



SCHOOL OF
PUBLIC HEALTH

STRATEGIC PLAN
2018 – 2023



FROM THE DEAN

As our School of Public Health enters its second decade, it is the perfect time for us to reflect on our evolution. Building on an historical perspective and the state of current affairs, our 2018-2023 Strategic Plan outlines the major goals and initiatives that will direct our efforts and support our mission as the Mid-Atlantic region's largest public school of public health at a leading land grant research university. We are committed not only to serving our many constituents, but to continually improving our work as we seek to transform the public's health regionally and beyond. Directing our efforts to lead our school of public health into the 21st century, this strategic plan is our vision for the future.

Built into this plan is a reaffirmation of our dedication to teach our students to do "public health good" and to support our faculty to succeed in this incredible mission. We emphasize the role of innovative research for expanding our knowledge base and for the good of society. The plan stresses the importance of public health education not just within the walls of our school but throughout our expanding community. It sets new benchmarks for our school to be an innovative leader in public health and strives for a new level of excellence.

A strategic plan, our path to the future, takes an incredible amount of time and effort. I thank the members of the SPH Dean's Council and the Community Advisory Committee for their investment and unique perspectives. I am grateful to all who are vital to the success and continued growth of the School of Public Health.

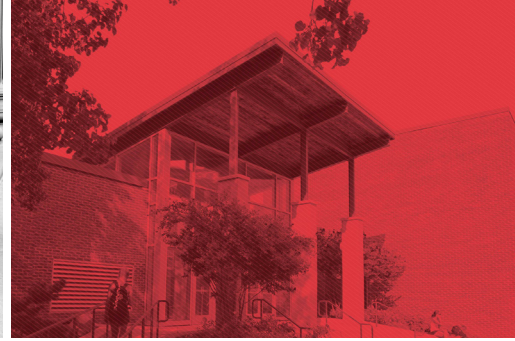
The real work begins now and requires all facets of the SPH community working together to implement the plan and move us towards its vision.

This plan is a living, growing, evolving document. I encourage your review and participation in our efforts to refine and adapt our actions in response to the ever-changing public health landscape in the years to come. Join us in making this strategic plan a reality.



BORIS D. LUSHNIAK, MD, MPH
Dean and Professor
School of Public Health





OUR MISSION

To promote and protect the health and well-being of the diverse communities throughout Maryland, the nation and the world through leadership and collaboration in interdisciplinary education, research, practice, and public policy.

OUR VISION

Physical, mental, and social health and well-being for all people throughout our local and global communities.

OUR VALUES

The School is committed to a set of core values that guide our work, our engagement with one another and our service to communities and stakeholders. They include:

- A commitment to integrity, respect, and the ethical principles of public health practice
- The pursuit of discovery
- Innovation in our thinking and actions
- A dedication to social justice
- The achievement of health equity, elimination of health disparities, and attainment of health literacy
- Honoring the principles of diversity and inclusion
- Social responsibility as central in our actions
- Sustainability as a core principle in our work
- A celebration of lifelong learning



GOAL

1.

DEVELOP + MENTOR

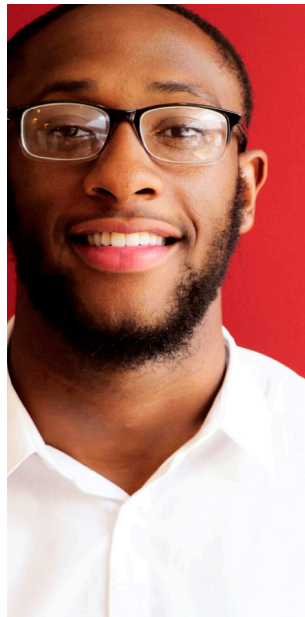
THE NEXT GENERATION OF

PUBLIC HEALTH LEADERS

- Deliver on the promise of the “Maryland Experience” to provide every student with opportunities to hone their leadership capacity and do “public health good”
- Cultivate, support and reward outstanding teaching
- Set high expectations for student success and provide exceptional support for students by growing the school’s advising, career development, and co-curricular programs
- Expand interdisciplinary educational programs that will accelerate successful entry in the public health workforce
- Transform education with the latest integrated public health curricula, contemporary infrastructure, new laboratory courses, e-learning technology and community based experiences

