

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

Goal 4 - Infrastructure: Invest available resources strategically and develop additional resources to enhance the infrastructure, faculty development, research, teaching, and service programs on all campuses to achieve the vision of the School through a statewide, multi-institutional partnership with governance that allows for effective management and accreditation of the School; ensure that the partnership promotes broad-based faculty empowerment and participation.

OBJECTIVE	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.
Infrastructure	By the target dates,					
4.1 Assure adequate infrastructure on all campuses specifically for audiovisual, computer laboratory, library, student space, other technology and distance learning	(1) Complete campus specific plans for enhancing infrastructure	Submit proposals to Executive Council; Develop & implement infrastructure proposals for each campus	AY2009	2		Campus Associate/Assistant Deans; Executive Council
	(2) Conduct an assessment of needs for technology and library resources and campus safety	Complete needs assessment(s); Implement and document interventions/joint interventions	AY2009	2		Campus Associate/Assistant Deans; Department Chairs
	(3) Develop a long range plan to address teaching space	Review existing plans presented to UMDNJ Central Administration (P/NB Campus); Identify teaching space needs across campuses; Initiate discussions to evaluate need for teaching space in other areas (e.g., Trenton); Develop plan	AY2010	2		Dean; Dean's Council
4.2 Attract funding from nonprofit, corporate and other private citizens, including alumni/ae	(1) Increase <i>unrestricted</i> funding from nonprofit, corporate and private sources, including alumni/ae, by 5% annually (Baseline: \$403,461 in FY2007)	Develop and track fundraising strategy to increase funding	Annually	2		Dean's Council; Director of Development
	(2) Increase <i>restricted</i> funding from nonprofit, corporate and private sources, including alumni/ae, by 5% annually (Baseline: \$148,311 in FY2007)	Develop and track fundraising strategy to increase funding	Annually	2		Dean's Council; Director of Development
	(3) Increase <i>endowments</i> annually (Baseline: No new endowments in FY2007)	Develop and track fundraising strategy to increase funding	Annually	2		Director of Development; Dean; Dean's Council
	(4) Revise and implement SPH fundraising plans with Dean's Council and Department Chairs	Develop a funding strategy; Provide ongoing tracking of strategy success in fundraising; Review plans, revise as needed	AY2010	3		Director of Development; Dean; Dean's Council
	(5) Solicit major gift donors	Identify and solicit major gift donors for SPH	AY2010	3		Dean; Director of Development
	(6) Establish fully functioning Dean's Advancement Council	Establish a Dean's Advancement Council; Develop council bylaws; Hold first meeting	AY2010	3		Dean; Director of Development

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<i>Infrastructure</i>	<i>By the target dates,</i>			1=critical 2=important 3=when can		Bold represents individual(s) responsible for reporting progress.
4.3 Develop and implement a strategic resource allocation plan that ensures a statewide multi-campus school of public health	(1) Implement an SPH business plan to address needs of each campus and participating partners to maintain high standards of fiscal responsibility	Review UMDNJ, RU and NJIT plans; Develop, approve and put into place a school-wide business plan	AY2009	1		Dean; Dean's Council; Business Director
	(2) Develop a plan identifying resources needed to encourage teaching, administration and service activities in SPH by faculty at partner institutions	Develop, approve and circulate plan	AY2009	1		Dean ; Dean's Council
	(3) Ensure at least eight faculty (excluding per diem faculty) make courses available on a campus other than their primary campus	Develop incentives for faculty to teach across campuses by distance learning (online or IP) and/or in-person	AY2009	1		Campus Associate/Assistant Deans
4.4 Utilize IT to facilitate the mission of the School and enhance the School's image	(1) Complete an assessment of the SPH IST workflow	Review workflow and staff effort for SPH IST support	AY2009	2		SPH IST ; Technology Committee
	(2) Develop a plan to upgrade SPH IST (enhancements and capital improvements)	Identify necessary software and equipment needed for upgrading	AY2009	2		SPH IST ; Technology Committee
4.5 Develop and review Memoranda of Understanding to reflect campus needs with each partner annually	(1) Update Memoranda of Understanding annually, as needed	Determine resource needs; Execute necessary MOUs with external and internal partners	Annually	2		Dean
4.6 Determine appropriate balance between faculty resources and number of students	(1) Calculate student/faculty ratios by department to determine Total Faculty FTE and report to the Executive Council and ASPH annually	Calculate and document student/faculty ratios (overall) for each department (Target=6:1)	Annually	1		Associate Dean for Academic Affairs
	(2) Calculate student/faculty ratios for non-core departments to determine teaching/administrative effort (including teaching/advising/administrative time) and report to the Executive Council annually	Calculate and document student/faculty ratios (teaching/advising/administrative time, excluding service and research) for each non-core department	Annually	1		Associate Dean for Academic Affairs
4.7 Assure the required allocation of faculty school-wide	(1) Meet CEPH requirement of at least 3 FT and 2 FTE primary and/or secondary faculty in the Department of Dental Public Health on the Newark Campus	Recruit faculty for DNPH	AY2009	1		Campus Associate Dean for Newark ; DNPH Department Chair
	(2) Identify at least three primary or secondary faculty to teach core courses on the Newark and Stratford/Camden Campuses	Ensure that core courses offered on Newark and Stratford/Camden Campuses are taught by primary or secondary faculty	AY2009	1		Campus Associate/Assistant Deans for Newark and Stratford/Camden Campuses

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4.7 <i>continued</i> Assure the required allocation of faculty school-wide	(3) Meet CEPH requirement of at least 5 full-time faculty in departments offering doctoral degrees	Review number of full-time faculty per department offering doctoral degrees; Recruit faculty, if needed	AY2009	1		Associate Dean for Academic Affairs; Department Chairs
	(4) Allocate resources to provide additional faculty for departments on Newark and Stratford/Camden Campuses based on student/faculty ratio	Review student/faculty ratios; Determine if departments have insufficient student/faculty ratios; Add faculty, where necessary	AY2009	1		Dean; Campus Associate/ Assistant Deans
	(5) Assure adequate number of faculty to maintain appropriate student/faculty ratios in each department on all campuses	Review student/faculty ratios; Determine if departments have insufficient student/faculty ratios; Add faculty, where necessary	AY2009	1		Dean; Campus Associate/ Assistant Deans
4.8 Provide adequate and appropriate career information for students and alumni/ae	(1) Complete an assessment of student and alumni/ae satisfaction of career services	Conduct assessment of career services among alumni and students; Summarize and report	AY2009	1		Associate Dean for Education and Assessment; Fieldwork Coordinators; Alumni Affairs Coordinator