SPH-B Strategic Plan 2023-2028

June 22, 2023

The SPH-B 2023–2028 Strategic Plan charts an ambitious, five-year vision, building on our commitment to providing excellence in research and robust top-ranked academic programs that prepare our students for fulfilling lives and careers. Additionally, our increased push for diversity, equity, and inclusion and our focus on the student experience elevates the School of Public Health-Bloomington (SPH-B) and will increase our impact across the communities we serve and support.

The SPH-B 2023–2028 Strategic Plan establishes four pillars to guide the many contributions of faculty and staff across the school and demarcates our vision for SPH-B but still resonates within the 2030 IUB plan. Our pillars include Teaching and Student Experience, Research, Community, and the last—a foundational pillar—Operations. For each of the first three pillars we have goals (a broad primary outcome), strategies (the approach taken to achieve a goal), and objectives (specific actions taken to achieve a strategy). For operations, we have strategies and objectives that support the other three pillars.

We are pleased to announce that we are now entering the final stage in the development process of the five-year SPH-B Strategic Plan.

To date, nine teams of SPH-B faculty and staff were assigned to specific Strategic Plan pillars. In cooperation with stakeholders throughout the school, the teams made recommendations to inform the development of goals, objectives, and strategies to guide SPH-B through 2028. The Executive Strategic Plan Steering Committee synthesized the pillar reports into four categories: Teaching and Student Experience, Research, Community, and Operations. Each category provides goals, objectives, and corresponding strategies.

Now we want to hear from you! Please review this first draft of the 2023–28 Strategic Plan Goals, Objectives, and Strategies and **provide feedback by emailing mwillett@indiana.edu prior to Friday, July 14, 2023**. We will also gather feedback from external and community constituents, as well as students.

Once we have all feedback, the Executive Strategic Plan Steering Committee will make updates and then create an up-to-date executive summary.

Thank you for helping to ensure that SPH-B is positioned to become the preeminent School of Public Health through forward thinking and planning.

Dr. Michael Willett
Executive Assistant Dean for Academic Affairs & Enrollment

Dr. Jerono Rotich
Associate Dean for Organizational Climate, Inclusion, and Belonging

Dr. Ellen Evans
Department Chair and Professor of Kinesiology

Dr. Bill Ramos
Associate Professor and Director, Aquatics Institute

Teaching and Student Experience Pillar	

Goal #1: IU SPH-B will provide an exceptional academic experience for all undergraduate, graduate, and professional students and uniquely prepare them for personal and professional success.	
Strategy	**Objective**
Engage learners in the planning and implementation of courses	Provide learners with educational and experiential opportunities where they learn how to apply, synthesize knowledge and skills to solve problems, and be successful in a global world.
Prepare graduate students for a career in academia and industry	
Support service learning experiences	
Prepare students to successfully link course-specific content to professional career (outside academia) expectations through short-term SPH-B internships and course assignments	
Enhance student-to-support services interaction through the strategic deployment and integration of IU supported digital/data technologies	Provide learners with innovative and high-quality student support services and resources to support their academic/educational goals.
Train newly hired academic advisors in innovative e-advising strategies to more efficiently meet student needs	
Opportunities for non-traditional students	Provide flexible opportunities for students to ensure an on-time graduation and achievement of their educational goals.
Explore opportunities for fast-track degree programs	
Maintain acceptable advising ratios that facilitate student success	
Undergraduate faculty, students, and staff review/revise curricula	Develop new or revise graduate and undergraduate degree programs.
Graduate faculty, students, and staff review/revise curricula	
Develop and implement assessment strategies across student services and enhance availability of data for decision-making	Provide a student services experience based on a proactive public health model including assessment, programming, and assurance components.
Offer programming/engagement in each area of student services to foster holistic student development	
Establish assurance measures to enhance student recruitment, student retention, on-time graduation, and successful outcomes	
Ensure all SPH-B students participate in high impact experiences while reducing access barriers	Integrate high-impact experiences for all SPH-B students and connect them to community partners, employers, and alumni.
Foster collaboration across departments to offer high impact experiences through courses and in-house programs	
Enhance employer relations, workforce development, and community outreach activities to increase talent pipelines in the state and beyond	
Reach out to alumni to develop professional networks (alumni relations)	
Establish a grant-funded teaching award	Provide incentives for good teaching that include awards, grants, and fellowships.
Develop additional awards beyond campus/university that are more specific to SPH-B; Create endowed teaching chairs and named professorships	
Establish a sabbatical program focused on professional development in teaching	
Establish an internal quality assurance framework supporting & recognizing application of instructional design principles in course development	
Provide spaces where instructors, staff, and students can experience innovative teaching opportunities	Provide professional development opportunities for all instructors to support compatibility with innovative curricula or technologies
Office of Instructional Design offers regular trainings for faculty related to innovative teaching and learning	Provide support for instructors to create state-of-the-art undergraduate and graduate curricula delivered through innovative and effective approaches to teaching and learning.
Provide faculty access to cutting-edge instructional design and digital learning technologies to increase efficiency and effectiveness in instruction	
Implement innovative curricula	Enhance instructional and pedagogical resources for existing academic programs.
Systematically and regularly review current instructional and pedagogical resources in undergraduate programs	
Systematically and regularly review current instructional and pedagogical resources in graduate programs	
Provide each new, adjunct, or visiting faculty member with a teaching mentor at the beginning of their contract date	Provide support through continuing education and professional development opportunities for all instructors so they can create authentic learning environments for their students and provide opportunities for students to apply what they are learning.
Provide faculty release time to participate in professional development opportunities to learn more about authentic learning	
Deliver quality education by utilizing IU resources like FACET and continued support for faculty	
Create a long-term plan for investment in the localization of SPH-B instructional design resources supporting faculty on the design and development of instruction	

