.2.6. Support faculty and professional staff participation in campus and national workshops, annual conferences, and training to enhance their professional development and career growth.
- Objective 5.2.7. Increase clarity on the standards and expectations about promotion and tenure.

### Sub goal 5.3:

Expand Community-Based Participatory Research (CBPR)

- Objective 5.3.1. Recruit faculty with expertise and numbers to support the school's vision, mission, and values.
- Objective 5.3.2. Hold all levels of the school's leadership (Deans, Associate Deans, Department Chairs, and Center Directors) accountable for achieving excellence metrics.
- Objective 5.3.3. Perform a regular annual performance evaluation of faculty and professional staff.
- Objective 5.3.4. Create new centers and institutes under the School of Public Health.