

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

**Goal 3 – Research: Develop a collaborative broad-based research program that addresses the needs of diverse populations with special emphasis on New Jersey.**

OBJECTIVE	MEASURES (INDICATORS)	STRATEGIES (ACTION PLANS)	TARGET DATES	PRIORITY	AY2009 PROGRESS	RESPONSIBILITY
<i>Research</i>	<i>By the target dates,</i>			1=critical 2=important 3=when can		Bold represents individual(s) responsible for reporting progress.
3.1 Increase, document and monitor overall productivity in research, scholarship and related SPH activities	(1) Obtain an average of \$250,000 in total dollars per FTE in annual grant and contract dollars per primary faculty member (full-time equivalent) (Baseline: \$208,185 per FTE in FY2007)	Report status annually at faculty meeting;  Evaluate feasibility of using additional measures (e.g., median, new dollars)	Annually	1		<b>Associate Dean for Research</b> ; Department Chairs; Primary Faculty  <b>Associate Dean for Research</b>
	(2) Obtain a minimum of \$50,000 in total dollars annually for at least 50% of primary full-time faculty (headcount) (Baseline: 46% in FY2007)	Report status annually at faculty meeting	Annually	1		<b>Associate Dean for Research</b> ; Department Chairs; Primary Faculty
	(3) Publish an average of at least 2.0 peer-review journal papers (including books and book chapters) per primary faculty member (full-time equivalent) annually (Baseline: 2.1 pubs per FTE in AY2006)	Emphasize need to publish in faculty evaluations;  Report status annually at faculty meeting	Annually	1		Department Chairs; Faculty; <b>Coordinator of Faculty and Staff Affairs</b>  <b>Associate Dean for Research</b>
	(4) Publish a minimum of two papers (including books and book chapters) in peer-reviewed journals for at least 50% of primary full-time faculty annually (Baseline: 38% of primary faculty published at least 2 publications in AY2006)	Emphasize need to publish in faculty evaluations; Develop means to give credit for primary authorship  Report status annually at faculty meeting	Annually	1		Department Chairs, Faculty; <b>Coordinator of Faculty and Staff Affairs</b> ; Office of Academic Affairs  <b>Associate Dean for Research</b>
	(5) Increase the number of grant applications made to the non-profit and private sector annually (Baseline: 21 applications in AY2007)	Email appropriate faculty and staff of relevant public health grant announcements/request for proposals	Annually	2		<b>Associate Dean for Research</b> ; Director of Development
	(6) Document public health-focused grant and contract dollars of secondary faculty annually	Assess secondary faculty activity by contacting the ORSPs at collaborating institutions	Annually	1		<b>Office of Research and Sponsored Programs</b>

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3.1 <i>continued</i> Increase, document and monitor overall productivity in research, scholarship and related SPH activities	(7) Distribute quarterly reports documenting SPH research by concentration, principal investigator, department, funding type, collaborative/affiliate partnerships and appropriate linkages with the UMDNJ Strategic Plan	Prepare report on external funding apps by PI for research and other activities (funded, approved, not approved); Make quarterly report available to department chairs; Make departmental annual summary report available to primary faculty; Document total number of apps submitted (Target=50 research apps) Document dollar amounts of research funding from federal, state/local and foundation sectors (Targets=see pg 8) Document type of grants awarded (Targets= see pg 8); Document amount of external support to state support (Target=4:1)	Quarterly	1		<b>Associate Dean for Research</b> ; Office of Research and Sponsored Programs; Business Office
	(8) Update the Office of Research and Sponsored Programs (ORSP) web pages regularly	Review, update and make available to faculty a standard budget “boiler plate” and set of “fast facts” for SPH/UMDNJ grant applications on ORSP web pages	Ongoing	1		<b>Associate Dean for Research</b> ; Business Office
	(9) Update enrollment of current faculty in <u>SPIN Matching and Research Transmittal Service (SMARTS)</u> to monitor grant opportunities in their fields of interest	Email annual reminder to faculty to update profiles	Ongoing	1		Business Office; <b>Associate Dean for Research</b> (reminder email); Department Chairs; Faculty
	(10) Complete a self-study reviewing administrative units, in particular grant processes and procedures	Begin implementing School-wide administrative units review process	AY2010	1		<b>Office of Academic Affairs</b> ; Associate Dean for Research; Business Director; with input from Research Committee and Department Chairs
	(11) Encourage junior faculty to take advantage of grantsmanship opportunities already available from UMDNJ and Rutgers	Identify and distribute to department chairs and faculty all information on UMDNJ/Rutgers/ NJIT and governmental and non-governmental grantsmanship workshops	AY2009	1		<b>Associate Dean for Research</b>

