
*Every community deserves to be its healthiest self, but not all are.
We're here to change that.*

In a world of pressing health concerns, the UofM School of Public Health is committed to addressing the newest challenges by conducting rigorous research, providing evidence-based solutions, promoting health equity, and preparing world-class public health leaders to elevate the health of our communities, locally and globally.

The UofM School of Public Health (SPH) offers an undergraduate program in Public Health, as well as three master's degree programs (Master of Public Health, Master of Health Administration, and Master of Science in Biostatistics); three doctoral programs (Social and Behavioral Sciences; Epidemiology; Biostatistics); and a variety of joint-degree and certificate programs. One of the unique aspects of SPH is the way our students serve the community as they earn their degrees. Students and faculty work closely with public health officials and community leaders, conducting collaborative research that leads to changes in health policies.

The UofM School of Public Health is accredited by the Council on Education for Public Health (CEPH). SPH is also a member of the Association of Schools and Programs in Public Health (ASPPH). The Master of Health Administration (MHA) program is one of 83 programs accredited by the Commission on Accreditation of Healthcare Management Education (CAHME) and the only accredited program in Tennessee.

Vision

To achieve excellence in public health education and research while promoting greater community impact in local, national, and global settings.

Mission (SPH-CARES)

To advance health and well-being of all populations while engaging Communities, and being an Ancor institute, offering innovative academic programs, driving Research-based solutions, supporting Entrepreneurship and innovation while remaining Student-centric (CARES).

Values

We strive to adapt ourselves to changes in health needs and priorities of the population in a rapidly changing environment.

With rapid changes in health needs and priorities of the population, we are committed to addressing unexpected public health problems, overcoming barriers, and evaluating our efforts to move forward. Our proactive data-driven and agile approach to these challenges can stimulate innovation and serve as a catalyst for motivation to achieve excellence.

We advance diversity, equity, and inclusion in our school's culture and environment.

We foster a respectful, welcoming, and inclusive environment. This guiding principle is translated by recognizing our students as members of the extended family of health professionals who work toward the same goals and are also constantly trying to support their personal and familial lives. We provide a friendly and supportive environment for faculty, staff, and students by promoting equal opportunities, a fair workload distribution, and recognizing hard work and excellence.

We define student success beyond earning an academic degree to encompass having a successful and impactful professional career in public health.

We believe in creating a student-centric environment by providing our students with the resources essential to develop a lifelong learning experience through student engagement, networking opportunities, high quality experiential learning opportunities, and by providing them with both academic and real-life professional skills that are readily applicable in their careers.

We create opportunities for cutting-edge, impactful research that expands the field of public health and responds to the needs of the community.

We aspire to enhance our research efforts and focus on conducting collaborative research that is innovative, impactful, and interdisciplinary to address critical local and global public health issues. We also create opportunities for students to get involved in faculty-led research projects in community settings.

We aspire to become a trusted resource for public health needs of our local community, the residents of Tennessee, and beyond.

We are committed to creating a healthier future for all by ensuring everyone has access to resources and education they need to be healthy. By providing communities with greater access to credible, trusted, culturally competent and contextually relevant workforce and resources, we are enhancing health outcomes for generations to come.

We develop and maintain collaborations at the local, national, and international levels for advancing health equity.

We acknowledge social, economic, and health disparities and apply the principles of health equity and social justice across diverse local and global settings, especially among populations living in underserved, under resourced, and geographically remote settings.

SPH GOAL 1

Aggressively Provide Access

Increase awareness of the SPH's unique value to help grow enrollment and increase access.

1.1. Higher Enrollment and Admission Standards

Grow undergraduate enrollment by 25% over the next three years and by 50% in five years.

- a. Expand recruitment outreach to area high schools.
- b. Increase dual enrollment to develop a pipeline to undergraduate enrollment.
- c. Restructure the Bachelor of Science in Public Health program with a minor in population health informatics.
- d. Organize student engagement workshops for freshmen.
- e. Offer skill-building workshops for both undergraduate and graduate students to develop student engagement.
- f. Enhance on-line and service-based learning opportunities.

1.2. Diversified Student Sourcing

Attract a student body that reflects the diversity of our community and nation.

- a. Develop relationships with institutions in and around Memphis, the mid-south, and nationally to recruit a diverse student body.
- b. Attend conferences, online and onsite information sessions, and college fairs to expand the recruitment efforts.

1.3. Purposeful and Distinctive Recruitment and Marketing

Be the first choice for students looking for top quality and affordable higher education in public health.

- a. Update and enhance the SPH website for greater brand awareness and ease of information access.
- b. Expand the social marketing campaign to establish a strong and cohesive online presence across digital platforms to attract and engage potential students through storytelling.
- c. Launch Public Health 101 sessions in area high schools.

1.4. Improved Access and Affordability

Identify and expand creative methods of financial support for students.

- a. Develop scholarships for SPH undergraduate students.
- b. Increase Dean's Scholarship awards for master's students.
- c. Provide support for scholarship recipients to maintain academic performance and scholarship eligibility.
- d. Support a diverse array of financial resources to help meet student needs.
- e. Raise awareness of scholarships and financial opportunities through social marketing campaigns.
- f. Expand certificate programs to increase options for professional enhancement for non-traditional students.

1.5. Growing Graduate and Professional Enrollment

Meet the growing need for public health professionals by training experts from all walks of life.

- a. Participate in graduate fairs and online and onsite information sessions.
- b. Host SPH graduate information sessions each semester.
- c. Launch accelerated bachelor to master's (4+1) program.

- d. Expand dual degree programs for MPH and MHA with other social sciences, STEM, and clinical programs.

1.6. Increased UofM Global Enrollment

Use technology to our students' advantage and offer innovative online learning opportunities.

- a. Grow online degree and skill-based workforce development courses to increase diverse body of non-traditional and professional students.
- b. Expand recruitment efforts with international sites to recruit at all levels and for the certificate programs.

SPH GOAL 2 Create Opportunities to Succeed

Encourage students to persevere and thrive in their educational experience and careers while creating a meaningful connection with the school.

2.1. Student Success 2.0

Expand existing scholarships and assistantships, allowing students to have greater access to academic resources and support services.

- a. Enhance the affordability of our educational programs through expanded financial support, such as scholarships, training grants, and graduate assistantships/fellowships.
- b. Prepare students for successful leadership and impactful careers through an immersive learning environment and development of a digital portfolio throughout their academic career.
- c. Modify curricula and competencies to ensure alignment with evolving job markets.
- d. Initiate a career/professional development program for students covering topics such as resumes, curriculum vitae, digital portfolio, job

interviews, presentation skills, and professionalism in the workplace.

- e. Initiate career development and mentoring programs, including connecting with alumni to provide mentorship for public health practice, research opportunities, and career development.

2.2. Cohesive Community

Promote a culture of respect, transparency, equity, and student engagement to create and sustain a welcoming, supportive, and cohesive school climate in which students can thrive.

