

**UMDNJ-School of Public Health Strategic Plan
GOALS AND OBJECTIVES AY2009-AY2011◆◆ SCOPE OF WORK**

Goal 1 – Education: Provide masters level and doctoral level programs with well defined core competencies and specialized advanced training and certificate programs.

OBJECTIVES	MEASURES (INDICATORS)	STRATEGIES (ACTION PLANS)	TARGET DATES	PRIORITY 1=critical 2=important 3=when can	AY2009 PROGRESS	RESPONSIBILITY Bold represents individual(s) responsible for reporting progress.
<i>Education</i>	<i>By the target dates,</i>					
1.1 Assure appropriate departments on each campus	(1) Assess the feasibility regarding the strategic expansion or addition of departments or programs on all campuses	Document programmatic need based on potential consumer interest and resources; Conduct market/resource assessment (identify expanding areas of job market)	AY2009	1		Associate Dean for Education and Assessment (with a Graduate Student Assistant/ Fieldwork Student)
	(2) Expand either existing departments or establish at least one new department on the Newark and Stratford/Camden Campuses	Continue discussions of expanding HEBS onto Newark Campus; Begin discussions of expanding ENOH onto Newark Campus; Continue discussions of expanding EPID and ENOH departments at Stratford/Camden Campus	AY2009	2		Dean; Campus Associate/ Assistant Deans; Department Chairs (HEBS, ENOH, EPID)
1.2 Support and further define the responsibilities of the Office of Education and Assessment for the School of Public Health	(1) Provide 1.5 FTE staff support to the SPH Office of Education and Assessment (Baseline: 0 FTE for staff support in AY2007)	Allocate resources for staffing; Hire staff person	AY2010	2		Associate Dean for Education and Assessment; Dean
	(2) Increase awareness of SPH Office of Education and Assessment Strategic Plan	Hold informational sessions	AY2009	2		Associate Dean for Education and Assessment
1.3 Determine School-wide plan for and use of distance learning in academic programs	(1) Develop School-wide plan for using distance learning in SPH academic courses and degree programs and identify resources needed	Develop plan, including estimated costs, cost-sharing and revenue-sharing	AY2009	2		Office of Education and Assessment
	(2) Select one faculty per department to participate in distance learning discussions	Identify faculty with skills or interests related to distance learning; Identify partners for IP instructional programs	AY2009	1		Associate Dean for Education and Assessment; Department Chairs
	(3) Develop ratio of students to Teaching Assistants (TAs) for core courses offered through distance learning	Establish an Ad-Hoc Committee to develop a recommendation for use of TAs in distance learning courses	December 2008	1		Office of Education and Assessment; Campus Associate/Assistant; Department Chairs
	(4) Assess need for Teaching Assistants in non-core courses offered through distance learning	Establish an Ad-Hoc Committee to develop a recommendation for use of TAs in distance learning courses	AY2009	2		Office of Education and Assessment; Campus Associate/Assistant; Department Chairs

Goal 1 – Education: Provide masters level and doctoral level programs with well defined core competencies and specialized advanced training and certificate programs.

OBJECTIVES	MEASURES (INDICATORS)	STRATEGIES (ACTION PLANS)	TARGET DATES	PRIORITY	AY2009 PROGRESS	RESPONSIBILITY
<i>Education</i>	<i>By the target dates,</i>			1=critical 2=important 3=when can		Bold represents individual(s) responsible for reporting progress.
1.4 Use existing and emerging technologies to enhance course offerings	(1) Explore upgrading and expanding IP and related technologies	Review existing technology used; Identify potential new or upgrades to technology; Determine resource needs for IP/online; Identify resources to assist faculty with changing in-person courses to distance learning courses	AY2009	2		Dean; Associate Dean for Education and Assessment
1.5 Utilize core and program competencies to guide the curriculum and student assessment	(1) Offer one workshop for faculty of each core course to develop assessment strategies related to the core course competencies for the core course and the program competencies for required department courses	Support departments in developing assessment strategies that are aligned with core and program competencies; Request core course syllabi from other Schools (i.e., Emory)	AY2009	2		Office of Education and Assessment (with assistance from faculty with expertise in competencies); Department Chairs
	(2) Revise standardized school-wide assessment instruments to include criteria related to core and program (discipline-specific) competencies	Revise and implement instruments; Report results to Executive Council, Department Chairs and Associate Dean for Academic Affairs	AY2009	2		Office of Education and Assessment
1.6 Provide doctoral degree programs with curriculum competencies	(1) Review doctoral program competencies to ensure distinction between PhD and DrPH degree programs	Review current competencies	AY2009	1		Doctoral Discipline Coordinators
	(2) Review function and structure of school-wide Doctoral Committee	Review current procedures	AY2010	2		Doctoral Committee
	(3) Assess doctoral programs for training public health practitioners	Review ASPH DrPH committee recommendations, when available	AY2009	1		Doctoral Committee
1.7 Develop fellowships and other funding sources to support doctoral students	(1) Identify potential sources for Masters and Doctoral level fellowships	Identify and list federal training grants and other potential funding sources; Share list among faculty	AY2009	1		Office of Research and Sponsored Programs; Doctoral Committee; Fieldwork Coordinators; Director of Development
	(2) Offer fellowships or other funding sources for at least 10 doctoral students annually	Identify amount needed for fellowships (salary & tuition); Develop a plan to obtain support for doctoral students	AY2009	1		Office of Research and Sponsored Programs; Doctoral Committee
1.8 Ensure that educational programs are responsive to quality standards and emerging needs	(1) Document the average undergraduate GPA and GRE scores for enrolled students annually	Document undergraduate GPA (Target=3.0), verbal GRE (Target=470 mean) and quantitative GRE (Target=610 mean) for enrolled students	Annually	1		Office of Academic Affairs

