



# FIU

FLORIDA INTERNATIONAL UNIVERSITY  
*Miami's public research university*

Draft **STRATEGIC PLAN** Draft

## Robert Stempel School of Public Health

July 2007

Approved by SSPH faculty on August 24, 2007.

# **Robert Stempel School of Public Health**

## **BACKGROUND**

FIU is one of America's most dynamic young universities. Since opening in 1972, FIU has achieved many benchmarks of excellence. FIU is classified by the Carnegie Foundation for the Advancement of Teaching as "Research University – High Research Activity." The FIU Millennium Strategic Plan describes five strategic themes that guide the University's academic programs: international; environment; Florida and local economic development; health and arts, culture, and diversity. The Stempel School of Public Health intends to enlarge and broaden the FIU theme of health. Reflecting another theme, the diversity of our community, FIU maintains the designation of an Hispanic-Serving Institution, which requires at least 25% of students with Hispanic ancestry. More than half of SSPH students and two-thirds of graduates are minorities. In some programs, minority students represent up to 80%. The Stempel School of Public Health received its first accreditation as a school by the Council on Education for Public Health in June 2007. It is in this context that we propose the following vision, mission, and goals.

## **VISION**

To serve as a model for stimulating educational programs and community-based research in the advancement of public health that reflects a dynamic multi-cultural environment.

## **MISSION**

The Robert Stempel School of Public Health seeks

- to educate and train future leaders, researchers, and health professionals from diverse backgrounds;
- to conduct innovative research and to translate that research into policy, program, and practice, and
- to promote healthy lives for the diverse communities of South Florida, especially, the underserved, and the peoples of the Caribbean and Latin America.

## VALUES STATEMENT

We are a community of scholars, students, and staff who are collectively committed to:

Freedom of thought and expression

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Honesty and integrity personally and organizationally

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Excellence in teaching, research and the application of knowledge

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Respect for individuals and the environment

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Community justice to promote fairness, equity and ethics in public health issues and policies

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Celebration of individual and community diversity

## GOALS

### COMMUNITY RELATIONS & SERVICE GOALS

Goal 1. Build a broad-based collaborative network of community partners to enhance the academic experience.

Goal 2. Obtain community input to enhance curriculum and training and provide advice on other matters.

Goal 3. Improve the health and well-being of South Florida residents, their environment and economy in collaboration with the FIU COM and School of Nursing & Health Sciences.

### ACADEMIC GOALS:

Goal 1. To educate public health and healthcare professionals and future leaders in core knowledge, research and practice.

Goal 2. To increase the quality of common knowledge, understanding, and problem solving capabilities.

Goal 3. To educate doctoral level researchers, academics and professional leaders who contribute to knowledge, programs, practice and policy.

Goal 4. To develop a broad-based undergraduate degree that prepares individuals for graduate education in public health.

### STUDENT GOALS:

Goal 1. To recruit, support and matriculate to graduation, a qualified and diverse student populace.

Goal 2. To train and prepare students to be successful in their degree programs, and to integrate students into academic life.

### RESEARCH GOALS:

Goal 1. Identify and address compelling, emerging public health issues in South Florida, Latin America and the Caribbean.

Goal 2. Enhance our community partnerships through collaboration of research.

### FACULTY GOALS:

Goal 1. Recruit and retain a diverse, research-focused faculty who are capable of achieving new records of excellence in teaching, research and service.

Goal 2. Promote teaching and research quality with focus on excellence.

Goal 3. Foster faculty development to achieve the goals and objectives of the SSPH.