- a. Initiate and facilitate opportunities for faculty-student social interactions.
- b. Expand SPH-sponsored events to further support student interactions and collaborations and build a strong student community.
- c. Conduct an annual Campus Climate Survey that assesses student engagement, program satisfaction, and sense of inclusion and belonging.

2.3. Rich and Exciting Campus Life

Increase and improve student activities within the school of public health to foster greater connectivity and fulfilling experiences.

- a. Promote a culture of respect, transparency, equity, inclusion, and engagement.
- b. Enhance spaces within the SPH building for social engagement, with opportunities for interacting with other disciplines.
- c. Create innovative on-campus service opportunities for students to increase awareness of public health and enhance connections between the SPH and the campus community.
- d. Increase off-campus public health service opportunities to enhance relationships between students and the larger community.

SPH GOAL 3

Outcome-Focused Academics

Focus on student success and prepare students for the workforce through an innovative yet rigorous, practical, well-rounded and supportive academic experience.

3.1. Rigorous and Relevant Education

Commit to top-quality education and use data-driven assessments of our programs to continually refine our programs.

- a. Improve research methodology trainings with increased focus on data quality and sound interpretation of results.
- b. Engage students in research from the beginning of their study.
- c. Involve students in research proposal writing and publications.
- d. Encourage and support students to present their research at national/regional meetings.

3.2. High Impact Practices

Expand experiential, skill-based learning which is proven to give students a solid foundation.

- a. Increase opportunities to study abroad.
- b. Foster learning communities through collaborative assignments and projects.
- c. Provide opportunities for service and community-based learning.

3.3. Outcomes/Workforce Focus

Whether they are going on to graduate school, the workforce, or entrepreneurial endeavors, prepare students for lifelong professional success.

- a. Ensure satisfactory student progress during their degree programs.

- b. With community partners and potential employers, increase internship opportunities to gain real-world experiences.
- c. Use feedback from students and alumni to inform curriculum review to improve skill-based learning.

3.4. Optimized Degree Program Mix and Emphasis

Align the SPH program with the demands of the public health workforce and to continuously add value to our degrees.

- a. Develop new certificates that meet the needs of the community.
- b. Continue to assess workforce capacity needs through a wide range of initiatives including job analysis and employers in various sectors.

3.5. Flexible Attendance Options

Make courses accessible with instruction available in ways that best suit the diverse learners we serve.

- a. Offer flexible learning methods (hybrid, onsite, online) and course scheduling.
- b. Offer flexible attendance options that address the challenges associated with traditional attendance models without compromising educational quality.

3.6. Expanded Offering of Non-Degree Credentials

Expand our non-degree offerings so that we can help meet the needs of public health professionals at any point in their career.

- a. Perform periodic assessments of the work landscape, focusing mainly on local and regional employers, to understand in-demand skills and qualifications and inform our non-degree offerings.
- b. Design and offer flexible microcredential and topic-specific training curricula.

3.7. Teaching Life Skills

Provide a strong array of skills relevant for all careers and life situations.

- a. Offering practical courses about public health across the life span of our students and alumni, including information relevant to current public health concerns.
- b. Practical application of skills is integrated into many courses, so students don't just absorb information, they practice it.
- c. Provide learners ample opportunities for team building, collaboration, and effective leadership skills throughout their education.

3.8. Enhanced Graduate and Professional Education

Create strong graduate programs that will inspire undergraduate students to pursue further education.

- a. Align the needs of our workforce partners with our graduate programs.
- b. Increase research resources and opportunities for graduate students.
- c. Bolster compensation and benefits packages for graduate students.

3.9. Educational Ecosystem

Build an educational ecosystem that connects with the community to enhance regional public health.

- a. Increase relationships with high schools by offering public health courses.
- b. Build cooperative relationships with regional educational institutions to offer a pipeline into public health higher education.
- c. Collaborate with local health departments to develop community-based research opportunities that serve local people.

SPH GOAL 4 Strengthen Research Enterprise

Support impactful, interdisciplinary scholarship and research with world-class infrastructure and researchers motivated to address local and global challenges.

4.1. Increased and Enhanced Research Capacity

Increase and diversify research activities to be more responsive to the needs of public health problems, locally and globally.

- a. Increase students' involvement in study design, grant writing, and implementing research projects.
- b. Facilitate student-initiated research ideas through mentoring, seed grants, and publishing their findings.
- c. Encourage interdisciplinary team building by developing collaborative projects with other institutes and organizations.
- d. Increase extramural funding from diversified sources, including federal, non-federal, and foundation opportunities.
- e. Enroll graduate students in the APHA to increase their exposure to current research and enhance their capability to network and present their research.

4.2. Improved and Expanded Research Infrastructure

Expand research capacity with up-to-date infrastructure, including modernizing the computer lab and developing a plan for optimizing its operation.

- a. Establish an Office of Research to be led by a Director of Research along with relevant support staff.

- b. Expand computer labs for the students and ensure that the needed software are available.
- c. Develop a Lunch and Learn Series where faculty and doctoral students across divisions can have the opportunity to present their research.
- d. Provide seed funding and a cohesive mentoring program for junior faculty that prioritizes developing interdisciplinary and impactful research portfolios.

4.3. Re-engineered Research Processes

Improve research support, especially for funds management, subcontracts execution, record keeping, secured data storage, and human subjects' compliance.

- a. Hire at least one additional research staff to support faculty with post-award.
- b. Streamline grant applications development and submission.
- c. Provide training in IRB procedures to facilitate and expedite IRB protocols.
- d. Develop a comprehensive faculty workload analysis and plan for teaching buyouts that are proportional to faculty research funding.

4.4. Purposeful and Impactful Research Centers and Institutes

Develop research centers to support interdisciplinary research addressing public health challenges impacting communities.

- a. Establish thematic research centers in SPH for high impact research.
- b. Develop policy and procedures to track center productivity.

4.5. Key Research Focus Areas

Conduct impactful research that addresses the health and well-being of our city and state, based on careful and continuous needs assessments.

- a. Incentivize research that addresses local health issues such as social determinants of health (SDOH), health and healthcare disparities.

- b. Encourage junior faculty to build a research portfolio on the priority health issues and needs of the local and regional communities.
- c. Actively seek new collaboration activities with local and regional stakeholders, such as the Department of Health, health provider networks, and higher education institutions.
- d. Be responsive to local and regional public health challenges and align with the research focal areas of major federal funding agencies and potential academic partners.

4.6. Enlarged and Diversified Funding

Diversifying funding sources is crucial to grow research enterprises and ensure high quality research training opportunities for students.

- a. Increase the diversity in grant applications beyond the usual focus on federal sources, such as the NIH and the CDC, by developing and maintaining a database for funding opportunities that align with the faculty's research interests.
- b. Offer special workshops on grant writing for non-governmental sources, such as private foundations, professional associations, and international organizations.
- c. Provide training in grant writing for faculty and students through special workshops.