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3.1 <i>continued</i> Increase, document and monitor overall productivity in research, scholarship and related SPH activities	(12) Develop a system for gauging the public health impacts of SPH research results	Form a task group to evaluate existing methods for estimating research impacts (perhaps based on those currently used by national laboratories, federal science agencies, other university programs), and recommend one or more systems for adoption by SPH	AY2010	3		<b>Research Committee</b>
	(13) Develop a system for tracking the external recognition of SPH research	Form a task group to recommend a citation-based indicator for assessing external recognition (or an indicator based on citations as well as media and other recognition)	AY2010	3		<b>Research Committee</b>
	(14) Maintain staff support in the SPH Office of Research and Sponsored Programs at 1.5 FTE to provide grant preparation assistance to faculty	Review workflow of ORSP staff to determine whether 1.5 FTE is adequate	AY2009	2		<b>Associate Dean for Research</b>
	(15) Make public health grant opportunities known broadly	Email appropriate faculty and staff about relevant public health grant opportunity announcements	AY2009	1		<b>Associate Dean for Research</b>
	(16) Constitute new Research Committee in accord with new SPH By-Laws	Election process implemented	AY2009	1		<b>Associate Dean for Research</b>
	(17) Hold joint grantsmanship workshops (e.g. NIH-specific) with RWJMS, NJMS and SOM	Explore feasibility with Associate Deans for Research at the other schools	AY2009	1		<b>Associate Dean for Research</b>
3.2 Maintain the research growth of the SPH research-oriented Institutes, Centers and Programs (IEHD, CHEHP, TDP, CTSER, BCC)	(1) Have Institutes, Centers and Programs submit annual reports on achieving research-oriented goals to Executive Council	Obtain goals from IEHD, CHEHP, TDP, CTSER, BCC; Submit reports to Executive Council	Annually	2		<b>Executive Director, IEHD; Director, Center for Health Economics and Health Policy; Director, Tobacco Dependence Program; Director, Center for Tobacco Surveillance and Evaluation Research</b>
3.3 Maintain involvement of students in research and research training	(1) Obtain funds, including grant funds and unrestricted funds, to support masters degree students	Ensure that faculty are aware of resources to support students; Encourage faculty to include funds for masters students in grant applications; Explore other sources such as Federal Work Study Program, etc.	AY2009	2		Dean; Associate Dean for Research; <b>Business Director</b> ; Foundation of UMDNJ

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3.3 <i>continued</i> Maintain involvement of students in research and research training	(2) Obtain funds, including grant funds and unrestricted funds, to support doctoral students	Identify full-time and part-time doctoral students supported by SPH; Make research assistantships available for FT doctoral students; Ensure that faculty are aware of resources to support students; Encourage faculty to include funds for doctoral students in grant applications; Involve doctoral students in grant proposal development/writing	AY2009	2		Dean; Associate Dean for Research; Business Director; Foundation of UMDNJ; Department Chairs; Faculty; <b>Doctoral Committee</b>
	(3) At least 25% of students co-author a minimum of one publication in peer-reviewed journals with SPH faculty	Enhance research experiences through work study and fieldwork experiences	AY2011	1		Department Chairs; <b>Faculty</b> ; Fieldwork Coordinators; Coordinator of Faculty and Staff Affairs
3.4 Improve the School's involvement with the IRB process and increase faculty awareness of research ethics and related issues	(1) Establish a mechanism to ensure the efficiency and effectiveness of IRB information processes	Ensure students and new faculty receive all appropriate IRB training and information; Ensure faculty complete their certification within one month of hiring	Annually and periodically as needed	1		<b>Associate Dean for Research</b> (for faculty); Fieldwork Coordinators (for students)
	(2) Ensure at least four primary faculty serve on IRB review panels annually	Ensure primary faculty remain informed and updated on all evolving and emerging IRB policies and issues; Maintain representation from all campuses on Research Integrity Committee; Invite IRB representative to attend one faculty meeting every two years	Annually	2		<b>Associate Dean for Research</b>  <b>Dean</b>  <b>Faculty Secretary</b>
3.5 Create incentives and increase avenues of communication for developing cross-campus and inter-institutional research within UMDNJ	(1) Distribute an annual report to partners	Prepare an annual report documenting indirect cost allocations	Annually	3		<b>Business Director</b> ; Associate Dean for Research
	(2) Apply the UMDNJ policy to share indirect costs	Apply SPH Indirect Cost Recovery allocation guidelines to share indirect funds within the UMDNJ system and partner institutions	AY2009	1		<b>Dean</b> ; Associate Dean for Research, Business Director