**SSPH COMMUNITY RELATIONS & SERVICE GOALS, OBJECTIVES, AND OUTCOMES  
2006 - 2007**

Focus Areas/Goals	Objective	Outcome Criteria/Procedure	Outcome Results	Use of Results for Program Improvement
<p><u>COMMUNITY RELATIONS &amp; SERVICE GOALS</u></p> <p><b>GOAL 1. Build a broad-based collaborative network of community partners to enhance the academic experience.</b></p>	<p><u>Objective A:</u> Partner with public and privately supported community agencies to conduct community-based research.</p>	<p><u>Outcome:</u> Formal partnerships between community agencies and faculty that focus on research to Improve prevention and health and that involve students.</p> <p><u>Criteria/Procedure:</u> Execute 3 new MOUs/year; partner with one agency to conduct at least one community-based research study/year; at least 2 faculty involved in community-based research; at least 10 students working in community-research each year.</p>		<p><u>Example:</u> Work with faculty to use the partnerships to enhance the research enterprise.</p>
	<p><u>Objective B:</u> Partner with public and privately supported community agencies to provide practicum</p>	<p><u>Outcome:</u> Increase practice sites to fulfill practice requirements for graduation and accreditation.</p>		

**SSPH COMMUNITY RELATIONS & SERVICE GOALS, OBJECTIVES, AND OUTCOMES  
2006 - 2007**

Focus Areas/Goals	Objective	Outcome Criteria/Procedure	Outcome Results	Use of Results for Program Improvement
	placements.	<u>Criteria/Procedure:</u> 1. Hire and train an internship coordinator to facilitate practicum placements. 2. Increase number of placement sites to 2 sites per specialization/major per year; create a pool of online student sites by June 30, 2008.		
<b>GOAL 2. Obtain community input to enhance curriculum and provide advice on other specialization matters.</b>	<u>Objective A:</u> Solicit public health, health services and nutrition practice ideas for course content and curriculum from community partners.	<u>Outcome:</u> Community partners' input on current and relevant issues to be incorporated into curriculum and courses (see Faculty Goal 2 Objective B).  <u>Criteria/Procedure:</u> Conduct 5-item survey of community partners annually to determine if at least 50-90% of partners report that our curriculum and courses cover practice.		

**SSPH COMMUNITY RELATIONS & SERVICE GOALS, OBJECTIVES, AND OUTCOMES**  
**2006 - 2007**

<b>Focus Areas/Goals</b>	<b>Objective</b>	<b>Outcome Criteria/Procedure</b>	<b>Outcome Results</b>	<b>Use of Results for Program Improvement</b>
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**SSPH COMMUNITY RELATIONS & SERVICE GOALS, OBJECTIVES, AND OUTCOMES  
2006 - 2007**

<p><b>GOAL 3. Improve the health and well-being of South Florida residents, their environment and economy in collaboration with the COM, School of Nursing &amp; Health Sciences.</b></p>	<p><u>Objective A:</u> Appreciate importance of working collaboratively with community partners to improve health.</p>	<p><u>Outcome:</u> In collaboration with other FIU units, identify public health liaisons, collect baseline data on identified areas of focus for a selected time period, then intervene to affect that issue; evaluate the interventions for effectiveness.</p> <p><u>Criteria/Procedure:</u> Year 1: Identify a community and community partners— Execute MOU Year 2: Conduct health needs assessment— Report to community on results Year 3: Search for funding to facilitate collaboration to improve the community's health. One grant funded Year 4: Report on improvement in health status of selected health indicators in the identified community.</p>		
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**SSPH COMMUNITY RELATIONS & SERVICE GOALS, OBJECTIVES, AND OUTCOMES  
2006 - 2007**

<b>Focus Areas/Goals</b>	<b>Objective</b>	<b>Outcome Criteria/Procedure</b>	<b>Outcome Results</b>	<b>Use of Results for Program Improvement</b>
	<u>Objective B:</u> Strengthen commitment to public health professional service.	<u>Outcome:</u> Socialize students into the public health professions.  <u>Criteria/Procedure:</u> At least 20 students per year will participate in local and national professional associations. Participation includes attendance, abstract submissions, number of oral and poster presentations, and volunteering.		

