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:

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

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 Health\(^1\) 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 PI\(^2\) on NIH awards by 5 percentage points by the end of FY20.
- **Target 2.3:** Increase the number of new\(^3\) NIH submissions as Contact PI or UAB PI of a major\(^4\) 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 FY20\(^5\).

**SOPH Research and Discovery Dashboard Metrics:**

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

**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 ≥ $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:

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<thead>
<tr>
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<tbody>
<tr>
<td>CESO1: Increase and Enhance Student Community Engagement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of community field placement sites hosting students</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hours of field education</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of experiential learning courses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of students enrolled in experiential learning courses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CESO2: Increase Faculty/Staff Community Engagement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technical support contracts (number/amount)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Affiliate Faculty members</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CESO3: New community Impact Strategies</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of faculty utilizing Blazer Pulse</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of State and local initiatives</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of international initiatives</td>
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</tbody>
</table>

**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 2.5:** Increase the number of donors to 270 the end of FY20.
- **Target 2.6:** 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 2.7:** Increase contributions by faculty and staff to exceed $50,000 during FY20.

**SOPH Fiscal Responsibility and Resource Development Foundation Dashboard Metrics:**
### SOPH Strategic Plan 2019 – 2022

#### Measure FY2018 EOY FY2019 EOY FY2020 EOY

<table>
<thead>
<tr>
<th>Measure</th>
<th>FY2018 EOY</th>
<th>FY2019 EOY</th>
<th>FY2020 EOY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FRRDSO1: Improve Fiscal Soundness and Infrastructure</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition and fees</td>
<td>$5,790,992</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total revenue</td>
<td>$14,780,604</td>
<td></td>
<td></td>
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<tr>
<td>B&amp;E balance</td>
<td>$263,546</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total salaries &amp; benefits</td>
<td>$28,463,185</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent total direct salary &amp; benefits support</td>
<td>64%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent staff salary &amp; benefits support</td>
<td>70%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent faculty direct salary &amp; benefits support</td>
<td>58%</td>
<td></td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Measure</th>
<th>FY2018 EOY</th>
<th>FY2019 EOY</th>
<th>FY2020 EOY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FRRDSO2: Increase Resources</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual donations to the school</td>
<td></td>
<td>$1,590,759</td>
<td></td>
</tr>
<tr>
<td>Annual funds available for scholarships</td>
<td></td>
<td>$298,214</td>
<td></td>
</tr>
<tr>
<td>Number of endowed professorships</td>
<td></td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Number of endowed scholarships</td>
<td></td>
<td>23</td>
<td></td>
</tr>
<tr>
<td>Total number of donors</td>
<td></td>
<td>254</td>
<td></td>
</tr>
<tr>
<td>Number of alumni with membership in the UAB National Alumni Society/Public Health Chapter</td>
<td></td>
<td>200/51</td>
<td></td>
</tr>
<tr>
<td>Number of alumni donors</td>
<td></td>
<td>157</td>
<td></td>
</tr>
<tr>
<td>Contributions by faculty and staff</td>
<td></td>
<td>$44,753</td>
<td></td>
</tr>
</tbody>
</table>

**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:**

<table>
<thead>
<tr>
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<tbody>
<tr>
<td><strong>OCSO1: Attract and Retain Excellent and Diverse Faculty and Staff</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-time primary faculty</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Women</td>
<td>68</td>
<td>69</td>
<td></td>
</tr>
<tr>
<td>Underrepresented race/ethnicity²</td>
<td>37</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff (full time only)</td>
<td>139</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Women</td>
<td>96</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Underrepresented race/ethnicity²</td>
<td>41</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>OCSO2: Attract Excellent and Diverse Students</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Undergraduate enrollment diversity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Women</td>
<td>423/78.7%²</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Underrepresented race/ethnicity²</td>
<td>313/58.2%²</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate enrollment diversity</td>
<td></td>
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</table>

¹ SOPH Strategic Plan 2019 - 2022
<table>
<thead>
<tr>
<th></th>
<th>Women</th>
<th>336/66.3%</th>
<th></th>
<th>Underrepresented race/ethnicity²</th>
<th>210/41.4%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent undergrad 1ˢᵗ generation students</td>
<td>91/430=21%</td>
<td>109/438=25%</td>
<td></td>
<td>Percent grad 1ˢᵗ generation students</td>
<td>45/478=9%</td>
</tr>
<tr>
<td>Percent total 1ˢᵗ generation students</td>
<td>908/136=15%</td>
<td>158/952=17%</td>
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</table>

**OCSO3: Create and Maintain a Culture of Engagement**

- Staff participation in Professional Development
- Faculty participation in Professional Development
- Facilities upgrade expenditures to establish and maintain the physical infrastructure.

**Organizational Culture Foundation Notes:**

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).