4.7. Greater Research Visibility

Elevate SPH's status with timely and efficient dissemination of faculty research projects and their findings.

- a. Update and maintain SPH website and social media channels to highlight faculty research and provide accessible and easy-to-understand information about important findings.
- b. Provide support for faculty and students to travel and present their research in professional meetings and conferences.
- c. Guide and support undergraduate and graduate students to write and publish research papers.
- d. Disseminate periodic research reports translated into policy and practice through annual reports and bi-annual newsletters to local healthcare authorities.

SPH GOAL 5

Recruit, Retain, Reward and Recognize Our People

Provide opportunities for personal growth and professional development while recognizing and rewarding excellence and success and cultivating a respectful and supportive culture.

5.1. Recruiting & Onboarding

Strategize hiring highly qualified individuals with expertise and skillsets that address the school's needs and align with the school's mission.

- a. Design and implement a search and recruitment policy that facilitates targeted recruitment while focusing on promoting workforce diversity.
- b. Effectively acclimate incoming talent to their roles and provide a welcoming, supportive, and inclusive school environment.

5.2. Faculty and Staff Support

Provide relevant and meaningful support for faculty and staff to attract and retain a talented and dedicated workforce.

- a. Continuously promote a culture of inclusion, transparency, equity, and employee engagement.
- b. Develop policies and procedures that are appropriate to the school's mission.
- c. Work to ensure a friendly and fair work environment with adequate compensation for additional responsibilities.

5.3. Professional Development

Develop a comprehensive & responsive professional support infrastructure.

- a. Provide professional development opportunities for faculty and staff.
- b. Support conferences/meetings as professional opportunities for faculty and staff.
- c. Conduct an annual Campus Climate Survey to assess faculty and staff engagement, career satisfaction, and sense of inclusion.
- d. Facilitate a meaningful annual evaluation of the professional goals and achievements of faculty and staff.

5.4. Advancement & Leadership

Create advancement and leadership opportunities for faculty and staff to support the well-being and sustainability of the school.

- a. Periodically review and update SPH promotion and tenure guidelines to align with the emerging academic landscape.
- b. Develop a mentoring program for junior faculty to support their professional advancement.
- c. Provide training opportunities for faculty and staff who assume, or aspire to, higher administrative and leadership roles.

5.5. Recognition and rewards

Recognize excellence to maintain a supportive workplace, retain faculty and staff, and enhance motivation and dedication to the school.

- a. Solicit faculty and staff input in major work and operational decisions.
- b. Implement annual awards to recognize the achievements of SPH faculty and staff.
- c. Initiate and expand SPH endowed chairs and professorships and Chairs of Excellence.

5.6. Retention

Foster an atmosphere of support that will encourage high-performing faculty and staff to remain with the school.

- a) Maintain a collaborative working culture.
- b) Explore and expedite proactive retention activities.

- c) Review advancement and separation policies for opportunities to improve.

SPH GOAL 6

Exemplify Operational Excellence

Become an example of operational efficiency and effectiveness by creating and upholding high standards and expectations for resource utilization and accountability.

6.1. Process Excellence

Enhance the current processes, procedures, and policies to align with the quality and quantity of excellence at the heart of the school's mission and vision.

- a. Develop a formal SPH organizational structure and establish committee structures addressing key areas of school functions.
- b. Define and outline roles and responsibilities for staff and other administrative personnel and create opportunities for teamwork and collaboration between faculty and staff.
- c. Provide adequate resources and ongoing training for the school's support and administration staff.
- d. Review, improve, and simplify application, evaluation, and admission processes to ensure the recruitment of diverse, talented, and motivated students.
- e. Formulate and implement school-wide policies and practices to ensure excellence and innovation in teaching.
- f. Improve quality control of our online academic program offerings and increase the availability of virtual/hybrid course options.

6.2. Leadership & Culture

A welcoming and fair work environment is the sine qua non for a successful school and its excellent performance.

- a. Actively promote transparent, bidirectional communications between the school's leadership and the faculty, staff, and students through clear and timely information about regular and emergent school business.
- b. Assign leadership to spearhead the revision of school policies and bylaws to include metrics for cultural sensitivity and advance principles of equity, inclusiveness, diversity, and social justice.

6.3. Partnerships

Continue to identify valuable local and global academic and community partners to establish productive collaborations.

- a. Continuously seek out new academic, professional, and government partners on the local, state, national, and international levels.
- b. Prioritize partnerships with local bodies working in the field of public health, such as the Department of Health, hospitals, community-based organizations, and the Veterans Administration.
- c. Perform periodic evaluation of existing partnerships and enhance collaboration with the ones that most closely align with the school's mission.

6.4. Marketing & Communications

Strengthen and expand marketing and communication efforts to highlight the school's achievements and value.

- a. Plan and execute a targeted marketing and communication plan that is informed by careful consideration of potential recipients with input from the university and school leadership, as well as the faculty, staff, and students.
- b. Collect and promote news and information about the current projects and achievements of the school's faculty, staff, and students on the school's website and social media.
- c. Perform biannual web-based surveys to gauge marketing and communication strategies and

identify and assess communication needs and optimal strategies.

- d. Establish and strengthen relationships with local and national news and media outlets to bring awareness to the school's research and education and improve the school's reach and visibility.
- e. Establish a network of students, faculty, and staff ambassadors to assist with marketing and communication efforts by highlighting and sharing success stories and achievements via social media platforms and the SPH website.
- f. Publish a biannual newsletter and annual reports every summer to disseminate UofM SPH accomplishments.

SPH GOAL 7

Generate and Steward Financial Resources

Increase valuable financial partnerships and improve resource allocation to promote growth through alignment of values, priorities, and opportunities with application of best financial practices.

7.1. Support from Memphis and the Surrounding Region

Gain the trust and support of local agencies and organizations through targeted outreach and acknowledgment of shared needs and priorities.

- a. Engage in active and continuous exploration of potential sources of support.
- b. Establish a UofM SPH Alumni network and enhance engagement with the school's alumni and their families.
- c. Acknowledge supporters' contributions and maintain accurate and transparent records of the use of those contributions.

7.2. External Research Funding

Increase and diversify external research funding.

- a. Increase the number of grant applications through providing training and administrative support for faculty and students.
- b. Diversify the sources of funding sought through systematically searching and identifying funding opportunity from non-federal sources, including international agencies and foundations.
- c. Purposely budget for student support when preparing grant applications.

7.3. Capturing Internal Efficiencies

Perform a comprehensive review of the school's programs to identify our strengths and weaknesses, as well as potential opportunities and challenges.

- a. Institute accountability for all fiscal resources in SPH to develop a three-year sustainability model.
- b. Cultivate innovative academic pipeline initiatives that will integrate certificate to degree program pipelines.
- c. Develop low cost noncredit and micro credential programs that prepare an employment-ready public health workforce.

7.4. Fiscal Discipline

Align best practices for financial management with the university's fiscal strategies for long-term sustainability.