**SSPH ACADEMIC GOALS, OBJECTIVES, AND OUTCOMES  
2006-2007**

Focus Areas/Goals	Objective	Outcome Criteria/Procedure	Outcome Results	Use of Results for Program Improvement
<p><u>ACADEMIC</u></p> <p><b>GOAL 1. To educate public health and healthcare professionals and future leaders in core knowledge, research and practice.</b></p>	<p><u>Objective A:</u> Grant accredited degrees that meet nationally recognized quality standards in</p> <ol style="list-style-type: none"> <li>1) Public health core disciplines</li> <li>2) Health services administration and</li> <li>3) Dietetics and Nutrition.</li> </ol>	<p><u>Outcome:</u> Accreditation of 3 programs (MPH, HSA, and D&amp;N).</p> <p><u>Criteria/Procedure:</u> Conduct CEPH, CADE, and CAHME self-studies, host site visitors, respond to site visit reports.</p>		
<p><b>GOAL 2. To increase the quality of common knowledge, understanding and problem-solving capabilities of graduates.</b></p>	<p><u>Objective A:</u> Offer interdisciplinary courses that bring students from the range of disciplines together for in-depth discussions and analysis</p>	<p><u>Outcome:</u> Students have skill to recognize and integrate perspectives from two or more disciplines for a common problem.</p> <p><u>Criteria/Procedure:</u> An interdisciplinary course is one that crosses two or more disciplines. Increase student credit hours offered by interdisciplinary courses. Assignment of essay to integrate two or more disciplines to be scored by critical analysis rubric.</p>		
<p><b>GOAL 3. To educate doctoral level researchers, academics and professional leaders</b></p>	<p><u>Objective A:</u> Enhance academic rigor of doctoral level programs.</p>	<p><u>Outcome A:</u> Identify a school of public health at a peer or aspirational institution and compare doctoral programs</p>		

**SSPH ACADEMIC GOALS, OBJECTIVES, AND OUTCOMES  
2006-2007**

Focus Areas/Goals	Objective	Outcome Criteria/Procedure	Outcome Results	Use of Results for Program Improvement
<b>who contribute to knowledge, programs, practice and policy.</b>	<p><u>Objective B:</u> Develop a doctoral program in Public Health with a specialization in Biostatistics</p>	<p>and course syllabi.</p> <p><u>Criteria/Procedure A:</u> A school of public health will be selected as a benchmark for comparison of quality using these criteria (number of required readings, lecture vs. discussion hours, qualifications of faculty, xxx</p> <p><u>Outcome B:</u> Enroll 5 students in PhD in Biostatistics.</p> <p><u>Criteria/Procedure B:</u> Recruit faculty. Develop proposal and courses for PhD in Biostatistics; submit to EPC and University Curriculum Committee for approval</p>		
<b>GOAL 4. To develop broad-based undergraduate degrees that prepare students to be educated citizens and for graduate education in public health, health services, and dietetics and nutrition.</b>	<p><u>Objective A:</u> Approval and implementation of BS degree in Public Health.</p>	<p><u>Outcome:</u> Offer minor in public health by Fall 2007.</p> <p><u>Criteria/Procedure:</u> Enroll 50 students in undergraduate public health courses for a minor in public health. Monitor enrollment in courses and student progress in the public health minor.</p>		

**SSPH ACADEMIC GOALS, OBJECTIVES, AND OUTCOMES**  
**2006-2007**

**SSPH STUDENT GOALS, OBJECTIVES, AND OUTCOMES  
2006-2007**

Focus Areas/Goals	Objective	Outcome Criteria/Procedure	Outcome Results	Use of Results for Program Improvement
<p><u>STUDENTS</u></p> <p><b>GOAL 1. To recruit, support and matriculate to graduation, a qualified and diverse student populace.</b></p>	<p><u>Objective A:</u> Increase admissions and enrollments of qualified students in the bachelors, masters and doctorate programs.</p>	<p><u>Outcome:</u> Increase number of graduates and undergraduate students majoring in SSPH disciplines by at least 3%.</p> <p><u>Criteria/Procedure:</u> Monitor enrollment reports annually for headcounts and compare to previous year.</p>		
	<p><u>Objective B:</u> Maintain or increase number of minority students.</p>	<p><u>Outcome:</u> To match or increase the number of minority students, specifically blacks to reflect needs of the public health workforce</p> <p><u>Criteria/Procedure:</u> Monitor ethnic breakdown on our enrollment reports.</p>	<p>Minority percentages for Fall 06 are comparable to the university as a whole (74% graduate compared to FIU at 75% -- and 82% undergraduate compared to FIU at 83%), and percentage of black students is well above the university averages (28% graduate compared to FIU at 13% -- and 28% undergraduate compared to FIU at 13%).</p>	
	<p><u>Objective C:</u> Form an efficient and sufficiently staffed office</p>	<p><u>Outcome:</u> In response to the needs of our growing student population and the</p>		