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3.6 Maintain the commitment of SPH to coordinate and collaborate with other institutions	(1) Increase the number of collaborative proposals by 5% where SPH is prime (Baseline: 28 collaborative proposals submitted in AY2007)	Submit at least 30 grant proposals and other collaborative efforts with institutions, including but not limited to Rutgers, NJIT and/or other UMDNJ schools	AY2009	3		<b>Associate Dean for Research;</b> Department Chairs
	(2) Increase the number of collaborative proposals where SPH is not prime (Baseline not yet available)	Submit at least 30 grant proposals and other collaborative efforts with institutions, including but not limited to Rutgers, NJIT and/or other UMDNJ schools	AY2009	3		<b>Associate Dean for Research;</b> Department Chairs
	(3) Diminish barriers to inter-institutional research by improving communication and other techniques	Improve inter-institutional IRB procedures; Eliminate redundant procedures	Ongoing	2		<b>Associate Dean for Research</b>
3.7 Establish an “opportunity fund” to support unique or emerging opportunities for interdisciplinary research	(1) Create an endowment to support an “opportunity fund” and seed projects on research, training and service	Identify funding source(s); Develop endowment	AY2010	1		<b>Director of Development;</b> Dean; Dean’s Council
3.8 Improve knowledge of faculty research interests among SPH faculty	(1) Hold a SPH School-Wide Research and Community Service Day annually	Document and evaluate SPH Research and Community Service Day	Annually	2		<b>Associate Dean for Research;</b> <b>Assistant Dean for Community Health</b>
	(2) Have selected faculty members present his/her research at faculty meetings, to be rotated among departments	Schedule featured faculty and rotate among departments	Semi-Annually	1		<b>Faculty Secretary</b>
	(3) Document interdisciplinary research efforts	Explore and develop additional inter-disciplinary research and other opportunities; such as a listing of presentations at APHA Annual Meeting prior to the conference, etc.; Post on the SPH website; Highlight in Dean’s Bulletin Board	Ongoing	1		SPH Technology Committee; <b>Coordinator of Marketing and Communications</b>
	(4) Update the Faculty Profiles on the SPH website every three years (See Goal 2.3-2)	Request all faculty and staff to review and update profiles; Ensure current CVs are updated yearly; Review possibility of adding PubMed links to faculty profiles	AY2010	1		Community Health Committee; <b>Coordinator of Faculty and Staff Affairs</b>  <b>SPH IST</b>
	(5) Encourage collaborative research work groups among SPH faculty to address emerging public health issues, as needed	Identify interest areas	AY2010	3		<b>Department Chairs</b>

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3.9 Support opportunities for mentoring junior faculty (Instructor and Assistant Professor ranks)	(1) Hold meetings/tutorials with junior faculty	Offer periodic tutorial for new or junior faculty regarding research opportunities and mentoring needs; document and evaluate meetings/tutorials; Ensure faculty are informed of the UMDNJ travel fund;	Ongoing	2		<b>Department Chairs; Senior Faculty</b>
	(2) Document efforts and activities to mentor junior faculty at annual faculty evaluations	Present Master Educators' Guild mentoring recommendations to faculty; Provide new faculty with introductions to research resources (on-line, physical location of relevant offices, key personnel, etc.) of SPH and UMDNJ; Encourage junior faculty to attend doctoral presentations to expose them to ongoing projects and potential faculty mentors who may provide future partnership opportunities	AY2009	1		<b>Department Chairs</b>  <b>Associate Dean for Research</b>  <b>Department Chairs</b>
3.10 Support opportunities for faculty development	(1) Complete an assessment to determine development needs of faculty	Conduct survey at faculty meetings	AY2010	2		Dean; <b>Associate Dean for Academic Affairs;</b> Coordinator of Faculty and Staff Affairs
	(2) Develop and implement a plan to support faculty development	Develop plan; Identify sabbatical opportunities	AY2011	2		Dean; <b>Associate Dean for Academic Affairs;</b> Coordinator of Faculty and Staff Affairs