- a. Develop an outcome based financial model to optimize resources.
- b. Strategically invest in areas identified by students to be more student-centric.
- c. Produce periodic reports on research, operational, and foundational budgets to adjust priorities in a timely manner.

UofM SPH Strategic Plan Metrics

GOAL 1: AGGRESSIVELY PROVIDE ACCESS

| Goal 1 | Historical Data | | | | | Targets | | | | | |
|---|---|-----------|----------------------|-----------|-----------|--|--------------|-----------|-----------|-----------|--|
| | Fall 2018 | Fall 2019 | Fall 2020 | Fall 2021 | Fall 2022 | Fall 2023 | Fall 2024 | Fall 2025 | Fall 2026 | Fall 2027 | |
| 1.1. Higher enrollment and admission standards | | | | | | | | | | | |
| 1.1.a. Expand recruitment of high schools | High school recruitment was not initiated | | | | | 10 | 15 | 15 | 20 | 20 | |
| 1.1.b. Increase dual enrollment | Dual enrollment was not initiated | | | | | 80 | Baseline +5% | +5% | +7% | +10% | |
| 1.1.c. Restructure BSPH and establish population health informatics minor | BSPH program was not available | | BSPH program started | | | BSPH program restructuring and UG Health Informatics minor completed | | | | | |
| 1.1.d. Organize freshman engagement workshops | No data available | | | | | Offer freshman engagement workshop | | | | | |
| 1.1.e. Offer skill building workshops | No data available | | | | | Offer skill building workshop | | | | | |
| 1.1.f. Enhance on-line and service-based learning opportunities | No data available | | | | | Increase on-line and service-based learning opportunities | | | | | |
| 1.1.f.a. Total Enrollment | Baseline = mean of last 5 years = 235 | | | | | 235 | Baseline +4% | +4% | +4% | +4% | |
| 1.1.f.b. Total Undergraduate (degree-seeking) | | | 7 | 20 | 23 | 35 | Baseline +4% | +5% | +5% | +5% | |
| 1.1.f.c. In-state | | | 7 | 20 | 20 | 29 | Baseline +3% | +3% | +3% | +3% | |
| 1.1.f.d. Out-of-state | | | | | 3 | 5 | Baseline +3% | +5% | +7% | +7% | |
| 1.1.f.e. International | | | | | | 1 | Baseline +5% | +5% | +7% | +10% | |
| 1.2. Diversified Student Sourcing | | | | | | | | | | | |
| 1.2.a. Develop relationships with local and global institutions | No clear data available | | | | | Develop relationships with institutions in local and global space | | | | | |
| 1.2.b. Expand recruitment events | No data available | | | | | 50 | 50 | 60 | 60 | 65 | |
| 1.3. Purposeful & Distinctive Recruitment & Marketing | | | | | | | | | | | |
| 1.3.a. Update the SPH website and online SPH branding | No clear data available | | | | | Completely revise the SPH website and continue with the online branding | | | | | |
| 1.3.b. Expand social marketing campaign | No previous social marketing campaign | | | | | Initiate and grow social marketing campaign | | | | | |
| 1.3.c. Launch PH 101 sessions in high schools | No PH 101 sessions offered | | | | | Launch and establish PH 101 in 10 high schools | | | | | |
| 1.4. Improved Access and Affordability | | | | | | | | | | | |
| 1.4.a. Develop UG scholarships | No UG scholarships available | | | | | Begin providing 10 UG scholarships per year | | | | | |
| 1.4.b. Expand Dean's Scholarships | No Dean's scholarships available | | | | | 15 | 15 | 15 | 20 | 20 | |
| 1.4.c. Academic scholarship support | No clear data available | | | | | Develop resources to provide support | | | | | |
| 1.4.d. Diverse sources of financial resources | No clear data available | | | | | Support a diverse array of financial resources | | | | | |
| 1.4.e. Promote scholarship availabilities | No clear data available | | | | | Raise awareness of scholarships and financial opportunities | | | | | |
| 1.4.f. Expand certificate programs | 4 | | | | | 5 | 5 | 5 | 6 | 6 | |
| 1.5. Growing Graduate & Professional Enrollment | | | | | | | | | | | |
| 1.5.a. Participate graduate fairs/events | No data available | | | | | Participate in graduate fairs and offer online and onsite information sessions | | | | | |
| 1.5.b. Host graduate information sessions | No data available | | | | | Host SPH graduate information sessions each semester | | | | | |
| 1.5.c. Launch accelerated BS/MPH | No accelerated BS/MPH program | | | | | Launch accelerate BS/MPH program | | | | | |

| | | | | | | | | | | |
|--|-------------------------|-----|-----|------|------|--|--------------|------|------|------|
| 1.5.d. Expand dual degree programs | No clear data available | | | | | Expand dual degree programs both within and beyond the University | | | | |
| 1.5.e. Total Graduate Students | | 180 | 228 | 220 | 202 | 206 | Baseline +3% | +5% | +5% | +5% |
| 1.5.e.1. New Admissions | | 55 | 93 | 63 | 56 | 74 | +3% | +3% | +4% | +5% |
| 1.5.e.2. Master's enrollment | | 135 | 184 | 173 | 153 | 144 | +3% | +3% | +4% | +5% |
| 1.5.e.3. Doctoral enrollment | | 45 | 44 | 47 | 48 | 61 | +1% | +1% | +2% | +3% |
| 1.5.e.4. Certificate enrollment | | 16 | 19 | 18 | 13 | 28 | +3% | +3% | +4% | +5% |
| 1.5.f. Qualifications | | | | | | | | | | |
| 1.5.f.1. Mean ACT | | | | 22 | 14 | 24 | 22 | 23 | 24 | 25 |
| 1.5.f.2. Mean High School GPA | | | | 3.96 | 2.97 | 3.73 | 3.50 | 3.50 | 3.65 | 3.65 |
| 1.6. Increased UofM Global Enrollment | | | | | | | | | | |
| 1.6.a. Grow online workforce development courses | No clear data available | | | | | Grow online degree and skill-based workforce development courses | | | | |
| 1.6.b. Expand International recruitment efforts | No clear data available | | | | | Expand recruitment efforts with international sites at all levels and for certificate programs | | | | |

