

# Strategic Framework AY2021-2023

## About CUNY SPH

The CUNY Graduate School of Public Health and Health Policy (CUNY SPH) is committed to excellence in teaching, research, and service. We work collaboratively toward creating a healthier New York City and healthier populations across the globe, living on a healthier planet. We are leaders in promoting equitable and evidence-based solutions to build healthy cities everywhere.

Located in the vibrant Harlem neighborhood within the global metropolis of New York, and a vital part of the City University of New York, the world's largest and most diverse urban public university, CUNY SPH is known for our innovative programs and our inclusive culture. As New York City's *public* school of public health, CUNY SPH is committed to

advancing health equity and social justice locally and globally; creating affordable, accessible, and supportive educational opportunities for all, including students from underrepresented communities, working adults, and first-generation scholars; and preparing public health professionals for the challenges of tomorrow.

## Vision

*To improve health and social justice in New York City and across the globe.*

## Mission

*To promote and sustain healthier populations in New York City and around the world through excellence in education, research, and service in public health and by advocating for sound policy and practice to advance social justice and improve health outcomes for all.*

## Values

### **We strive to incorporate health equity into everything we do.**

We apply a health equity approach to our work and acknowledge the legacy of health inequities and racism experienced by marginalized populations. In order to address the public health needs of society we must first acknowledge the origins and impact of unequal treatment.

### **We provide access to excellent educational programs for all students.**

As New York City's premier public school of public health, we deliver rigorous and affordable in-class and online graduate education that prepares our graduates for professional success. We provide access for people who have historically been excluded from higher education, celebrate the broad diversity of our community of learners, and build meaningful relationships between students and faculty that support student achievement.

### **We believe that public service is a duty and a responsibility.**

As a public school of public health located in Harlem, we believe that responsible engagement with our surrounding communities is a priority and an essential part of our identity. We also believe that an important tenet of the school's mission is to use our intellectual resources and talent to advance global public health efforts and improve well-being.

### **We are a respectful, diverse, and inclusive community.**

We believe that diversity strengthens our school and offers essential insights into public health problems and solutions. In all of our efforts, we endeavor to center the voices of those who have been historically excluded and respect the dignity of each individual.

### **We believe collaboration leads to innovative and impactful research, programs, and policies.**

Our collaborative approach reaches across academic departments and disciplines within CUNY SPH and throughout CUNY, and extends to research, education, and practice with national and international schools of public health. We collaborate with community groups, NGOs, and other organizations to improve public health at home and abroad.

## Goals

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### **1 Educational Excellence**

Provide rigorous, accessible, and innovative educational programs, in-person and online, that effectively prepare students, trainees, and fellows as public health thought leaders and professionals.

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### **2 Research and Scholarship**

Advance high-quality research and scholarship that improves health outcomes, informs public health policy and practice, and creates social value.

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### **3 Service and Community Impact**

Be a trusted, reciprocal, and respectful partner in advancing health equity in our local community, our state, and globally and serve as a reliable partner with the public and private agencies that serve the city and the state.

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### **4 Student Success**

Enhance achievement, engagement, and well-being throughout the educational experience of a diverse body of students.

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### **5 Professional Development**

Advance lifelong learning and other opportunities for the professional growth of the CUNY SPH community.

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### **6 Organizational Excellence**

Serve as an effective steward of the public trust by operating as an effective, sustainable, and inclusive organization within a shared governance structure.

# Goals with 12-36 month outcomes

## 1 Educational Excellence

*Provide rigorous, accessible, and innovative educational programs, in-person and online, that effectively prepare students, trainees, and fellows as public health thought leaders and professionals.*

- A** Enhance the caliber of online teaching and learning to continuously improve quality, increase student engagement, and better meet the diverse learning needs of students.
- B** Maintain the diversity of the CUNY SPH student body, a critical component of the CUNY academic experience, amid economic instability and a public health crisis.
- C** Ensure students make continued progress toward graduation as measured by a graduation rate of 80% or higher and a one-year retention rate of 95% or higher.
- D** Establish the CUNY SPH Center for Emergency Preparedness with an initial focus on vaccine preparedness and acceptance.
- E** Increase access to online educational resources in public health, including e-Library options.
- F** Create accelerated pathways for undergraduate students from CUNY and other universities to complete their master's degree in 5 years (e.g., 4+1 programs).
- G** Increase the number of interdisciplinary collaborative courses.

