

SCHOOL OF PUBLIC HEALTH STRATEGIC PLAN 2021-2023

SOPH Vision:

The SOPH at UAB aspires to fulfill the great promise of the discipline of public health: to protect and improve the health, safety, and well-being of all.

SOPH Mission:

The SOPH at UAB makes positive and lasting change in the public's health through cutting-edge research, educating future generations of outstanding public health practitioners, and serving the communities of Birmingham, Alabama, the Deep South, and the world.

SOPH Shared Values:

Above all else, we value:

- ***Diversity and Inclusion:*** Celebrating what makes us unique and what makes us one school;
- ***Ethical Behavior and Integrity:*** Doing what is right for the right reasons;
- ***Collegiality:*** Practicing mindfulness and accountability in the work-place and modeling professional collaborations for our students;
- ***Academic Freedom:*** Pursuing excellence in our scholarly interests through innovation in teaching, research, and service;
- ***Stewardship:*** Earning the public's trust in how we engage communities and manage our resources.

SOPH Mission Pillars:

The School of Public Health mission is supported by three fundamental pillars. These are:

- ***Education:*** Provide the highest level of public health education preparing our students to be the scholars, researchers, and public health leaders of the future.
- ***Research and Discovery:*** Develop and engage in funded public health cutting-edge research and discovery and their application.
- ***Public Health Practice and Community Engagement:*** Make a difference in our communities by working with our public health stakeholders.

SOPH Foundations:

The School of Public Health Mission Pillars rest on two foundations. These are:

- ***Fiscal Responsibility and Resource Development:*** Improve School of Public Health fiscal soundness and infrastructure.
- ***Organizational Culture:*** Foster an organizational culture grounded in inclusive excellence, equity, and fairness that supports the School of Public Health's education, research, and community engagement mission pillars.

SOPH Strategic Goals:

- ***Education:*** Increase the enrollment and graduation of interesting and capable students and improve the quality and relevance of their educational experience.

- **Research and Discovery:** Facilitate and increase the discovery, integration, and application of knowledge.
- **Public Health Practice and Community Engagement:** Increase and enhance engagement with our public health community stakeholders and alumni.

SOPH Foundation Goals:

- **Fiscal Responsibility and Resource Development:** Improve fiscal soundness and infrastructure, and increase resources.
- **Organizational Culture:** Increase access and support success of faculty, staff, and students by fostering an organizational culture grounded in inclusive excellence, equity, and fairness.

School of Public Health Strategic Goals, Strategic Objectives, Targets, and Dashboard Metrics

SOPH Education Pillar:

SOPH Education Strategic Goal: Increase the enrollment and graduation of interesting and capable students and improve the quality and relevance of their educational experience.

Note: Objectives in italics are directly related to CEPH accreditation data.

Education Strategic Objective 1: Expand and Enhance Student Recruitment, Application, and Admission Processes

Target 1.1: Increase the number of on-campus events targeting undergraduate students who might add a Public Health major, minor, certificate, or ABM

Target 1.2: Increase the number of recruitment events targeting potential coordinated degree students

Target 1.3: Increase the number of student contacts between admission decision and enrollment

Education Strategic Objective 2: Increase and Improve Academic Support throughout the Educational Experience

Target 2.1: Increase the number of Next Steps advising appointments completed each semester

Target 2.2: Increase the number of advising contacts with each undergraduate student

Target 2.3: Increase the number of faculty and academic advising contacts with each coordinated degree/Population Health student

Education Strategic Objective 3: Lead and Evaluate Academic Program Development, Improvement, and Growth

Target 3.1: Ensure that at least one undergraduate course is included in the new Signature Core

Target 3.2: Design, implement, and evaluate the Evidence-Based Public Health MPH Core Curriculum (implemented Fall 2020)

Target 3.3: Establish an Undergraduate Public Health Program and hire an Assistant Dean for Undergraduate Education

Target 3.4: Attain Council on Education for Public Health reaccreditation in 2023

Education Strategic Objective 4: Encourage and Support Improvements in Instructional Quality across SOPH

Target 4.1: Increase the number of team-taught courses (e.g., interdisciplinary, interprofessional, or involving community partners)

Target 4.2: Increase the proportion of faculty using Canvas appropriately to support their courses

Target 4.3: Increase the number of Quality Matters-certified online courses

Target 4.4: Increase the number of faculty who participate in at least one CTL or eLearning professional development opportunity related to instruction