GOAL 2: CREATE OPPORTUNITIES TO SUCCEED

| Goal 2 | Historical Data | | | | | Targets | | | | |
|--|---|-----------|-----------|-----------|-----------|---|-----------|-----------|-----------|-----------|
| | Fall 2018 | Fall 2019 | Fall 2020 | Fall 2021 | Fall 2022 | Fall 2023 | Fall 2024 | Fall 2025 | Fall 2026 | Fall 2027 |
| 2.1. Student Success 2.0 | | | | | | | | | | |
| 2.1.a. Expand financial support | No clear data available | | | | | Enhance the affordability of our educational programs through expanded financial support | | | | |
| 2.1.a.a. Number of SPH scholarships awarded | No school wide scholarships | | | | 30 | 30 | 30 | 35 | 35 | 35 |
| 2.1.a.b. Amount of student scholarships | No school wide scholarships | | | | \$125,000 | \$125,000 | \$125,000 | \$150,000 | \$150,000 | \$150,000 |
| 2.1.b. Create immersive learning and develop digital portfolio | New Initiative | | | | | 25% | 35% | 40% | 50% | 50% |
| 2.1.c. Align with job market | No data available | | | | | Modify curricula and competencies to ensure alignment with evolving job markets | | | | |
| 2.1.d. Initiate career development program | No career development program available | | | | | Provide career development program | | | | |
| 2.1.e. Initiate alumni mentoring program | Limited alumni mentoring | | | | | Expand alumni mentoring program | | | | |
| 2.1.f. Increase student retention | | | | | | | | | | |
| 2.1.f.a. First-Year Retention Rate New Freshmen | | | 85.7% | 75% | 66.7% | 71% | 75% | 75% | 80% | 85% |
| 2.1.f.b. First Year Retention Rate Graduate (full time, part time) | 89.2% | 88.2% | 84.8% | 88.6% | 87% | 91% | 90% | 90% | 90% | 90% |
| 2.1.f.c. Certificate | 60.7% | 78.3% | 68% | 80.8% | 64.7% | 80.8% | 80% | 80% | 80% | 80% |
| 2.1.f.d. Masters | 94.8% | 88% | 86.5% | 88.5% | 88.5% | 92.7% | 90% | 90% | 90% | 90% |
| 2.1.f.f. Doctoral | 91.1% | 95% | 88.9% | 87.8% | 90.2% | 82.9% | 85% | 90% | 90% | 90% |
| 2.2. Cohesive Community | | | | | | | | | | |
| 2.2.a. Enhance social faculty-student interactions | No clear data available | | | | | Initiate and facilitate 2-3 events a year for faculty-student social interactions | | | | |
| 2.2.b. Expand community events | No data available | | | | | Expand SPH-sponsored events to build a strong student community | | | | |
| 2.2.c. Conduct climate survey for students | Limited data available | | | | | Conduct climate survey that assesses student engagement, program satisfaction, and sense of inclusion and belonging | | | | |
| 2.2.c.a. Student Satisfaction | | 84% | | 82% | | 82% | 84% | 85% | 85% | 86% |
| 2.3. Rich & Exciting Campus Life | | | | | | | | | | |
| 2.3.a. Promote equity and inclusion culture | No data available | | | | | Conduct 1-2 annual workshops that facilitate a culture of respect, transparency, equity, inclusion, and engagement | | | | |
| 2.3.b. Enhance social engagement within SPH building | No data available | | | | | Facilitate events within SPH to enhance social engagement | | | | |

| | | |
|---|-------------------|---|
| 2.3.c. Create on-campus service opportunities | No data available | Create innovative service opportunities for on-campus students |
| 2.3.d. Increase community service opportunities | No data available | Increase PH services to build relationship between students and community |

GOAL 3: OUTCOME-FOCUSED ACADEMICS

| Goal 3 | Historical Data | | | | | Targets | | | | |
|---|--|-----------|-----------|-----------|-----------|--|-----------|-----------|-----------|-----------|
| | Fall 2018 | Fall 2019 | Fall 2020 | Fall 2021 | Fall 2022 | Fall 2023 | Fall 2024 | Fall 2025 | Fall 2026 | Fall 2027 |
| 3.1. Rigorous & Relevant Education | | | | | | | | | | |
| 3.1.a. Improve research methodology training for students | No data available | | | | | Conduct biannual workshops for students to enhance capacity in public health research | | | | |
| 3.1.b. Engage students in faculty led research | No data available | | | | | Provide list of research projects within SPH and beyond where students can participate and get involved in public health research | | | | |
| 3.1.c. Develop skills in manuscript and proposal development. | No data available; Data will be recorded | | | | | Organize biannual workshops to develop skills for manuscript and proposal development | | | | |
| 3.1.d. Encourage and support student presentations | No clear data available | | | | | 2-3% increase annually | | | | |
| 3.2. High Impact Practices | | | | | | | | | | |
| 3.2.a. Increase study abroad opportunities | No data available | | | | | Create practicum or experiential learning opportunities for students to engage in research or community engaged projects in global settings. | | | | |
| 3.2.b. Foster collaborative assignments | No data available | | | | | Create learning communities through collaborative assignments and projects | | | | |
| 3.2.c. Provide community-based learning opportunities | No data available | | | | | Conduct twice a year community-based forum to inform students about the public health projects available in the communities. | | | | |
| 3.3. Outcomes/Workforce Focus | | | | | | | | | | |
| 3.3.a. Track student progress | No data available | | | | | Results from climate survey | | | | |
| 3.3.a.a. 6-year Undergraduate Graduation Rate (%) | 48.10 | 53.20 | 51.40 | 54.30 | 48.20 | 50 | 52.50 | 55 | 62.50 | 70 |
| 3.3.a.b. Undergraduate Degrees Awarded | New program | | | | | 6 | | | | |
| 3.3.a.c. Master's Degrees Awarded | 47 | 49 | 57 | 72 | 75 | Average of the last 5 years +2% | | | | |
| 3.3.a.d. Doctoral Degrees Awarded | 9 | 8 | 5 | 8 | 6 | Average of the last 5 years +2% | | | | |
| 3.3.a.e. Post-graduation (6 mo.) Placement | ND | ND | ND | ND | ND | 70% | 75% | 80% | 85% | 90% |
| 3.3.b. Increase internship opportunities | No data available | | | | | Increase internship opportunities to gain real-world experiences | | | | |
| 3.3.c. Improve skill-based learning based on feedback from students | No data available | | | | | Results from climate & curriculum surveys | | | | |
| 3.4. Optimized Degree Program Mix and Emphasis | | | | | | | | | | |
| 3.4.a. Offer new certificates/micro-credential programs | No data available | | | | | 2 | 2 | 2 | 3 | 3 |
| 3.4.b. Assess workforce capacity needs | No data available | | | | | Annual workforce analysis through diversified sources of data such as surveys, publicly available reports combined with job analysis. | | | | |
| 3.5. Flexible Attendance Options | | | | | | | | | | |
| 3.5.a. Offer flexible learning methods | No data available | | | | | Annual survey to obtain student feedback on preferences of learning modalities. | | | | |
| 3.5.b. Offer flexible attendance options | No data available | | | | | Annual survey to obtain student feedback on preferences of learning modalities. | | | | |
| 3.6. Expanded Offering of Non-Degree Credentials | | | | | | | | | | |
| 3.6.a. Perform workplace landscape assessment | No data available | | | | | Assess workplace landscape | | | | |
| 3.6.b. Offer topic-specific training curricula | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 2 | 2 | 3 |
| 3.7. Teaching Life Skills | | | | | | | | | | |