## 2 Research and Scholarship

*Advance high-quality research and scholarship that improves health outcomes, informs public health policy and practice, and creates social value.*

- A** Strengthen and expand faculty and student interdisciplinary research that has a measurable impact on improving population health and reducing health inequities in New York and across the globe.
- B** Increase the number of faculty and students engaged in the research activities of the School's centers, institutes, and academic departments.

- C** Increase the number, funding, and diversity of sources for funding of faculty research.
- D** Expand CUNY-SPH research collaborations, undertaken with and for the community, with the goal of reducing public health inequities.
- E** Increase the proportion of faculty who are awarded major research grants, with an emphasis on supporting tenure-track faculty in obtaining their first major grants.

## 3 Service and Community Impact

*Be a trusted, reciprocal, and respectful partner in advancing health equity in our local community, our state, and globally and serve as a reliable partner with the public and private agencies that serve the city and the state.*

- A** Establish strong and vibrant connections with individuals and organizations to advance the goals and vision of the school, including a "Friends of the School" program.
- B** Increase the number of organizations available to students for fieldwork opportunities in government, nonprofit and private sectors.
- C** Through the Harlem Health Initiative, provide capacity building trainings and technical assistance workshops to community-based organizations in Harlem that provide health related services to the Harlem community in order to amplify the ability of these organizations to advance health and health equity.
- D** Create a platform to highlight the work of community-based organizations and support peer-to-peer sharing of effective practices among CBOs and between CBOs and the School.
- E** Assess our existing partnerships and then increase and strengthen partnerships with global academic institutions to enhance teaching and research to advance public health education.

## 4 Student Success

*Enhance achievement, engagement, and well-being throughout the educational experience of a diverse body of students.*

- A** Provide a supportive academic experience and increase the sense of community among SPH students.
- B** Address the immediate mental health and wellness needs of students related to crises impacting our community including racial injustice and COVID-19 and its aftermath.
- C** Ensure students have the information technology equipment, services, and supports needed to continue learning online at home.
- D** Prepare workforce ready graduates who possess the leadership and interpersonal skills needed for career success and have access to and knowledge of how to secure career opportunities.
- E** Increase philanthropic funding to support scholarships and fellowships for masters and doctoral students.

## 5 Professional Development

*Advance lifelong learning and opportunities for the professional growth of the CUNY SPH community.*

- A** Increase participation of introductory and mid-level staff in CUNY workshops and trainings that advance their professional development and career growth.
- B** Foster a strengths-based culture of professional development by equipping supervisors with the knowledge and tools needed to strengthen supervisory skills, respectful communication, and healthy work relationships.
- C** Create a centralized, cross-departmental repository of training resources and information to support the use of CUNY systems, policies, and processes.
- D** Establish a peer support system for all levels of staff and a mentoring system between junior and senior faculty for research guidance and pedagogy development to support faculty in their academic career.

- E** Provide opportunities for staff, alumni, and community members to obtain continuing public health education and participate in public programming that advances health and social justice.
- F** Increase communication and clarity about tenure and promotion policies.

## 6 Organizational Excellence

*Serve as an effective steward of the public trust by operating as an effective, sustainable, and inclusive organization within a shared governance structure.*

- A** Create and update Disaster Recovery and Business Continuity Plans for all departments and units.
- B** Grow our capacity to serve a student body of 1,000 enrollees by AY22-23 while maintaining the quality of training and a 1:15 faculty to student ratio.
- C** Enhance ratings related to satisfaction, retention, and a respectful work environment on the Campus Climate Survey, overall and across all racial, ethnic and gender groups.
- D** Increase awareness of CUNY SPH's unique role and identity and build on its growing reputation of academic excellence.
- E** Develop and implement a participatory budgeting process that provides faculty and staff with the opportunity to help shape the school's budget and fiscal priorities and that builds a shared understanding of and accountability for the school's budget and finances.
- F** Develop a plan for physical space expansion in alignment with the school's academic growth.
- G** Increase governance adaptability and understanding.