Education Strategic Objective 5: Increase Opportunities and Expectations for Student Engagement and Professional Development

Target 5.1: Establish a SOPH Ambassadors Program to increase the visibility of public health at UAB and in the community

Target 5.2: Increase the proportion of MPH students who engage with the Professional Passport

Target 5.3: Establish an Academic Integrity Board composed of a Chair, three students, and four instructors

Target 5.4: Develop an internal reporting system for student complaints or grievances about academic and non-academic misconduct

Target 5.5: Provide student opportunities for certifications that can be included on resumes/CV (e.g., CPR, QPR)

SOPH Education Dashboard Metrics:

Measure	AY2019-2020 (Aug 2019- July 2020)	AY2020-2021 (Aug 2020-July 2021)	AY2021-2022 (Aug 2021-July 2022)	AY2022-2023 (Aug 2022-July 2023)
Undergraduate enrollment	354	424	359	331
Masters enrollment	583	739	782	635
Doctoral enrollment	93	98	102	93
Online only enrollment	303	431	459	Online MPH - 409
BS degrees awarded	101	119	99	111
Masters degrees awarded	189	164	242	247
Doctoral degrees awarded	19	11	16	12

SOPH Research and Discovery Pillar:

SOPH Research Strategic Goal: Facilitate and increase the discovery and application of knowledge.

Research Strategic Objective 1: Increase total extramural funding.

Target 1.1: Increase total research dollars awarded by 10 percentage points each year.

Target 1.2: Improve ranking for NIH research funding among Schools of Public Health¹ by one rank each year.

Target 1.3: Remain in the top 10 NIH-funded public Schools of Public Health.

Research Strategic Objective 2: Develop faculty as leaders of extramurally funded research.

Target 2.1: Increase the percentage of full-time faculty who are PI on any extramurally- funded award by 5 percentage points each year until a threshold of $\geq 80\%$ is met.

Target 2.2: Increase the percentage of full-time faculty who are Contact PI² on NIH awards by 2.5 percentage points each year until a threshold of $\geq 30\%$ is met.

Target 2.3: Increase the percentage of full-time faculty submitting at least one new³ grant each year as PI or UAB PI until a threshold of $\geq 50\%$ is met.

Target 2.4: Increase the percentage of full-time faculty submitting at least one new³ NIH grant as Contact PI or UAB PI of a major⁴ NIH subcontract until a threshold of $\geq 40\%$ is met.

Research Strategic Objective 3: Increase leadership in high-quality research outputs.

Target 3.1: Increase the number of first- and senior-authored peer-reviewed high impact publications by 5 percentage points each year⁵.

Research Strategic Objective 4: Provide doctoral students with experience submitting extramural grant applications.

Target 4.1: Increase the number of doctoral students submitting individual fellowship grants⁶.

Target 4.2: Increase the number of doctoral students supported by individual fellowship grants.

Research and Discovery Pillar Notes:

¹As determined by the Blue Ridge Institute for Medical Research

²Also known as “Corresponding PI.” The Contact PI’s institution receives the award directly from NIH.

³Includes Original/New, Competing Continuation/Renewal, Resubmission and Transfer-in IRAP “award types.”

⁴Annual total costs is $\geq \$100,000$.

⁵As identified by Impact Factor and the Departments. Publications are collected by calendar year instead of fiscal year.

⁶Such as NIH F awards, NIH diversity supplements at the predoctoral level, and other predoctoral fellowships from foundations, agencies, associations, etc.

SOPH Research and Discovery Dashboard Metrics:

Measure	2019-20 FY 20	2020-21 FY 21	2021-22 FY 22	2022-23 FY 23	
<i>RSO 1: Increase Research Dollars Awarded</i>					
Total extramural funding	\$37,228,886	\$36,585,329	\$38,604,395	\$42,649,873	
NIH ranking for research funding	15	19	22	28	
NIH ranking among public Schools of Public Health	9	12	13	18	
<i>RSO 2: Develop Faculty as Leaders of Extramurally-funded Research</i>					
Percent of full-time faculty as PI on at least 1 extramural award	53%	53%	64%	65% ¹	89% ²
Percent of full-time faculty as PI on at least 1 major NIH subcontract	14%	14%	14%	11% ¹	15% ²
Percent of full-time faculty as Contact PI on at least 1 NIH award	17%	16%	23%	28% ¹	39% ²
Percent of full-time faculty submitting at least 1 new grant	38%	31%	31%	55% ¹	76% ²
Percent of full-time faculty submitting at least 1 new NIH grant as Contact PI or UAB PI of a major NIH subcontract	39%	28%	37%	35% ¹	48% ²
<i>RSO 3: Increase Leadership in High Quality Research Output</i>					
Total number of peer-reviewed publications as first or senior author in journals with high Impact Factors	5	9	8	14	
<i>RSO 4: Provide doctoral students with experience submitting extramural grant applications</i>					
Number of doctoral students submitting individual fellowship grants	6	4	4	4	
Number of doctoral students supported by individual fellowship grants	3	2	2	2	