| | | |
|---|---|--|
| 3.7.a. Offer practical public health courses | No data available | Initiate practical courses relevant to current public health concerns |
| 3.7.b. Integrate practical application of skills | No data available | Integrate practical application of skills into many courses |
| 3.7.c. Provide team building, leadership, and collaboration opportunities | No data available | Provide opportunities for team building, collaboration, and effective leadership skills |
| 3.8. Enhanced Graduate and Professional Education | | |
| 3.8.a. Align workforce needs with graduate program | No data available | Engage stakeholders on an annual basis to inform skills needed for an employment ready workforce |
| 3.8.b. Increase graduate research | Limited data available | Track student research and scholarly output |
| 3.8.c. Increase graduate compensation | No data available | Create opportunities for graduate assistants to teach in dual enrollment and undergraduate courses facilitating their professional development and ability to increase their compensation. |
| 3.9. Educational Ecosystem | | |
| 3.9.a. Increase relationships with high schools | No relationship with high schools | 10 10 15 15 20 |
| 3.9.b. Increase cooperation with regional and global educational institutions | No data available | 5 6 7 8 10 |
| 3.9.c. Expand collaboration with local and state health departments | Limited collaboration with local and state health departments | Track collaborative projects with local and state health departments. |

GOAL 4: STRENGTHEN RESEARCH ENTERPRISE

| Goal 4 | Historical Data | | | | | Targets | | | | |
|---|---|-------------|-------------|-------------|--------------|--|--------------|-----------|-----------|-----------|
| | Fall 2018 | Fall 2019 | Fall 2020 | Fall 2021 | Fall 2022 | Fall 2023 | Fall 2024 | Fall 2025 | Fall 2026 | Fall 2027 |
| 4.1. Increased & Enhanced Research Capacity | | | | | | | | | | |
| 4.1.a. Increase student research involvement | Limited data available | | | | | Create opportunities for undergraduate and graduate students to get involved in research projects | | | | |
| 4.1.b. Facilitate student-initiated research ideas | No data available | | | | | Create best poster awards for student experiential learning and research projects | | | | |
| 4.1.c. Develop collaborative projects with other institutions | No data available | | | | | Facilitate biannual interdisciplinary team building workshops | | | | |
| 4.1.d. Increase extramural funding | \$2,741,523 | \$3,046,846 | \$2,578,639 | \$3,367,272 | \$10,878,843 | \$12,023,046 | Baseline +5% | +5% | +10% | +10% |
| 4.1.e. Enroll graduates in APHA | New Initiative | | | | 100% | 100% | 100% | 100% | 100% | 100% |
| 4.2. Improved & Expanded Research Infrastructure | | | | | | | | | | |
| 4.2.a. Establish an Office of Research | No designated Office of Research in SPH | | | | | Establish an Office of Research to be led by a Director of Research along with relevant support staff | | | | |
| 4.2.b. Develop computer lab facility in SPH | No computer lab available within SPH | | | | | Create informatics and data analytics computer lab in SPH | | | | |
| 4.2.c. Develop Lunch and Learn Series events | Limited Lunch and Learn Series events | | | | | Expand Lunch and Learn Series events | | | | |
| 4.2.d. Develop seed funding for junior faculty | No seed funding for junior faculty | | | | | Initiated and continue to support research seed funding for junior faculty | | | | |
| 4.3. Re-engineered Research Processes | | | | | | | | | | |
| 4.3.a. Hire additional research support staff | Limited research support staff | | | | | 1 | 1 | 1 | 1 | 2 |
| 4.3.b. Streamline grant application process | Barriers to smooth grant submissions | | | | | Develop workflow document facilitating collaboration between SPH research office and university's OSP | | | | |
| 4.3.c. Provide training in IRB procedures | Limited structured training in IRB procedures | | | | | Organize workshops to train students and faculty on IRB procedures and documentation | | | | |
| 4.3.d. Conduct faculty workload analysis | No relevant workload analysis | | | | | Conduct a faculty workload analysis and develop a plan for teaching buyouts that is proportional to faculty research funding | | | | |

| | | | | | | | | | | |
|--|--------------------------------|-----------|-------------|-------------|-------------|--|-----------------------------|----|----|----|
| 4.3.d.a. Faculty FTE- grants submitted | \$1,030,031 | \$773,263 | \$1,747,000 | \$1,059,312 | \$1,478,692 | \$2,525,053 | 2% annual increase | | | |
| 4.3.d.b. Faculty FTE - grants awarded | \$137,076 | \$145,087 | \$128,932 | \$160,346 | \$494,493 | \$572,526 | 2% annual increase | | | |
| 4.3.d.c. Faculty Seeking Funded Research | 50% | 52% | 60% | 57% | 64% | 79% | Mean 2018-23 +2-5% annually | | | |
| 4.4. Purposeful & Impactful Research Centers & Institutes | | | | | | | | | | |
| 4.4.a. Establish thematic research centers | No thematic research center | | | | | Continue to develop research centers in high public health priority areas | | | | |
| 4.4.b. Track center productivity | No data available | | | | | Annual report submission by SPH research centers and institutes | | | | |
| 4.5. Key Research Focus Areas | | | | | | | | | | |
| 4.5.a. Incentivize research that addresses local and regional health issues | No clear data available | | | | | Identify seed funding to support and address local and regional health priorities | | | | |
| 4.5.b. Increase junior faculty portfolios | No clear data available | | | | | Highlight faculty research through digital and print media | | | | |
| 4.5.c. Increase local collaborations | No clear data available | | | | | Strategic collaborations that support and advance SPH Vision and mission | | | | |
| 4.5.d. Align research around local and regional challenges | No clear data available | | | | | Engage stakeholders to drive innovative research towards improving good health and well-being | | | | |
| 4.6. Enlarged & Diversified Funding | | | | | | | | | | |
| 4.6.a. Create database of diverse funding opportunities | No relevant database | | | | | Develop and maintain a database of diverse funding opportunities | | | | |
| 4.6.b. Offer grant writing workshops for non-governmental sources | No relevant workshops | | | | | Biannual seminars providing information about various non-governmental sources of funding | | | | |
| 4.6.c. Provide professional networking and grant writing resources for faculty development | No relevant training | | | | | Identify resources to support faculty development | | | | |
| 4.6.d. Increase grant applications and awards | | | | | | | | | | |
| 4.6.d.a. # Grant applications | 62 | 64 | 55 | 63 | 73 | 61 | Mean 2018-23 +2-3% annually | | | |
| 4.6.d.b. # grant applications funded | 26 | 28 | 25 | 34 | 37 | 33 | Mean 2018-23 +1-2% annually | | | |
| 4.6.d.c. % grants funded | 42% | 43.7% | 45.4% | 55.7% | 51% | 54% | Mean 2018-23 +1-2% annually | | | |
| 4.6.d.d. Federal Research Awards | 0 | 2 | 3 | 7 | 4 | 5 | Mean 2018-23 +2% annually | | | |
| 4.6.d.e. Non-Federal Research Awards | 62 | 62 | 52 | 56 | 69 | 56 | Mean 2018-23 +1-2% annually | | | |
| 4.6.d.f. Total Journal Publication | Limited data available | | | | | Mean 2018-23 + 2% annually | | | | |
| 4.7. Greater Research Visibility | | | | | | | | | | |
| 4.7.a. Highlight faculty research on school website | No clear data available | | | | | Disseminate periodically faculty success on school's website and social media channels | | | | |
| 4.7.b. Support faculty and student travel for research presentations | No clear data available | | | | | Generate additional resources to support faculty and student participation in conferences | | | | |
| 4.7.b.a. Number of students participating in national and international conferences/meetings | Do not have clear data on this | | | | 7 | 24 | 25 | 25 | 25 | 30 |
| 4.7.c. Support student research publication | No clear data available | | | | | Offer guidance on manuscript writing and presentation of research findings at national and international conferences | | | | |
| 4.7.d. Translate research for local publication | No clear data available | | | | | Develop and disseminate periodic research reports in varied formats to address needs of various stakeholders | | | | |