Goal #2: IU SPH-B will foster a diverse and inclusive student community that stimulates a strong sense of belonging and well-being.	
Strategy	**Objective**
and timely	

Enhance physical space for student-centered interactions and improve building accessibility	Foster a culture of diversity, equity, inclusion, and belonging while increasing access to student services resources.
Enhancing online resources and teaching tools	
Create and maintain programs that foster a sense of belonging among students	
Review the current number and diversity data related to full-time faculty	Increase the number and diversity of full-time teaching faculty.
As the number of underrepresented students continues to increase, provide opportunities to faculty from URM groups to have positions with power of decision	
Develop (or implement) recruitment strategies with target outreach to diverse faculty	
Develop and communicate diversity, inclusion, and belonging vision	
Establish opportunities for students to learn about how to recognize and care for their mental, physical and emotional wellness outside of the classroom	Create environments where students can obtain a balance of mental, physical, and emotional wellness.
Establish opportunities for students to learn about how to recognize and care for their mental, physical and emotional wellness inside of the classroom	
Support staff on their work with students	
Offer faculty-led socialization initiatives to create a friendly and approachable environment between faculty and students	
Design curriculum and training using a health equity framework	Create environments and opportunities where underserved/minority student populations can thrive and succeed.
Offer degree-program information such as flyers and leaflets in languages other than English. This would allow greater reach to families whose dominant language is not English	
Apply for DoE, HRSA, NIH, and NSF grants that expressly promote the recruitment of diverse student bodies	
Institute formal and funded research mentoring programs including peer and non-peer faculty and research staff mentoring networks, panels, and mentor-mentee relationships	Implement inclusive mentoring systems in research.
Increase number and diversity of graduate students, postdoctoral trainees, and early-career faculty funded on mentored research.	
Upgrade existing labs to modern scientific standards	Create a physical environment where all SPH-B students succeed
Build new labs that support excellence in Public Health	
Ensure labs are meeting outreach goals	
Foster active engagement and facilitate effective communication among faculty, academic staff, and students through various channels	Enhance campus culture and nurture student communities within the faculty to foster greater engagement
Create platforms and events that facilitate community engagement and networking opportunities between students, faculty, alumni and professionals	
Build an inclusive campus culture, celebrating diversities with the nature of SPH-B	
Provide support services that target academic, personal and emotional needs of students	
Improve the support according to the student's feedback regarding their experiences, concerns and suggestions	

Research Pillar	

Goal #1: IU SPH-B will accelerate the scale and scope of quality transformational research and creative activity to address pressing public health issues in Indiana and beyond.