SOPH Public Health Practice and Community Engagement Pillar:

Strategic Goal: Public Health Practice and Community Engagement: Ensure engagement with our public health community stakeholders and alumni.

PHPCESO1: Promote and sustain opportunities that enhance the public health practice and service experience of students

Target 1.1: Increase the number of undergraduate students completing internships year over year

Target 1.2: Increase the number of MPH students completing internships in public health departments (e.g., federal, state, local, district) by 10%.

Target 1.3: Maintain the percentage of community sites that indicate benefit at $\geq 95\%$.

Target 1.4: Increase the number of service-learning courses in the SOPH year over year.

Target 1.5: Increase the number of SOPH students participating in OPHP and Student Org sponsored community activities year over year.

PHPCESO2: Promote and sustain the level of SOPH faculty practice engagement within the community

Target 2.1: Increase the number of practice faculty with primary appointments in the SOPH from 6% to 9%. (Addition of 2 faculty positions.)

Target 2.2: Increase the number of affiliated faculty appointments in the SOPH by 40%.

PHPCESO3: Promote and sustain strong connections between academic programs, community partners, and public health practitioners

Target 3.1: Increase the number of sites where student complete internships that operate in MUAs or serve MUPs year over year

Target 3.2: Increase the number of public health practitioners and community partners' presenting guest lectures, seminars, or participating in the SOPH podcast series or networking events by 20%

SOPH Public Health Practice and Community Engagement Dashboard Metrics:

Measure	AY2020-2021	AY2021-2022	AY2022-2023
<i>PHPCESO1: Promote and sustain opportunities that enhance the public health practice and service experience of students</i>			
Applied Practice Experience			
Number and percent of students by degree type (i.e., B.S., MPH, MSPH IH, DrPH) completing applied practice experiences	BS: 1 (.24%) MPH: 177 (100%) MSPH IH: N/A DrPH: 2 (100%) Total: 180	BS: 1 (.27%) MPH: 263 (99%) MSPH IH: 2 (100%) DrPH: 5 (100%) Total: 271	BS: 0 MPH: 224 (99%) MSPH IH: 0 DrPH: 11 (92%) Total: 235
Numbers hours worked by students at community placement sites	32,484 Hours (BS, MPH & DrPH)	55,676 Hours (BS, MPH, MSPH IH, DrPH)	48,253 Hours (MPH & DrPH)
Number of community placement sites hosting students for applied practice experiences	129 unique community placement sites (13 out of 129 within local, state, federal, or tribal health departments)	200 unique community placement sites (14 out of 200 within local, state, federal, or tribal health departments)	178 unique community placement sites (16 out of 180 within local, state, federal, or tribal health departments)
Monitor % of community sites that indicate benefit from hosting student (based on preceptor evaluations) <i>* Does not include B.S. student(s)</i>	98.2% (of the 171 preceptors who completed the student's final evaluation)	99.2% (of the 261 preceptors who completed the student's final evaluation)	100% (of the 231 preceptors who completed the student's final evaluation)
Service Learning			
Number & credit hours of service learning courses offered by the SOPH (courses designed as service learning; credit hours) - (other than field placements)	1	3 Courses (8 Credit Hours Total)	4 Courses (15 Credit Hours Total)
Number of students enrolled in service learning courses	27	67	40
Service Experiences			

Number of co-curricular OPHP and student organization (PHSA, MCHSA, GHIG, Green Thumb, Mental Health Ambassadors) community activities	49	84	111
Number of students participating in OPHP and Student Org sponsored community activities	467	2,537	3,020

PHPCESO2: Promote and sustain level of SOPH faculty practice engagement within the community

Number of <i>practice faculty</i> with primary appointments in the SOPH	4	4	5
Number of affiliated faculty appointments (These are Public Health Practitioners in community/governmental organizations with affiliate appointments in SOPH)	9	8	10
Number of faculty serving in leadership positions for community or health organizations (e.g., serving on board of directors, advisory councils, etc.)	16	24	14