*All grants-related data are as of November 2023

GOAL 5: RECRUIT, RETAIN AND RECOGNIZE OUR PEOPLE

| Goal 5 | Historical Data | | | | | Targets | | | | |
|--|---|-----------|-----------|-----------|-----------|--|-----------|-----------|-----------|-----------|
| | Fall 2018 | Fall 2019 | Fall 2020 | Fall 2021 | Fall 2022 | Fall 2023 | Fall 2024 | Fall 2025 | Fall 2026 | Fall 2027 |
| 5.1. Recruiting & Onboarding | | | | | | | | | | |
| 5.1.a. Strategize targeted recruitment | No clear data available | | | | | Develop, implement, and evaluate plan for targeted recruitment | | | | |
| 5.1.b. Implement effective onboarding for new people | Limited onboarding of new staff | | | | | Develop procedures for onboarding | | | | |
| 5.2. Faculty & Staff Support | | | | | | | | | | |
| 5.2.a. Promote employee engagement | No data available | | | | | Create faculty and staff appreciation awards | | | | |
| 5.2.b. Align policies and procedures appropriate to school mission | No data available | | | | | Create print and digital content outlining various SPH wide policies and procedures | | | | |
| 5.2.c. Ensure fair compensation | No data available | | | | | Continue to make efforts towards creating an equitable model of compensation | | | | |
| 5.3. Professional Development | | | | | | | | | | |
| 5.3.a. Provide professional development opportunities for faculty & staff | No data available | | | | | Identify and support professional development opportunities | | | | |
| 5.3.a.a. % faculty in professional development workshops | No data available | | | | | | 15% | 25% | 30% | 50% |
| 5.3.a.b. % staff in professional development workshops | No data available | | | | | | 25% | 25% | 50% | 100% |
| 5.3.b. Support faculty & staff attendance of conference | No data available | | | | | Develop faculty and staff professional development plan | | | | |
| 5.3.c. Conduct Annual Climate Survey to assess engagement, satisfaction, and inclusion | No data available | | | | | Conduct an annual Climate Survey that assesses faculty and staff engagement | | | | |
| 5.3.c.a. Faculty Satisfaction | No data available | | | | | Assess and respond with measures to enhance faculty satisfaction | | | | |
| 5.3.c.b. Staff Satisfaction | No data available | | | | | Assess and respond with measures to enhance staff satisfaction | | | | |
| 5.3.d. Assess annual evaluations of faculty and staff goals and achievements | Limited utilization of this data | | | | | Utilize this data to actively track adherence to the goals proposed | | | | |
| 5.4. Advancement & Leadership | | | | | | | | | | |
| 5.4.a. Review & update promotion/tenure guidelines | P&T guidelines available in an accessible format | | | | | Periodically review and update SPH promotion and tenure guidelines to align with the emerging academic landscape | | | | |
| 5.4.b. Develop mentoring for junior faculty | Limited mentoring of junior faculty | | | | | Link junior faculty to experienced faculty both within SPH and across institutions to support their professional advancement | | | | |
| 5.4.c. Provide training & advancement opportunities for faculty and staff | No data available | | | | | Assess periodically faculty and staff needs supporting their professional advancement | | | | |
| 5.5. Recognition & Rewards | | | | | | | | | | |
| 5.5.a. Engage faculty/staff input on operational decisions | Limited involvement of faculty/staff input on operational decisions | | | | | Engage the faculty and staff in school plans and operational decisions | | | | |
| 5.5.b. Implement annual awards to recognize faculty and staff achievements | No SPH wide awards | | | | | Gather faculty and staff input to implement awards recognizing their achievements | | | | |
| 5.5.c. Expand endowed chairs and professorships and "Chairs of Excellence" | | | | | | | | | | |
| 5.5.c.a. Number of endowed chairs | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1 | 2 |
| 5.5.c.b. Number of Endowed Professorships | 0 | 0 | 2 | 2 | 2 | 3 | 3 | 4 | 4 | 4 |
| 5.5.c.c. Number of Chairs of Excellence | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1 | 2 | 2 |
| 5.6. Retention | | | | | | | | | | |
| 5.6.a. Maintain welcoming work culture | No data available | | | | | Annual climate assessment to assess work culture | | | | |
| 5.6.b. Engage proactive retention strategies | No data available | | | | | Develop recognition and appreciation of faculty and staff achievements | | | | |
| 5.6.c. Update advancement and separation policies | No data available | | | | | Develop clear protocols for separation to ensure smooth transition and sustainability | | | | |