Goal 1 – Education: Provide masters level and doctoral level programs with well defined core competencies and specialized advanced training and certificate programs.

OBJECTIVES	MEASURES (INDICATORS)	STRATEGIES (ACTION PLANS)	TARGET DATES	PRIORITY	AY2009 PROGRESS	RESPONSIBILITY
<i>Education</i>	<i>By the target dates,</i>			1=critical 2=important 3=when can		Bold represents individual(s) responsible for reporting progress.
1.8 <i>continued</i> Ensure that educational programs are responsive to quality standards and emerging needs	(2) Document job placement experience for SPH graduates in each department annually	Administer graduate exit survey; Document proportion of employed new graduates working in health field (Target=90% on exit survey); Document new graduates employed or pursuing further education in health field (Target=90% on exit survey)	Annually	1		Office of Education and Assessment
	(3) Evaluate the qualifications of the SPH faculty complement annually	Document percentage of primary and secondary faculty with doctoral degrees (Target=85% of primary faculty with doctoral degree, 85% of secondary faculty with doctoral degree)	Annually	1		Coordinator of Faculty and Staff Affairs; Office of Education and Assessment
	(4) Evaluate SPH courses and programs annually with a response rate of 75%	Calculate mean student ratings overall and by department of student (for core courses only) on five-point likert items from course evaluation (Target=Mean of 3.5); Calculate mean student ratings on five-point likert items from graduate exit survey (Target=Mean of 4.0)	Annually	1		Office of Education and Assessment
	(5) Assess graduation rates for each department and program	Calculate and document graduation rates for each department and program for part-time and full-time students (Target=80% of matriculated MPH students complete degree in six years, 80% of doctoral students complete degree in nine years)	Annually	1		Associate Dean for Academic Affairs
	(6) Adopt guidelines for reviewing SPH academic programs/departments	Adopt a School-wide academic program review process; Assess the equivalency of online courses vs. in-person courses for Masters and doctoral level requirements	AY2009	1		Office of Academic Affairs
	(7) Implement a review of SPH academic programs/departments	Conduct one academic program review	AY2009	1		Office of Academic Affairs
	(8) Ensure students are knowledgeable in the area of data security	Educate students about data security	AY2009	1		Fieldwork Coordinators

Goal 1 – Education: Provide masters level and doctoral level programs with well defined core competencies and specialized advanced training and certificate programs.

OBJECTIVES	MEASURES (INDICATORS)	STRATEGIES (ACTION PLANS)	TARGET DATES	PRIORITY	AY2009 PROGRESS	RESPONSIBILITY
<i>Education</i>	<i>By the target dates,</i>			1=critical 2=important 3=when can		Bold represents individual(s) responsible for reporting progress.
1.9 Ensure academic integrity and professional ethics training	(1) Decrease the number of cheating incidents in academic courses	Review/Revise Honor Code; Develop plan; Provide ethics training for students	AY2009	1		Ad-Hoc Committee on Academic Integrity
1.10 Position SPH as a leader in cultural competency education and practice	(1) Adopt a cultural competency education and practice plan	Define cultural competency; Develop a plan for achieving a leadership position in cultural competency	AY2009	2		Executive Director, Institute for the Elimination of Health Disparities
	(2) Complete a review of core courses to ensure courses are incorporating cultural competency, as appropriate for discipline	Provide ASPH cross-cutting cultural competencies to faculty; Document how core courses incorporate cultural competency	AY2009	3		Department Chairs; Core Course Faculty ; Executive Director, Institute for the Elimination of Health Disparities
1.11 Provide certificate programs for public health practitioners and related professionals	(1) Increase the number of public health practitioners and related professionals in certificate programs annually (Baseline: 17 certificate students in AY2007)	Implement certificate programs; Conduct assessments for target populations	Annually	2		Associate Dean for Education and Assessment ; Responsible Departments and Programs