Strategy	Objective
Establish and maintain state-of-the-art research laboratories supporting basic science, behavioral/clinical, and applied/community-based research	Engineer an effective, efficient, and satisfying research support system (facilities and process).
Make participant or community member access to school-based buildings and laboratory space easy, safe, and cost-free	
Ensure faculty and students who do research know everything they need to know about and can access pre and post awards to succeed	
Optimize staffing in grants office and research staff pool by attracting, retaining, and cross-training individuals	
Optimize operational efficiency and effectiveness of the research system	
Upgrade existing labs to modern scientific standards	Ensure SPH-B provide excellent physical space to support transformative research.
Build new labs that support excellence in public health	
Ensure labs are meeting outreach goals	
Establish extramurally funded school and campus based interdisciplinary research centers of excellence leveraging existing and emerging SPH-B strengths	Conduct nationally recognized, innovative, interdisciplinary, and impactful science that prioritizes vital public health issues; improve infrastructure & expand portfolio.
Increase the number of center, infrastructure, program-project, and other large-scale funding targeted to specific areas of strength	
Expand and promote use of the school's human and non-human resources for enhanced collaborative research	
Establish, incentivize, and support community partner relationships to facilitate and house community-based research	
Systemize how we prioritize research investments, evaluation, and recognition	
Broaden and increase the number and amount of funding from multiple sources including federal and non-federal agencies	
Obtain funding and accolades that are hallmarks of leading (public health) research institutions	
Publish and present research findings in high-impact journals and at national and international meetings	
Increase the school's external visibility	
Improve the Finance Team's post award abilities through training, experience, collaboration, and relationship building	Develop the best post-award support within IU.
Develop comprehensive post-award training, as well as targeted post-award training for specific functional areas	
Cultivate strong, collaborative relationships with the SPH-B Grants Team and ORA staff	
Cultivate relationships with IUB and IUPUI RC staff who have post-award responsibilities, particularly with the College, Luddy, Fairbanks, and the School of Medicine	

Goal #2: IU SPH-B will infuse diversity, equity, inclusion, and belonging best practices into all aspects of research, creative activity and scholarship to ensure an environment that fosters research excellence and innovation for all.

Strategy	Objective
Institute formal and funded research mentoring programs including peer and non-peer faculty and research staff mentoring networks, panels, and mentor-mentee relationships	Implement inclusive mentoring systems in research.
Increase number and diversity of graduate students, postdoctoral trainees, and early-career faculty funded on mentored research	
Increase opportunities for all to participate in research idea incubation and generation	Promote safe and inclusive research environments to optimize research experiences for all. Proceduralize equitable research.
Increase opportunities for all to participate in intellectual exchanges and networking	
Develop policies and procedures to support individuals with physical and intellectual disabilities in research participation	
Develop policies and procedures to support individuals with caregiving responsibilities in research participation	
Develop policies and procedures to support individuals from historically marginalized racial and ethnic groups in research participation	
Develop policies and procedures to support individuals from women and sexual and gender minority groups in research participation	
Strengthen a culture of zero tolerance for discrimination, harassment, and physical/mental harm	