PHPCESO3: Promote and sustain strong connections between academic programs, community partners, and public health practitioners

Number attending or viewing OPHP seminars, podcasts, etc. (OPHP seminars, podcasts focus on the work of community partners and alumni)	3,370	3,287	11,901
The number of students participating in networking events hosted by SOPH	202	214	149
The number of community organizations participating in networking events hosted by SOPH	2	9	5
Number of community placement sites hosting students for applied practice experiences	129	200	178

Number of public health practitioners and community partners presenting guest lectures, seminars, or participating in the SOPH podcast series or networking events	73	78	69
--	----	----	----

SOPH Fiscal Responsibility and Resource Development Foundation:

SOPH Foundation Goal: Improve fiscal soundness and infrastructure and increase resources.

Fiscal Responsibility and Resource Development Foundation Objective 1: Improve fiscal soundness and infrastructure.

Target 1.1: Increase credit hour production by 4 percentage points each year.

Target 1.2: Increase tuition and IDC revenue by 5 percentage points each year.

Target 1.3: Maintain the B & E balance.

Target 1.4: Maintain the net tuition revenue generated by non-tenure track teaching faculty to offset the corresponding salary and benefits expense.

Target 1.5: Maintain the percent of total direct salary and benefits support at 65%. Target 1.6: Maintain the percent of staff salary and benefits support at 70%.

Target 1.7: Maintain the percent of tenure track faculty and non-tenure track research and practice faculty direct salary and benefits support at 60%.

Fiscal Responsibility and Resource Development Foundation Objective 2: Increase resources.

Target 2.1: Achieve total donations to the school of at least \$600,000 during each fiscal year.

Target 2.2: Achieve funds of at least \$316,000 to be available annually for scholarships. Target 2.3: Increase the number of principal gifts to the school each fiscal year by at least 2.

Target 2.4: Increase contributions by faculty and staff to exceed \$50,000 each fiscal year.*

* Financial contributions by faculty and staff are no longer provided to the schools.

SOPH Fiscal Responsibility and Resource Development Foundation Dashboard Metrics:

Measure	FY2020 EOY	FY2021 EOY	FY2022 EOY	FY2023 EOY
<i>FRRDSO1: Improve Fiscal Soundness and Infrastructure</i>				
Credit Hour production	19,437*	22,075	22,333	20,150
Tuition and fees	\$7,731,720	\$9,637,007	\$11,083,192	\$11,515,071
IDC revenue	\$3,891,762	\$5,459,641	\$11,200,859	\$34,044,225
Total revenue	\$19,141,059	\$22,355,812	\$29,285,257	\$56,908,340
B&E balance	\$2,983,887	\$7,332,217	\$15,752,652	\$34,205,438
Net tuition offset for non-tenure track teaching faculty salary & benefits expense	Maintained	Maintained	Maintained	Maintained
Total salaries & benefits	\$29,991,624	\$31,422,758	\$33,796,320	\$40,718,194
Percent total direct salary & benefits support	66%	68%	67%	67%
Percent staff salary & benefits support	71%	74%	58%	74%
Percent tenure track, non-tenure track research and practice faculty direct salary & benefits support	54%	57%	63%	52%
<i>FRRDSO2: Increase Resources</i>				
Annual donations to the school	\$377,830	\$803,025	\$653,101	\$650,558
Annual funds available for scholarships	\$388,663	\$466,535	\$469,822	\$529,887
Number of principal gifts to the school	4	4	8	5

* includes Honors College

SOPH Organizational Culture Foundation:

SOPH Organizational Culture Foundation Goal: Increase access and support success of faculty, staff, and students by fostering an organizational culture grounded in inclusive excellence, equity, and fairness.

Organizational Culture Foundation Objective 1: Increase access and enhance the learning experience of students from historically underrepresented populations

Target 1.1: Increase graduate students from historically underrepresented racial/ethnic groups by 5 percentage points.

Target 1.2: Increase undergraduate and graduate students identifying as first-generation students by 7 percentage points.

Target 1.3: Review degree completion (BS and MPH) for historically underrepresented racial/ethnic groups and first-generation students.

Exploratory: Monitor undergraduate participation in fast-track MPH program and accelerated bachelor's to MPH program for historically underrepresented racial/ethnic groups and first-generation students.

