



TEXAS A&M UNIVERSITY

School of Public Health

## 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 translational research within SPH through recruitment, internal grants, promotion and tenure considerations, and enhanced visibility to external constituents.
  - a) Objective: The School will lead the establishment of an internal grant mechanism that provides at least one award each year.
  - b) Objective: The School will evaluate its tenure and promotion criteria to ensure that we properly value translational research.
  - c) Objective: The School will prioritize translational and applied researchers for faculty recruitments.
  
- 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 existing initiatives.
  - a) Objective: The School will build off the existing strength and infrastructure of our seven research centers to further establish our national research reputation.
  - b) Objective: The School will ensure that SPH participates in at least half of the existing HSC, TAMU, and TAMU System initiatives and advocate that they address health disparities and inequities.
  - c) Objective: The School will build physical, programmatic, and/or organizational structures that promote cross-pollination of ideas, including enhanced physical spaces, idea forums, and classes (or curriculum, pedagogy strategy) and opportunities for professional networking within SPH (and later with other TAMU entities).
  - d) Objective: All areas within SPH that sponsor internal and external speakers will coordinate intellectual resources through cross-advertising and branding.
  - e) Objective: The School will offer at least one annual internal networking opportunity to facilitate collaboration between units within the SPH.
  - f) Objective: The School will develop a budgetary model that accounts for the full 9-month salary of each tenure track and instructional academic professional track

faculty member, thereby allowing any salary savings to be reinvested into research, incentives, and/or other visioning and non-operational items.

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

- 1) Goal: Develop and implement opportunities to attract and retain a diverse community.
  - a) Objective: The School will establish a baseline of the diversity of faculty and staff from which they will establish recruitment and retention goals for the coming years.
  - b) Objective: The School will work to establish a baseline and set annual underrepresented student recruitment and retention goals, including improving our ability to recruit and offer funding for students from diverse populations.
  
- 2) Goal: Develop structures and operational/financial models that make courses, certificates, and degrees more accessible to students.
  - a) 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.
  - b) Objective: The School will explore the potential need to expand or reduce evening classes, online offerings, and part-time degree programs.
  
- 3) 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.
  
- 4) 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.

- 5) Goal: Develop sources and structures for more nationally competitive funding packages for doctoral students.
  - a) Objective: The School will work with HSC and TAMU administrators to implement a Doctoral Diversity Excellence Fellowship program at SPH.
  - b) 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.
  - c) 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: Cultivate a supportive environment of inclusive excellence to encourage consistent and thoughtful appreciation of the contributions of all members of our diverse community.
  - a) Objective: The School will work with the Vice President & Associate Provost for Diversity to provide an annual workshop on environmental civility and the importance of diversity and inclusion.
  - b) Objective: The School will conduct an annual town hall to discuss ongoing diversity efforts.
  - c) Objective: The School will expand annual outreach efforts to campus groups, high schools, gifted graduate students, etc. from underrepresented groups to increase student interest in SPH-related programs.
  - d) Objective: The School will work with the Development Office toward establishing scholarships for incoming students of diverse backgrounds at both undergraduate and graduate levels.
  - e) Objective: The School will develop at least two strategic partnerships to facilitate development of existing diverse faculty and staff.
  
- 2) 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.

- 3) Goal: Support faculty and students in providing public health practice in the community that is mutually advantageous to institution, faculty, and constituents.
  - a) Objective: The School will evaluate the SPH promotion and tenure criteria to determine if we are properly valuing, in relation to evaluation criteria and expectations for tenure track, research track, and instructional track faculty, public health practice in the community.
  - b) 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.
  - c) Objective: The School will work with community stakeholders to create a mechanism that augments student involvement in public health practice in the community.
  
- 4) Goal: Support faculty activities that promote the institution and the health of the public that are outside the traditional academic structures (e.g., legislative testimony, influential non-academic media).
  - a) 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.

