

STRATEGIC PLAN FOR TEXAS A&M SCHOOL OF PUBLIC HEALTH 2021-2026

Our Mission: The Texas A&M School of Public Health (SPH) is committed to transforming health through interdisciplinary inquiry, innovative solutions, and development of leaders through the Aggie tradition of service to engage diverse communities worldwide.

Our Vision:

1. **Stronger Communities.** We are bringing public health innovation where it's needed most to strengthen capacity and build healthier communities.
2. **Healthy People.** Through our cutting-edge research and innovative care delivery, we are working to eliminate health disparities through health and safety promotion and disease and injury prevention.
3. **Our Tradition.** In the time-honored Aggie traditions of excellence, leadership, and selfless service, we strive to build stronger communities and improve the health and safety of all.

Our Values:

A – Accountability: Meaningful impact

G – Global and diverse: Our research crosses borders

G – Generosity: Through selfless service

I – Integrity: In everything we do

E – Excellence: In teaching, research, service, and practice

S – Social Justice

P – Professionalism: Leaders paving the way

H – Honor: Respect for all

Foundation: Four imperatives imbue all three pillars of the SPH's strategic plan: Each pillar will be operationalized through the lens of these imperatives to inform the Strategic Plan and the future of the SPH:

1. SPH will foster a healthy, supportive, and inclusive environment for staff, students, and faculty.
2. SPH will optimize operational infrastructure and budgetary alignment towards SPH priorities.
3. SPH will increase our visibility to internal and external networks and stakeholders.
4. SPH will build, nurture, and capitalize on partnerships that support the SPH vision and mission.

Pillar 1: Promote innovation that translates to better health, population health, and safety during vulnerable periods throughout the life course.

- 1) Goal: Elevate the importance of public health research within SPH through strategic investments in research capacity, promotion and tenure considerations, and impact on society as a whole.
 - a) Objective: The School will allocate resources to support a broad research portfolio that reflects the varied topics, methods, and applications relevant to public health.
 - b) Objective: The School will support a positive research culture that recognizes and celebrates impactful research through promotion and tenure, awards, incentives, and research-focused events.
 - c) Objective: The School will actively recruit, retain, and invest in faculty, staff, and students that elevate SPH research and research visibility.
 - d) Objective: The School will promote SPH research and innovation through channels that reach broad audiences of relevant academic, government, educational, and community-based stakeholders.
- 2) Goal: Increase opportunities for interdisciplinary collaboration, including by capitalizing on Health Science Center (HSC) efforts and Texas A&M University and System (TAMU and TAMUS) resources and initiatives.
 - a) Objective: The School will leverage the expertise of its faculty to grow our research footprint and reputation through investment in our research centers.
 - b) Objective: SPH research will reflect active participation in relevant HSC, TAMU, and TAMU System initiatives that address critical issues in public health.
 - c) Objective: The School will build physical, programmatic, and/or organizational structures that promote cross-pollination of ideas, including enhanced physical spaces, idea forums, educational sessions and professional networking opportunities.
 - d) Objective: The School will sponsor internal and external speakers that promote intellectual exchanges relevant to public health innovation.
 - e) Objective: The School will offer at least one annual networking opportunity to facilitate collaboration between SPH researchers and other system members.
- 3) Goal: Develop a culture of mentorship in SPH research
 - a) Objective: The School and Departments will recognize and reward exceptional mentoring provided by our faculty to other faculty and students in SPH.
 - b) Objective: The School will foster translation of public health research into public health practice through classroom activities, pedagogy, and other relevant educational programming.

Pillar 2: Make public health educational opportunities more accessible for Texans and the world.

- 1) Goal: Develop structures and operational/financial models that make courses, certificates, and degrees more accessible to students.
 - a) Objective: Develop and implement opportunities to attract and retain students, faculty, and staff from the communities we serve.
 - b) Objective: The School will assess all course and degree/certificate offerings, including their instructional modality, to determine if they are best serving current and future student populations and workforce needs.

- c) Objective: The School will explore the potential need to expand or reduce evening classes, online offerings, and part-time degree programs.
- 2) Goal: Offer new online MPH concentrations over the next 5 years.
 - a) Objective: The School will add up to three new online MPH concentrations in areas related to our strategic growth.
 - b) Objective: The School will propose a budget, roll-out sequence, and operational/administrative structures for new online MPH concentrations.
 - c) Objective: The School will establish an administrative and technological structure that partners between Departments to share both course offerings and advisement opportunities for online students.
 - d) Objective: The School will work with TAMU System partners to determine interest in expanding access to SPH online certificates, MPH concentrations, and other graduate programs to System universities.
- 3) Goal: Augment continuing education opportunities for Public Health professionals.
 - a) Objective: The School will conduct a gap analysis of our current continuing education offerings and distribution modality to determine if SPH is meeting the needs of the public health professional community and leading within the state of Texas.
 - b) Objective: The School will propose infrastructure, budget, and plans to expand continuing education for public health professionals.
- 4) Goal: Develop sources and structures for more nationally competitive funding packages for doctoral students.
 - a) Objective: The School will propose a model to provide Graduate Assistants Teaching (GAT) supported from the SPH as a 12-month award with associated responsibilities.
 - b) Objective: The School will propose a model that incentivizes faculty researchers to support Graduate Assistants Research (GAR) on externally funded grants so that they are supported with 12-month awards with associated responsibilities.

Pillar 3: Transform public health knowledge into action and influence.

- 1) Goal: Forge deeper relationships with Texas DSHS, major health systems in Texas, other agencies, potential corporate partners, and non-profit organizations.
 - a) Objective: The School will annually form at least one new relationship through MOUs with corporate partners or non-governmental organizations.
 - b) Objective: The School will annually evaluate existing relationships with Texas DSHS, major health systems in Texas, and potential corporate partners so as to ensure these partnerships are value-adds to both partners and push forward the mission of the SPH.
 - c) Objective: The School will annually develop at least two new research-based partnerships or collaborations with governmental, corporate partners, or non-governmental organizations.
- 2) Goal: The school will work in expanding initiatives in providing public health practice in the community that is mutually advantageous to institution, faculty, and constituents.

- a) Objective: The School will work together with community stakeholders to create a mechanism beyond the current adjunct system by which SPH can increase the number of community public health practitioners and health care administrators who participate in the SPH.
- b) Objective: The School will work with community stakeholders to create a mechanism that augments student involvement in public health practice in the community.
- c) Objective: The School will develop a comprehensive marketing and communications strategy that will allow SPH to publicize and position the expertise of our faculty to increase their influence on local, state, and national discussions and will facilitate both student and faculty recruitment.