ACTION ITEMS

» *Joint/dual degrees (e.g., BS+MPH) will provide students with efficient pathways to careers in public health practice and help build the pipeline for a robust workforce for Maryland, the mid-Atlantic region and beyond*



Our school is committed to providing exceptional opportunities for innovative and interdisciplinary learning, including:

- Research and diverse internship experiences unique to the national capital region (with federal agencies, NGOs, uniformed services, state and local health departments, private companies, and community-based organizations)
- Personalized mentoring
- Participation in leadership and service learning initiatives



Innovative and
Interdisciplinary
Learning



Service
Learning
Initiatives



Mentorship



Leadership



GOAL

2.

LEAD + TRANSLATE INNOVATIVE RESEARCH INTO REAL WORLD PUBLIC HEALTH SOLUTIONS

- Strategically align research activities with urgent and emerging health challenges
- Enable transformative research innovation and success
- Expand opportunities for student participation in research and scholarship
- Translate and disseminate research findings into action to benefit population health
- Demonstrate the impact of SPH research to UMD stakeholders and local, state, national, and international communities
- Expand leadership for campus, University System of Maryland, and Big Ten research initiatives that promote health and well-being

ACTION ITEMS

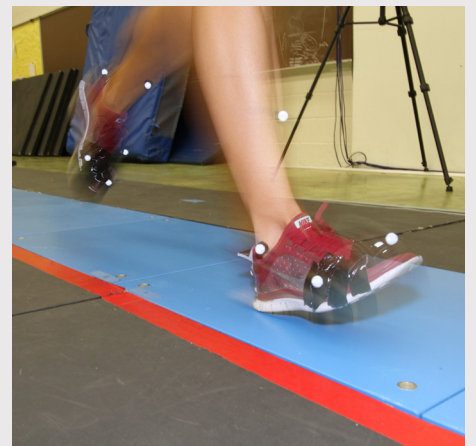
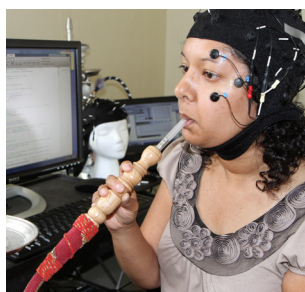
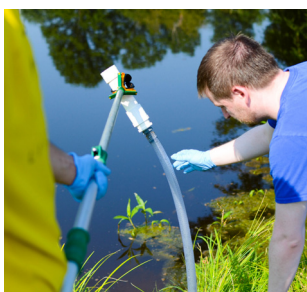
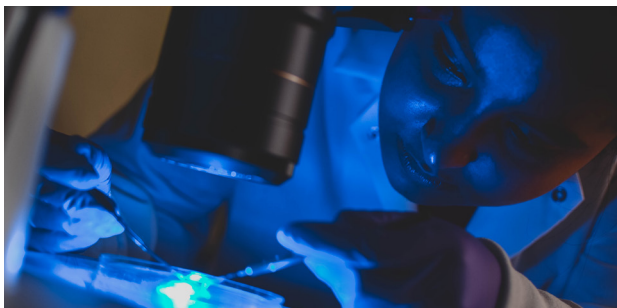
»» *Increase capacity for research data management and clinical research infrastructure*

»» *Expand student scholarships for travel support and seed grants*



STRATEGIC RESEARCH THEMES

- Optimizing health across the lifespan
- Reducing health disparities and achieving health equity
- Promoting health and preventing disease through improved health literacy
- Improving global health and mitigating health impacts of climate change



GOAL

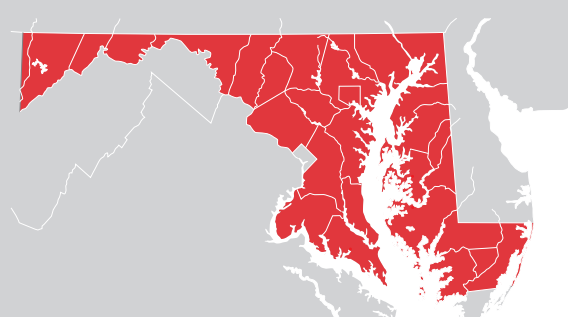
3.