Pillar	Goal	Objective	Responsible Parties
<b>Pillar 1: Promote innovation that translates to better health, population health, and safety during vulnerable periods throughout the life course.</b>			
	1) Goal: Elevate the importance of translational research within SPH through recruitment, internal grants, promotion and tenure considerations, and enhanced visibility to external constituents.		
	a) Objective: The School will lead the establishment of an internal grant mechanism that provides at least one award each year.		Office of Research
	b) Objective: The School will evaluate its tenure and promotion criteria to ensure that we properly value translational research.		SPH Promotion & Tenure Committee
	c) Objective: The School will prioritize translational and applied researchers for faculty recruitments.		Academic Departments
	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 existing initiatives.		
	a) Objective: The School will build off the existing strength and infrastructure of our seven existing research centers to further establish our national research reputation.		Faculty
	b) Objective: The School will ensure that SPH participates in at least half of the existing HSC, TAMU, and existing TAMU System initiatives and advocate that they address health disparities and inequities.		Office of Climate & Diversity
	c) Objective: The School will build physical, programmatic, and/or organizational structures that promote cross-pollination of ideas, including enhanced physical spaces, idea forums, and classes (or curriculum, pedagogy strategy) and opportunities for professional networking within SPH (and later with other TAMU entities).		Offices of Climate & Diversity, Research, and Academic Affairs
	d) Objective: All areas within SPH that sponsor internal and external speakers will coordinate intellectual resources through cross-advertising and branding.		All Offices
	e) Objective: The School will offer at least one annual internal networking opportunity to facilitate collaboration between units within the SPH.		Office of Research
	f) Objective: The School will develop a budgetary model that accounts for the full 9-month salary of each tenure track and instructional academic professional track faculty member, thereby allowing any salary savings to be reinvested into research, incentives, and/or other visioning and non-operational items.		Office of Business Affairs
<b>Pillar 2: Make public health educational opportunities more accessible for Texans and the world.</b>			
	1) Goal: Develop and implement opportunities to attract and retain a diverse community.		
	a) The School will establish a baseline of the diversity of faculty and staff from which they will establish recruitment and retention goals for the coming years.		Office of Climate & Diversity, Academic Departments
	b) The School will work to establish a baseline and set annual underrepresented student recruitment and retention goals, including improving our ability to recruit and offer funding for students from diverse populations.		Offices of Climate & Diversity, Undergraduate Studies, and Student Affairs
	2) Goal: Develop structures and operational/financial models that make courses, certificates, and degrees more accessible to students.		
	a) Objective: The School will assess all course offerings and degree/certificate offerings, including their instructional modality, to determine if they are best serving current and future student populations and workforce needs.		Office of Academic Affairs, and Academic Departments
	b) Objective: The School will explore the potential need to expand or reduce evening classes, online offerings, and part-time degree programs.		Associate Dean for Academic Affairs, Academic Departments
	3) 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.		Associate Dean for Academic Affairs, Department Heads
	b) Objective: The School will propose a budget, roll-out sequence, and operational/administrative structures for new online MPH concentrations.		Office of Academic Affairs
	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.		Office of Academic Affairs, Academic Departments
	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.		Offices of Climate & Diversity and Academic Affairs
	4) 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.		Office of Public Health Practice
	b) Objective: The School will propose infrastructure, budget, and plans to expand continuing education for public health professionals.		Office of Public Health Practice

	5) Goal: Develop sources and structures for more nationally competitive funding packages for doctoral students.	
	a) Objective: The School will work with HSC and TAMU administrators to implement a Doctoral Diversity Excellence Fellowship program at SPH.	Office of Climate & Diversity
	b) Objective: The School will propose a model to provide Graduate Assistant Teaching (GAT) supported from the SPH as a 12-month award with associated responsibilities.	Offices of Academic Affairs, Climate & Diversity, and Business Affairs
	c) Objective: The School will propose a model that incentivizes faculty researchers to support Graduate Assistant Research (GAR) on externally funded grants so that they are supported with 12-month awards with associated responsibilities.	Offices of Academic Affairs, Climate & Diversity, and Business Affairs
<b>Pillar 3: Transform public health knowledge into action and influence.</b>		
	1) Goal: Cultivate a supportive environment of inclusive excellence to encourage consistent and thoughtful appreciation of the contributions of all members of our diverse community.	
	a) The School will work with the Vice President & Associate Provost for Diversity to provide an annual workshop on environmental civility and the importance of diversity.	Office of Climate & Diversity
	b) The School will conduct an annual town hall to discuss ongoing diversity efforts.	Office of Climate & Diversity
	c) The School will expand annual outreach efforts to campus groups, high schools, gifted graduate students, etc. from underrepresented groups to increase student interest in SPH-related programs. Responsible parties: Offices of Climate & Diversity, Undergraduate Studies, and Student Affairs	Office of Climate & Diversity
	d) The School will work with the Development Office toward establishing scholarships for incoming students of diverse backgrounds at both undergraduate and graduate levels.	Offices of Climate & Diversity, Undergraduate Studies, and Student Affairs
	e) The School will develop at least two strategic partnerships to facilitate development of existing diverse faculty and staff.	Office of Climate & Diversity
	2) 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.	Offices of Public Health Practice, Centers, and Academic Departments
	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.	Offices of Public Health Practice, Centers, and Academic Departments
	c) Objective: The School will annually develop at least two new research-based partnerships or collaborations with governmental, corporate partners or non-governmental organizations.	Centers, Academic Departments, and Offices of Research and Public Health Practice
	3) Goal: Support faculty and students in providing public health practice in the community that is mutually advantageous to institution, faculty, and constituents.	
	a) Objective: The School will evaluate the SPH promotion and tenure criteria to determine if we are properly valuing, in relation to evaluation criteria and expectations for tenure track, research track, and instructional track faculty, public health practice in the community.	SPH Promotion & Tenure Committee
	b) 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.	Offices of Public Health Practice, Academic Departments
	c) Objective: The School will work with community stakeholders to create a mechanism that augments student involvement in public health practice in the community.	Offices of Public Health Practice, Academic Departments
	4) Goal: Support faculty activities that promote the institution and the health of the public that are outside the traditional academic structures (e.g., legislative testimony, influential non-academic media).	
	a) 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.	Office of Communications and Alumni Affairs