**SSPH STUDENT GOALS, OBJECTIVES, AND OUTCOMES  
2006-2007**

Focus Areas/Goals	Objective	Outcome Criteria/Procedure	Outcome Results	Use of Results for Program Improvement
	of student and alumni affairs.	<p>comments of our accrediting bodies, hire an assistant dean in charge of student and alumni affairs and provide him with the necessary resources.</p> <p><u>Criteria/Procedure:</u> Hire assistant dean, add assistant director, combine with two existing positions in the school, and provide with a location that will be conducive to better serve students.</p>		
	<u>Objective D:</u> Provide financial support for master's and Ph. D students.	<p><u>Outcome:</u> To increase the # of funded GA's by 6%.</p> <p><u>Criteria/Procedure:</u> Monitor school, university, and research funded GA's.</p>		
<b>GOAL 2. To train and prepare students to be successful in their degree programs, and to integrate students into academic life.</b>	<u>Objective A:</u> Enhance the quality of practical training experiences for our students.	<p><u>Outcome:</u> To hire an internship coordinator and increase the number of internship sites by 5%.</p> <p><u>Criteria/Procedure:</u> Hire coordinator and monitor the number of internship sites.</p> <p><u>Outcome:</u> To increase scope of responsibilities of this office.</p>		

**SSPH STUDENT GOALS, OBJECTIVES, AND OUTCOMES  
2006-2007**

Focus Areas/Goals	Objective	Outcome Criteria/Procedure	Outcome Results	Use of Results for Program Improvement
		<p><u>Criteria/Procedure:</u> In future years, add other programs.</p>		
	<p><u>Objective B:</u> Retain and graduate students at a level comparable to that of the university or better.</p>	<p><u>Outcome:</u> To raise our graduation and retention rates, to match or surpass the comparable university rates.</p> <p><u>Criteria/Procedure:</u> Review appropriate cohort for updated four-year rates for 2006-2007.</p>	<p>Four-year retention rates for cohorts 1998 through 2002 indicate: MPH retention and graduation rates were above the university averages, MHSA graduation and retention rates were below the university averages, Master's in D&amp;N graduation and retention rates were below the university averages, BS in HSA graduation and retention rates were xxx , and BS in D&amp;N graduation and retention rates were xxxx .</p>	
	<p><u>Objective C:</u> Provide comprehensive orientation and advising information to students.</p>	<p><u>Outcome:</u> Annual comprehensive orientation and advising programs for graduate students.</p> <p><u>Criteria/Procedure:</u> With the cooperation of department chairs, the</p>		

**SSPH STUDENT GOALS, OBJECTIVES, AND OUTCOMES  
2006-2007**

Focus Areas/Goals	Objective	Outcome Criteria/Procedure	Outcome Results	Use of Results for Program Improvement
		Office of Student and Alumni Affairs will review and update all advising sheets and provide additional advising options for students and will develop a comprehensive orientation program.		
	<u>Objective D:</u> Align student exit surveys to the goals and mission of the School.	<u>Outcome:</u> Exit surveys that provide data to effectively address appropriate outcomes of the School.  <u>Criteria/Procedure:</u> All chairs will review students exit survey instrument and suggest changes to result in effective data collection.		
	<u>Objective E:</u> To develop an alumni program.	<u>Outcome:</u> To develop an alumni database and explore opportunities to engage alumni involvement with the School.  <u>Criteria/Procedure:</u> To combine all available alumni records into one master School database. To develop a plan for 07-08 to obtain professional updates on alumni, and to		