CREATE + GROW *SUSTAINABLE* **PARTNERSHIPS** THAT ENGAGE COMMUNITIES

- Expand community engagement agreements in Maryland and beyond, in particular building partnerships with county health departments
- Strategically partner with public, private and non-profit organizations to support the health and well-being of our region and beyond
- Build stronger connections between academic programs and the needs of communities and public health practitioners
- Provide exceptional workforce training opportunities for the region
- Recognize, encourage and support faculty, staff and student engagement and leadership and service with community organizations, boards and task forces

ACTION ITEMS

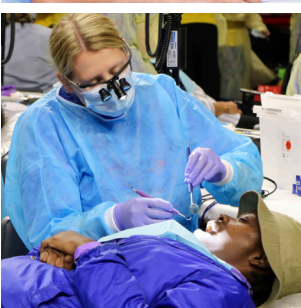
»» *Create and grow an Office of Public Health Practice*



PARTNERING WITH MAJORITY OF MARYLAND COUNTIES BY 2023

The School of Public Health is committed to expanding and strengthening our connections with Maryland communities, specifically with the goal of engaging with a majority of Maryland counties and their health departments by 2023 to explore partnerships to improve public health.

In conjunction with the creation of a new Office of Public Health Practice, which will foster such agreements, our school will leverage these relationships to better target and integrate our research, teaching, and service efforts around the most pressing health issues of our communities.



ACCELERATE + TRANSFORM

THE SCHOOL'S ROLE AS AN INNOVATIVE LEADER

- Engage a community of loyal friends and alumni and new donors who actively invest their resources to support the Fearless Ideas campaign and ensure the success of the SPH's \$14M goal (by 2021)
- Foster an environment where innovation, creativity and entrepreneurship are encouraged, incentivized, and rewarded
- Showcase and position School of Public Health faculty as thought leaders on public health topics that affect local, national and global communities in the 21st century
- Create and nurture a culture of health within the campus community, addressing health equity, health literacy and social justice
- Develop and sustain ongoing continuous quality improvement systems

ACTION ITEMS

» *Create and support a Center for Global Public Health*

» *Invest in facilities and resources, including expanded teaching and laboratory spaces/ tools and secure and robust information technology systems*



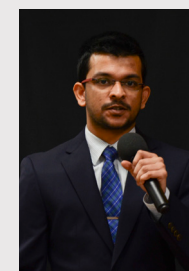
Encouraging Innovative Solutions to Emerging Public Health Challenges

Gold Public Health Innovation Award

The School of Public Health's commitment to innovation in public health is reflected in the Gold Public Health Innovation Competition, created by founding Dean Robert S. Gold and his wife Barbara to reward creative solutions to the world's most complex public health issues.

Cutting-edge approaches can include apps for digital health, therapeutics, wearable components, artificial intelligence, prosthetic advances, sensors technology, robotic nurse assistants, remote patient monitoring and other novel public health contributions.

Students apply new and emerging technologies to address a range of public health problems and compete for funds that help get their idea off the ground.



GOAL

5.

FOSTER + INVEST *IN A CULTURE OF* EXCELLENCE

- Support, attract, and retain a high-caliber and diverse faculty and staff
- Recruit, retain and graduate a diverse pool of excellent students at both the graduate and undergraduate levels
- Recognize and reward outstanding students, faculty, and staff
- Build and support a welcoming, inclusive, and equitable community
- Expand mentorship programs that support faculty and staff advancement
- Engage in continuous learning to increase cultural competency

ACTION ITEMS

- » 100% staff participation in professional development activities
- » 100% junior faculty participation in the Teaching and Learning Transformation Center's Faculty Launch Program
- » 100% underrepresented minority faculty participation in the Keeping Our Faculty Program



A THRIVING WORKPLACE

The Thriving Workplace Initiative, sponsored by the Office of the President, is an effort to make the University of Maryland the best place to work. School of Public Health Dean Boris Lushniak has been recognized as a leader who encourages workplace growth and development through positive practice and techniques.

Among the strategies:

- Publicly recognize people for the role they play
- Inspire people around the organizational mission
- Connect the team to the mission in real, tangible ways so that people see the impact









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