Organizational Culture Foundation Objective 2: Increase access and promote success of faculty and staff from historically underrepresented populations

Target 2.1: Increase tenured faculty from historically underrepresented racial/ethnic groups by 7 percentage points.

Target 2.2: Increase women tenured faculty by 7 percentage points.

Target 2.3: Increase faculty at Professor rank from historically underrepresented racial/ethnic groups by 10 percentage points.

Target 2.4: Increase women faculty at Professor rank by 10 percentage points. Target 2.5: At least 40% of newly hired staff during each calendar year are from historically underrepresented racial/ethnic groups.

Exploratory: Review percentage of primary staff in supervisory roles from historically underrepresented racial/ethnic groups and women.

Organizational Culture Foundation Objective 3: Foster an inclusive culture where faculty, staff, and students are supported, respected, and valued members of the school community

Target 3.1: Review faculty participation in annual offerings of diversity-related continuing education workshops.

Target 3.2: Review staff participation in annual offerings of diversity-related continuing education workshops.

Target 3.3: Develop tracking system to review number and type of concerns shared annually.

Exploratory: Review strengths and opportunities identified in student climate survey, student exit survey, and faculty/staff engagement survey.

SOPH Organizational Culture Foundation Dashboard Metrics:

Measure	AY2019-2020 (Aug 2019-July 2020)	AY2020-2021 (Aug 2020-July 2021)	AY2021-2022 (Aug 2021-July 2022)	AY2022-2023 (Aug 2022-July 2023)
<i>OCSO1: Increase access and enhance the learning experience of students from historically underrepresented populations</i>				
Undergraduate student total enrollment	443	414	350	331
Women	354 (80%)	339 (82%)	281 (80%)	274 (83%)
Underrepresented race/ethnicity ₁	207 (47%)	271 (66%)	230 (66%)	231 (70%)
International	11 (2%)	8 (2%)	8 (2%)	10 (3%)
First-generation	121 (27%)	108(26%)	91 (26%)	87 (26%)
Graduate student total enrollment	685	737	812	737
Women	500 (73%)	557(76%)	630 (78%)	572 (77%)
Underrepresented race/ethnicity ₁	150 (22%)	360(48%)	371 (46%)	341 (46%)
International	107 (16%)	104(14%)	109 (13%)	112 (15%)
First-generation	113 (17%)	36 (5%)	46 (6%)	37 (5%)
	CY 2020	CY2021	CY 2022	CY 2023
<i>OCSO2: Increase access and support success of faculty and staff from historically underrepresented populations</i>				
Faculty (primary only)	78	70	77	84
Women	48 (62%)	42 (60%)	47 (61%)	54 (64%)
Underrepresented race/ethnicity ₁	16 (21%)	29 (41%)	29 (38%)	29 (35%)
Faculty with Tenure	43	40	41	40
Women	22 (51%)	20 (50%)	20(49%)	20 (50%)

Underrepresented race/ethnicity ₁	6 (14%)	12 (30%)	11 (27%)	11 (28%)
Faculty at Professor Rank	28	26	29	30
Women	12 (43%)	11 (42%)	13 (45%)	16 (53%)
Underrepresented race/ethnicity ₁	1 (4%)	7 (27%)	6 (21%)	7 (23%)
Staff (primary only)	135	226	267	263
Women	95 (70%)	164(73%)	179 (67%)	194 (74%)
Underrepresented race/ethnicity ₁	39 (29%)	115(51%)	132 (49%)	132 (50%)
Newly Hired ₂ Primary Staff	11	32	80	56
Women	8 (73%)	26 (81%)	45 (56%)	41 (73%)
Underrepresented race/ethnicity ₁	5 (45%)	17 (53%)	36 (45%)	28 (50%)
Primary Staff in Supervisory roles		7	7	10

Women		2 (29%)	2 (29%)	5 (50%)
Underrepresented race/ethnicity ₁		2 (29%)	2 (29%)	3 (30%)
<i>OCSO3: Foster an inclusive culture where faculty, staff, and students are supported, respected, and valued members of the school community</i>				
Faculty participation in annual offerings of diversity-related continuing education workshop	99	126	61	77
Staff participation in annual offerings of diversity-related continuing education workshops	197	167	235	380

Organizational Culture Foundation Notes:

- 1) Underrepresented Race/Ethnicity: African American/Black, Hispanic/Latino, American Indian or Alaska Native, Native Hawaiian or Pacific Islander.
- 2) Hired between January 1 and early December for that calendar year.
- 3) Active UG public health majors (in the UAB system).