**SSPH STUDENT GOALS, OBJECTIVES, AND OUTCOMES  
2006-2007**

Focus Areas/Goals	Objective	Outcome Criteria/Procedure	Outcome Results	Use of Results for Program Improvement
		plan at least one alumni event.		
	<u>Objective F:</u> To integrate students into the governance of the School where appropriate.	<u>Outcome:</u> To appoint a student member to each of the following committees: EPC (curriculum), paths of public health, dean's advisory council, and strategic planning committee.  <u>Criteria/Procedure:</u> Monitor student appointments.		

**SSPH RESEARCH GOALS, OBJECTIVES, AND OUTCOMES  
2006-2007**

Focus Areas/Goals	Objective	Outcome Criteria/Procedure	Outcome Results	Use of Results for Program Improvement
<p><u>RESEARCH</u></p> <p><b>GOAL 1. Identify and address compelling, emerging public health issues in South Florida.</b></p>	<p><u>Objective 1A:</u> Conduct externally funded research and scholarship especially on minority health and health disparities.</p>	<p><u>Outcome 1Aa:</u> Increase dollar amount of external research and training funding by private and public sources.</p> <p><u>Criteria/Procedure:</u> Research and training grant dollars increase by 10%</p> <p><u>Outcome 1Ab:</u> Increase number of publications by students and faculty.</p> <p><u>Criteria/Procedure:</u> Count number of peer-reviewed abstracts and publications from FAR.</p> <p><u>Outcome 1Ac:</u> Increase number of community-based research studies addressing these issues.</p> <p><u>Criteria/Procedure:</u> Count number of community-based research studies.</p>		
	<u>Objective 1B:</u>	<u>Outcome 1Ba:</u>		

**SSPH RESEARCH GOALS, OBJECTIVES, AND OUTCOMES  
2006-2007**

Focus Areas/Goals	Objective	Outcome Criteria/Procedure	Outcome Results	Use of Results for Program Improvement
	<p>Create an informatics infrastructure that enhances public health information and resource exchange and collaboration among interuniversity researchers, public health professionals, and communities.</p>	<p>Establish and staff an informatics laboratory equipped for large data base storage and usage.</p> <p><u>Criteria/Procedure:</u> Functional for classroom and research usage. Number of classes held and research activities in lab.</p> <p><u>Outcome 1Bb:</u> Develop a database of contacts, resources.</p> <p><u>Criteria/Procedure:</u> Number of contacts, resources (databases), and collaborations accrued in the development of informatics infrastructure.</p>		
	<p><u>Objective 1C:</u> Benchmark research against a peer school of public health.</p>	<p><u>Outcome 1Ca:</u> Identify a school of public health at a peer or aspirational institution and compare research and training grant funding, publications, etc.</p> <p><u>Criteria/Procedure:</u> Select institution and compare.</p>		

**SSPH RESEARCH GOALS, OBJECTIVES, AND OUTCOMES  
2006-2007**

Focus Areas/Goals	Objective	Outcome Criteria/Procedure	Outcome Results	Use of Results for Program Improvement
<p><b>GOAL 2. Enhance our community partnerships through collaboration of research.</b></p>	<p><u>Objective 2A:</u> To conduct research with community partners.</p> <p><u>Objective 2B</u> To disseminate research findings on emerging critical public health issues in South Florida, Latin America and the Caribbean.</p>	<p><u>Outcome 2Aa :</u> Increase number of partnered research projects.</p> <p><u>Criteria/Procedure:</u> Number of research projects with community partners.</p> <p><u>Outcome 2B:</u> Increase number of presentations and media on partnered research studies.</p> <p><u>Criteria/Procedure:</u> Count number of presentations and media activities</p>		