Community Pillar	
Goal #1: IU SPH-B will drive the advancement of public health within communities in Indiana and beyond through creating innovative, collaborative, and transformational approaches to solving critical public health challenges for all.	
Strategy	**Objective**
Ensure all SPH-B students participate in high-impact experiences while reducing access barriers	Integrate high-impact experiences for all SPH-B students and connect them to community partners, employers, and alumni.
Foster collaboration across departments to offer high impact experiences through courses and in-house programs	
Enhance employer relations, workforce development, and community outreach activities to increase talent pipelines in the state and beyond	
Reach out to alumni to develop professional networks (alumni relations)	
Establish extramurally funded school- and campus-based interdisciplinary research centers of excellence leveraging existing and emerging SPH-B strengths	Conduct nationally recognized, innovative, interdisciplinary, and impactful science that prioritizes vital public health issues (infrastructure).
Increase the amount of center, infrastructure, program-project, and other large-scale funding targeted to specific areas of strength	
Expand and promote use of the school's human and non-human resources for enhanced collaborative research	
Establish, incentivize, and support community partner relationships to facilitate and house community-based research & creative activity	
Develop customized cross-disciplinary, cross-school study abroad opportunities that provide breadth and depth of experience for all students and that take advantage of IU SPH-B's existing strengths and partnerships	Increase comprehensive offerings for learning across the life span through community partnerships and training that enhance education and quality of life.
Develop programming with industry and community partners, build opportunities for internships and practical experiences, and seek opportunities for reciprocal engagement, particularly in professional disciplines	
Work with communities to advance public health initiatives to improve quality of life in communities throughout the state	Build comprehensive partnerships with state and community agencies to improve health outcomes.
Goal #2: IU SPH-B will respond to state and national workforce development needs by modifying existing programs or developing new degrees & training programs to meet emerging public health priorities.	
Strategy	**Objective**
Develop new computational courses that teach data-driven approaches to problem solving, workforce development needs	Provide a steady pipeline of talented graduates by promoting student success based on alignment of curricula and workforce development needs.
Provide faculty and students access to cutting-edge technology in the classroom and the labs	
Continue to increase the number of opportunities for students and faculty to travel abroad/participate in exchange programs	
Provide office space equipped with the latest technology for graduate students and postdoctoral students	
Student success based on matriculation, graduation rates, and graduate perceptions of curricular effectiveness/workforce readiness	
Develop an undergraduate and graduate committee to explore revisions and new programs	Develop new or revise graduate and undergraduate degree programs.
Identify common faculty areas of expertise and interest	
Engage faculty, students, staff in the development of new programs and revisions	
Dedicate financial and personnel resources to support and bolster IU SPH-B global initiatives to enhance student development and experiences	Develop courses and training that ensure IU SPH-B students graduate with the intercultural competencies and experience needed by Indiana companies in an increasingly interconnected world.
Enhance student to support services interaction and bolster student recruitment, student retention and on time graduation rates	Increase enrollment and degree completion within the school's existing programs of excellence.

Operations (Foundational) Pillar

	Strategy	Objective
Finance	Initiate and build relationships with our customers	Provide outstanding financial customer service and operational support to SPH-B.
	Initiate and build relationships with people who help us support our customers	
	Develop processes, procedures, organizational structures, responsibilities, and tools that enable us to be highly responsive to our customers and with a high level of expertise	
	Develop and deliver timely financial communications via multiple communications channels.	
	Develop an outstanding Finance Team culture	Develop a team culture that supports team members growing, developing, and thriving.
	Develop training programs and a team culture that values, encourages, and funds professional development.	
	Improve financial planning tools through developing new financial reporting, analytical, and decision-support tools	Develop best-in-class RC financial planning.
Philanthropy	Meet annual FY fundraising goals developed in collaboration with IU Foundation	Grow and sustain philanthropy in support of key priorities and initiatives of the School of Public Health-Bloomington.
	Build and maintain a comprehensive case statement for giving to the SPH-B, featuring opportunities for support focused on key priorities and initiatives	
	Maintain a robust pipeline of donors and prospects for cultivation toward major, principal and transformational giving to SPH	
	Centralize and standardize operational processes in Finance, HR, and Administrative Services	Improve the effectiveness and efficiency of operational support to SPH-B.
	Develop or update as needed all internal operations-related policies	
	Provide superior operational services to SPH-B internal stakeholders	

Operations	Establish a standard program to provide new employees information to help them achieve success in their new role and feel welcome and valued as a member of SPH-B	Retain and develop SPH-B staff.
	Promote professional development opportunities that focus that focus on strengthening the skills of current staff and their career advancement	
	Introduce a succession planning framework to mitigate critical position vacancies	
	Create a variety of formal and informal events for faculty, staff, and students, highlighting shared interests	Increase employee satisfaction through belonging, connection, and engagement.
	Develop a formal mentor program to assist new employees in acclimating to SPH-B	
	Develop coordination and communications between departments to support a sense of common purpose throughout SPH-B	