



# School of Public Health Strategic Plan 2022 - 2027



**VISION:** Igniting boundless solutions for a flourishing tomorrow

**MISSION:** To advance the public's health by engaging partners in world-leading research, learning and action

FOCUS AREA AND DEFINITION	YEAR 1 (BY JUNE 2022)	YEAR 3 (BY 2025)	YEAR 5 (BY 2027)
<p><b>EDUCATION (EDU)</b>  <b>Deliver innovative high quality learning experiences</b></p> <p>To provide globally relevant, high quality and accessible interdisciplinary learning experiences for diverse students, who become knowledgeable and skillful leaders to contribute to ethically-grounded public health research and practice in Canada and the world.</p> <p>(Scope: academic programs - MPH, MSc, PhD, MACE, and undergrad courses; embedded certificates (grad and undergrad); and continuing education such as the Fellowship in Health System Improvement (FHSI). Future: to include other continuing education as developed.)</p>	<ul style="list-style-type: none"> <li>• Receive approvals for General MPH focusing on core PH competencies</li> <li>• Begin to develop embedded certificates in areas of School's research strengths, excellence and emerging public health needs with a rollout plan (link to PCO – three-year resource plan)</li> <li>• Begin to develop an undergraduate strategy (building on the work in progress)</li> <li>• Increase Indigenous knowledge content within SPH programs and courses</li> <li>• Support establishment of SPH Mamawe a towiskiwin working group and action plan for TRC recommendation implementation</li> <li>• Begin to develop a framework for research degree curriculum review and renewai</li> <li>• Roll-out new course-based MACE program alongside thesis-based MACE</li> <li>• Offer innovative experiential learning opportunities (e.g., blended, technology-assisted, place-based groups)</li> </ul>	<ul style="list-style-type: none"> <li>• Continue development of embedded certificates</li> <li>• Implement the first cohort of General MPH with embedded certificates (new GPH fully transitioned) managing the transition of MPH program cohorts (2023)</li> <li>• Offer undergrad learning opportunities via embedded certificates, and minor/major in public health. Submit CEPH approval for full BPH degree (2025)</li> <li>• Implement Indigenous health and wellness certificate under direction of Indigenous faculty, advisors, and knowledge holders</li> <li>• Complete research degrees curriculum renewal (update) and begin implementation (2024-25)</li> <li>• Develop a continuing education framework aligned to internal strengths and external needs</li> <li>• Review program every three years with yearly retreats.</li> </ul>	<ul style="list-style-type: none"> <li>• Whole continuum of public health learning experiences across programs (undergraduate, MPH, MACE, MSc, PhD and continuing education) with an increase in enrolment.</li> </ul>
<p><b>RESEARCH (RES)</b>  <b>Lead research excellence</b></p> <p>To foster and support strategic research leadership and capacity to address complex and crucial public health challenges and to amplify the impact on the local and global community (scope: faculty research programs incl. research PIs, research trainees and research centres.)</p> <p>(Scope: investigator-driven research, centres, external research partnerships)</p>	<ul style="list-style-type: none"> <li>• Identify top five public health areas of strategic research strengths and leadership (with a three-year review cycle)             <ol style="list-style-type: none"> <li>1. Circumpolar and Global Health</li> <li>2. Climate Change Action and Planetary Health</li> <li>3. Community and Population Health, Wellbeing, and Sustainability</li> <li>4. Innovation and Responsiveness in Health Systems and Health Policy</li> <li>5. Social Inequity, Structural Vulnerability, and Health Equity</li> </ol> </li> <li>• Establish terms of reference for an SPH research advisory committee</li> <li>• Develop a research/academic excellence communications plan to tell our stories</li> <li>• Begin to formalize research support through partner network aligned to internal capacities/needs</li> <li>• Begin to strengthen and recognize external partnerships and engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and track research impact along with outputs</li> <li>• Develop and offer research mentorship and capacity development opportunities</li> <li>• Leverage institutional research opportunities and facilitate pan-SPH initiatives</li> <li>• Establish local to global partnerships in key areas of excellence</li> <li>• Formalize research support and systems through partner network</li> <li>• Implement research advisory committee</li> </ul>	<ul style="list-style-type: none"> <li>• Local to global leadership of our research excellence and impact</li> </ul>
<p><b>PEOPLE, CULTURE AND ORGANIZATION (PCO)</b>  <b>Promote organizational effectiveness and resiliency</b></p> <p>To create and sustain a culture of respectful engagement, that reflects the School's commitment to inclusive diversity, while increasing structural/operational effectiveness at all levels.</p> <p>(Scope: people, EDI, operations/ administration-HR, Finance, IT, and External Engagement)</p>	<ul style="list-style-type: none"> <li>• Develop dashboard metrics</li> <li>• Establish SPH organizational and committee structure (with a three-year review cycle)</li> <li>• Develop three-year resource plan (teaching equity, allocations, and teaching modalities at program level)</li> <li>• Link SET partner model to SPH academic and admin operations (HR, Finance, IT, External Relations [MarComm, Advancement, Alumni], Research Administration, and Student Services)</li> <li>• Develop EDI and Indigenous engagement plans</li> </ul>	<ul style="list-style-type: none"> <li>• New operating and academic model fully transitioned</li> <li>• Faculty growth and engagement plan with inclusive diversity integration</li> <li>• Student recruitment and enrollment management plan developed/approved (for existing programs) and market survey (for undergrad program)</li> <li>• Streamlined quality and accreditation processes</li> <li>• EDII embedded in all our operations and activities</li> <li>• Develop external facing philanthropic vision tied to EDU and RES (transformational impact, top five impact areas)</li> </ul>	<ul style="list-style-type: none"> <li>• Efficient and effective operations that reflect a culture of inclusive excellence and respect</li> </ul>