GOAL 6: EXEMPLIFY OPERATIONAL EXCELLENCE

| Goal 6 | Historical Data | | | | | Targets | | | | |
|--|--|-----------|-----------|-----------|-----------|---|------------------------------|-----------|-----------|-----------|
| | Fall 2018 | Fall 2019 | Fall 2020 | Fall 2021 | Fall 2022 | Fall 2023 | Fall 2024 | Fall 2025 | Fall 2026 | Fall 2027 |
| 6.1. Process Excellence | | | | | | | | | | |
| 6.1.a. Establish organizational structure | No formal SPH organizational structure | | | | | Establish a formal SPH organizational structure and establish committee structures addressing key areas of school functions | | | | |
| 6.1.b. Enhance collaborative opportunities between faculty and staff | No data available | | | | | Develop team building workshops and working groups to strengthen collaboration between faculty and staff | | | | |
| 6.1.c. Provide staff training | No data available | | | | | Identify and implement training workshops for administrative and research staff | | | | |
| 6.1.d. Streamline admission process | No data available | | | | | Develop a comprehensive workflow plan outlining roles and responsibilities of various stakeholders engaged in the admission process | | | | |
| 6.1.e. Implement clear guidelines for instructors | No guidelines available | | | | | Develop orientation manual and conduct workshops for faculty engaged in teaching and instructional assistance | | | | |
| 6.1.f. Upgrade academic quality control | No data available | | | | | Formalize a quality control plan for online and face to face course offerings | | | | |
| 6.2. Leadership & Culture | | | | | | | | | | |
| 6.2.a. Facilitate open communication about school business | Limited communication | | | | | Continue to organize semester-based faculty staff council meetings and weekly updates | | | | |
| 6.2.b. Implement metrics for DEI | No clear data available | | | | | Assign leadership to spearhead the revision of school policies to include metrics for DEI | | | | |
| 6.3. Partnerships | | | | | | | | | | |
| 6.3.a. Develop new partnerships | No data available | | | | | Track new partnerships each year | | | | |
| 6.3.a.a. Global partnerships | 0 | 0 | 0 | 0 | 0 | 3 | 4 | 4 | 5 | 5 |
| 6.3.b. Prioritize local partnerships | No data available | | | | | Enhance and strengthen partnerships with local, regional, and national organizations | | | | |
| 6.3.b.a. Annual Community forum meetings | No data available | | | | | 1 | 2 | 2 | 2 | 2 |
| 6.3.c. Evaluate existing partnerships and enhance collaborations | No data available | | | | | Document output of the collaborations established | | | | |
| 6.4. Marketing & Communications | | | | | | | | | | |
| 6.4.a. Implement comprehensive and robust marketing plan | No data available | | | | | Develop, implement and evaluate marketing and communication plan | | | | |
| 6.4.b. Promote activities on website and social media | No data available | | | | | Collect and promote news and information on the school's website and social media | | | | |
| 6.4.b.a. Social Media Engagement | | | | | | | | | | |
| 6.4.b.a1. Facebook | 0 | 0 | 0 | 190 | 196 | 235 | Mean 2018-23+ 2-3% annually | | | |
| 6.4.b.a2. Instagram | 0 | 0 | 0 | 0 | 98 | 141 | Mean 2018-23+ 5-7% annually | | | |
| 6.4.b.a3. LinkedIn | 0 | 0 | 0 | 0 | 322 | 999 | Mean 2018-23+ 5% annually | | | |
| 6.4.b.a4. Unique Webpage Views | No data available | | | | | | Mean 2018-23 + 2-3% annually | | | |
| 6.4.c. Perform web-based surveys | No data available | | | | | Perform biannual web-based surveys | | | | |
| 6.4.d. Generate press releases for local media | No data available | | | | | Establish and strengthen relationships with local and national news and media outlets | | | | |
| 6.4.e. Engage students, faculty, alumni to promote SPH online | No data available | | | | | Establish a network of students, faculty, and staff ambassadors to assist with marketing and communication efforts | | | | |
| 6.4.f. Publish biannual newsletter & annual reports | No data available | | | | | Publish biannual newsletters each year and an annual report every summer | | | | |
| 6.4.f.a. Digital and print newsletter and annual report | 0 | 0 | 0 | 0 | 3 | 3 | 3 | 3 | 3 | 3 |

| | | | | | | | | | | |
|--|---|---|---|---|---|---|---|---|---|---|
| 6.4.f.b. Dean Grand Round speaker series | 0 | 0 | 0 | 0 | 2 | 3 | 6 | 6 | 6 | 8 |
|--|---|---|---|---|---|---|---|---|---|---|

GOAL 7: GENERATE AND STEWARD FINANCIAL RESOURCES

| Goal 7 | Historical Data | | | | | | Targets | | | |
|--|---|-----------|-----------|-----------|-----------|---|-----------|-----------|-----------|-----------|
| | Fall 2018 | Fall 2019 | Fall 2020 | Fall 2021 | Fall 2022 | Fall 2023 | Fall 2024 | Fall 2025 | Fall 2026 | Fall 2027 |
| 7.1. Support from Memphis and Surrounding Region | | | | | | | | | | |
| 7.1.a. Engage in continuous exploration of potential support | No data available | | | | | Engage in active and continuous exploration of potential sources of support | | | | |
| 7.1.a.a. Non-Alumni Donor | 89 | 13 | 29 | 15 | 42 | 29 | 30 | 40 | 50 | 90 |
| 7.1.a.b. Charitable giving (USD) | 11,051 | 20,723 | 40,276 | 37,870 | 500,277 | 103,077 | 20,279 | 40,000 | 100,000 | 150,000 |
| 7.1.a.c. SPH faculty and staff (USD) | 865 | 475 | 5,069 | 495 | 2,927 | 1,901 | 1,500 | 1,500 | 2,000 | 3,000 |
| 7.1.a.d. Friend of SPH (USD) | 776 | 180 | 875 | 25 | 700 | 450 | 1,500 | 3,000 | 3,500 | 5,000 |
| 7.1.b. Enhance SPH alumni network | No data available | | | | | Establish a SPH alumni network and enhance engagement with alumni and their families | | | | |
| 7.1.b.a. Alumni (USD) | 3,750 | 7,053 | 34,082 | 625 | 396,275 | 10,380 | 10,000 | 20,000 | 30,000 | 40,000 |
| 7.1.b.b. Alumni Donor Count | 23 | 6 | 7 | 5 | 7 | 2 | 26 | 30 | 40 | 50 |
| 7.1.b.c. Alumni Giving Rate to the college | 5.09% | 1.17% | 1.24% | 0.8% | 0.97% | 0.26% | 3% | 4% | 5% | 10% |
| 7.1.c. Maintain transparent records & acknowledge funders | Was not being done | | | | | Recognize donors and funders across various platforms | | | | |
| 7.2. External Research Funding | | | | | | | | | | |
| 7.2.a. Provide training and administrative support for grant writing | No clear data available | | | | | Biannual workshops on grant writing | | | | |
| 7.2.b. Diversify funding sources | No clear data available | | | | | Create a database of research funding opportunities | | | | |
| 7.2.c. Budget in grants for student support | No clear data available | | | | | Purposely budget for student support when preparing grant applications | | | | |
| 7.3. Capturing Internal Efficiencies | | | | | | | | | | |
| 7.3.a. Institute fiscal accountability | No previous sustainability model | | | | | Plan and prioritize allocation of resources based on the needs of the school towards advancing its vision and mission | | | | |
| 7.3.b. Initiate academic pipelines | No data available | | | | | Develop and implement academic pathways from high school and transfer students towards undergraduate & graduate education | | | | |
| 7.3.c. Implement low-cost non-credit programs | No data available | | | | | Develop low cost noncredit and micro credential programs based on emerging public health workforce needs | | | | |
| 7.4. Fiscal Discipline | | | | | | | | | | |
| 7.4.a. Develop outcome-based financial model | No previous outcome-based financial model | | | | | Develop and implement a Return on Investment (ROI) plan for effective, efficient, and optimal outcomes | | | | |
| 7.4.b. Invest in student-centric framework | No previous student-centric framework | | | | | Invest in student engagement, advisement, experiential learning, and career for an enriching lifelong learning experience | | | | |
| 7.4.c. Adjust priorities & budgets responsive to feedback | No data available | | | | | Continue to assess and evaluate academic, administrative, and research priorities, and resources | | | | |