**SSPH FACULTY GOALS, OBJECTIVES, AND OUTCOMES  
2006-2007**

Focus Areas/Goals	Objective	Outcome Criteria/Procedure	Outcome Results	Use of Results for Program Improvement
<p><u>FACULTY</u></p> <p><b>GOAL 1. Recruit and retain a diverse, research-focused faculty who are capable of achieving new records of excellence in teaching, research and service.</b></p>	<p><u>Objective 1A:</u> Recruit and retain qualified, diverse individuals for vacant and new positions.</p>	<p><u>Outcome 1Aa:</u> Recruit additional faculty; maintain all positions as filled or search under way.</p> <p><u>Criteria/Procedure 1Aa:</u> Proportion of vacant positions/filled positions or search under way. Maintain filled positions at 85% or higher.</p> <p><u>Outcome 1Ab:</u> Maintain a diverse faculty.</p> <p><u>Criteria/Procedure 1Ab:</u> Maintain proportion of faculty at 60% minorities or international.</p>		
	<p><u>Objective 1B:</u> Mentor junior faculty for successful academic careers</p>	<p><u>Outcome 1Ba:</u> Junior faculty will pass third year reviews.</p> <p><u>Criteria/Procedure:</u> 100% of junior faculty will be recommended by the Provost to continue in tenure track position.</p>		
<p><b>GOAL 2. Promote</b></p>	<p><u>Objective 2A:</u> Faculty will be</p>	<p><u>Outcome 2Aa:</u> Each Department's courses</p>		

**SSPH FACULTY GOALS, OBJECTIVES, AND OUTCOMES  
2006-2007**

Focus Areas/Goals	Objective	Outcome Criteria/Procedure	Outcome Results	Use of Results for Program Improvement
<p><b>teaching and research quality with focus on excellence.</b></p>	<p>recognized for excellence in teaching.</p>	<p>will reflect innovation, relevancy, appropriate competencies and assessments of competencies.</p> <p><u>Criteria/Procedure:</u> Department committees will be convened to review all syllabi in the first year; thereafter, only 1/3 per year. Peer review of compatibility of competencies and assessment measures and relevancy and innovation of content. Rubric will be developed for the review. Expected results: 85% of courses score high on quality.</p> <p><u>Outcome 2Ab:</u> Annual nomination of faculty for Faculty Senate teaching awards.</p> <p><u>Criteria/Procedure:</u> At least one faculty member will submit a file to Faculty Senate for excellence in teaching award.</p>		
	<p><u>Objective 2B:</u></p>	<p><u>Outcome 2B:</u></p>		

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2006-2007**

Focus Areas/Goals	Objective	Outcome Criteria/Procedure	Outcome Results	Use of Results for Program Improvement
	Faculty will be recognized for excellence in research.	Annual nomination of faculty for Faculty Senate research awards.  <u>Criteria/Procedure:</u> At least one faculty member will be nominated for excellence in research award.		
	<u>Objective C:</u> Partner with public and privately supported community agencies to incorporate public health practice into courses.	<u>Outcome:</u> Quality teaching evaluations and learning outcomes.  <u>Criteria/Procedure:</u> Faculty Activity Reports from faculty and adjuncts should report inclusion of public health practice (minimum of 6 hours of instruction) in core public health courses, plus PHC6500.		
<b>GOAL 3. Foster faculty development to achieve the goals and objectives of SSPH.</b>	<u>Objective 3:</u> Faculty will propose one development goal per year in Faculty Activity Report.	<u>Outcome 3:</u> Maintain qualified faculty to achieve SSPH goals.  <u>Criteria/Procedure:</u> A faculty committee will develop a forum for presentation of outcomes from faculty development activities. Committee will develop criteria for		

**SSPH FACULTY GOALS, OBJECTIVES, AND OUTCOMES  
2006-2007**

<b>Focus Areas/Goals</b>	<b>Objective</b>	<b>Outcome Criteria/Procedure</b>	<b>Outcome Results</b>	<b>Use of Results for Program Improvement</b>
		acceptable faculty development activities and seek funding for such activities.		

