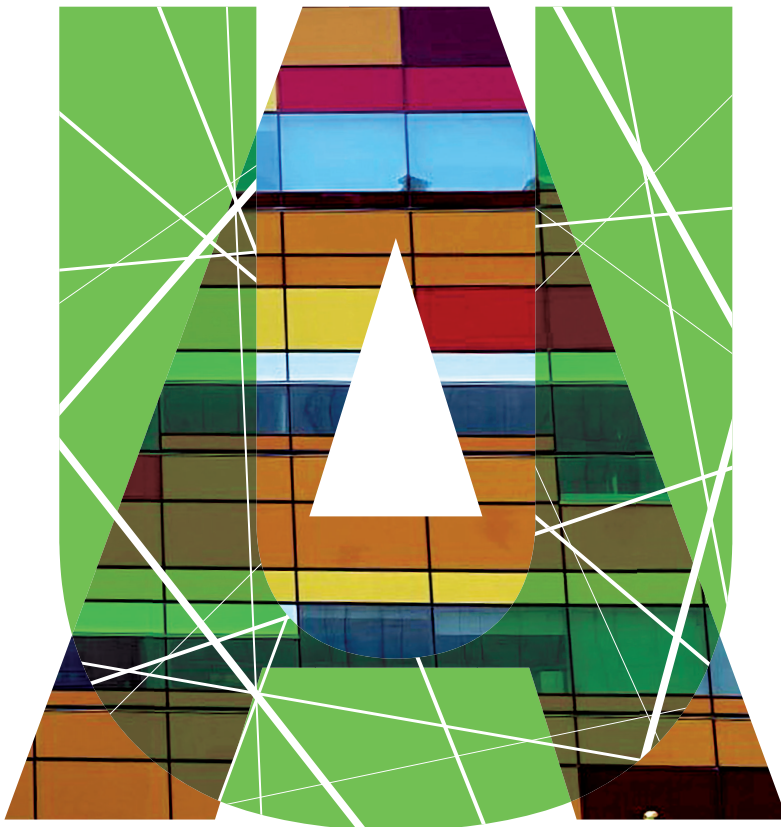




**UNIVERSITY
OF ALBERTA**

Towards a Healthier and Equitable Future for All

School of Public Health Strategic Plan 2022 – 2027



With an eye to the rapidly evolving public health landscape, the School of Public Health (SPH) will expand upon its existing activities and programs while pursuing new opportunities to reimagine and transform public health education, research, and practice.

Our commitment to equity, diversity, inclusion and indigeneity is at the core of all that we do. Firmly grounded in our foundational commitment to improving population health by advancing research, educating tomorrow's public leaders and creating partnerships, the School is looking ahead to take on urgent and complex health challenges, improve health equity, and optimize health outcomes for all.



Acknowledgements

School of Public Health
strategic planning facilitation team

University of Alberta's Strategic and
Transformational Change Office

Faculty, staff, students, and alumni who took part
in focus groups, surveys, town halls and planning
sessions that supported this work.

Territorial Acknowledgement

The University of Alberta, its buildings, labs, and
research stations are primarily located on the
traditional territory of Cree, Blackfoot, Métis,
Nakota Sioux, Iroquois, Dene, and Ojibway/
Saulteaux/Anishinaabe nations; lands that
are now known as part of Treaties 6, 7, and 8
and homeland of the Métis. The University of
Alberta respects the sovereignty, lands, histories,
languages, knowledge systems, and cultures of
First Nations, Métis and Inuit nations.

Message from the Dean:

What we do now, matters

Public health touches everyone and everything. The COVID-19 pandemic we have experienced is making that abundantly clear as it has impacted the ways we live, learn, work and engage. It has also amplified existing inequities that exist in our systems and communities.

What we do now, matters. Our strategic plan guides SPH with choices that we will have to make for resource allocation. It articulates our values, serves as a tool for attracting funding and other forms of support, expresses our identity and helps us recruit and retain faculty, staff, and students

Our plan is the result of broad consultation, identifying common ground which has created a stronger sense of shared purpose. We have made our commitments transparent and the plan will ensure that those priorities have staying power beyond a few short years.

The complexity of our work requires thoughtful consideration. It is not a strategy unless we allocate resources to it and we move forward together with active engagement from our entire school community. Together we create our flourishing future.

The Canadian Institutes for Health Research (CIHR) challenges us to 'critically consider how public health systems built for the future can centre health equity, voices and needs from the margin; lead intersectoral action to protect and promote health; and respond coherently to new and emerging health challenges.' *

This call for engagement will take all of us.

**Shanthi Johnson, PhD, RD, FDC,
FACSM, FGSA**

Professor and Dean, School of Public Health



* Building Public Health Systems for the Future, CIHR

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.

Values

Stewardship: We are transparent and accountable for our decisions and use our resources wisely.

Teamwork and partnerships: We value teamwork and collaboration, which contribute to our efforts to achieve personal and shared goals. We are committed to broad partnerships and interdisciplinary inquiry as essential to address public health issues.

Excellence: We are committed to excellence in all our endeavours.

Engagement: We value opportunities to engage internally and with the public, communities and decision-makers to advance public health practice and policy.

Respect: Our relationships are based on mutual respect and personal trustworthiness and are strengthened by open communication. We value diversity and inclusiveness and the opportunity to promote the health of students, faculty and staff in a supportive working environment.

APPROACH TO ADDRESSING COMPLEX HEALTH CHALLENGES

- Interdisciplinary and intersectoral
- Hub at the nexus of community, government, industry and higher education, coming together to generate root cause solutions
- Encouraging upstream and systems thinking
- Employing innovative methodologies



Consultations:

Ensuring your voices are heard

Our strategic planning process was highly participatory and accessible, engaging all members of our SPH community in defining our shared vision and charting our course for the future. A diverse range of perspectives and knowledge was sought, feedback was collected and collated, and the strategic plan was imagined. Input and perspectives were gained through a robust consultation process which took many forms, including, but not limited to: external and internal surveys, connections with international and national comparator institutions, virtual and face-to-face meetings/sessions with stakeholders, and a faculty-wide retreat.

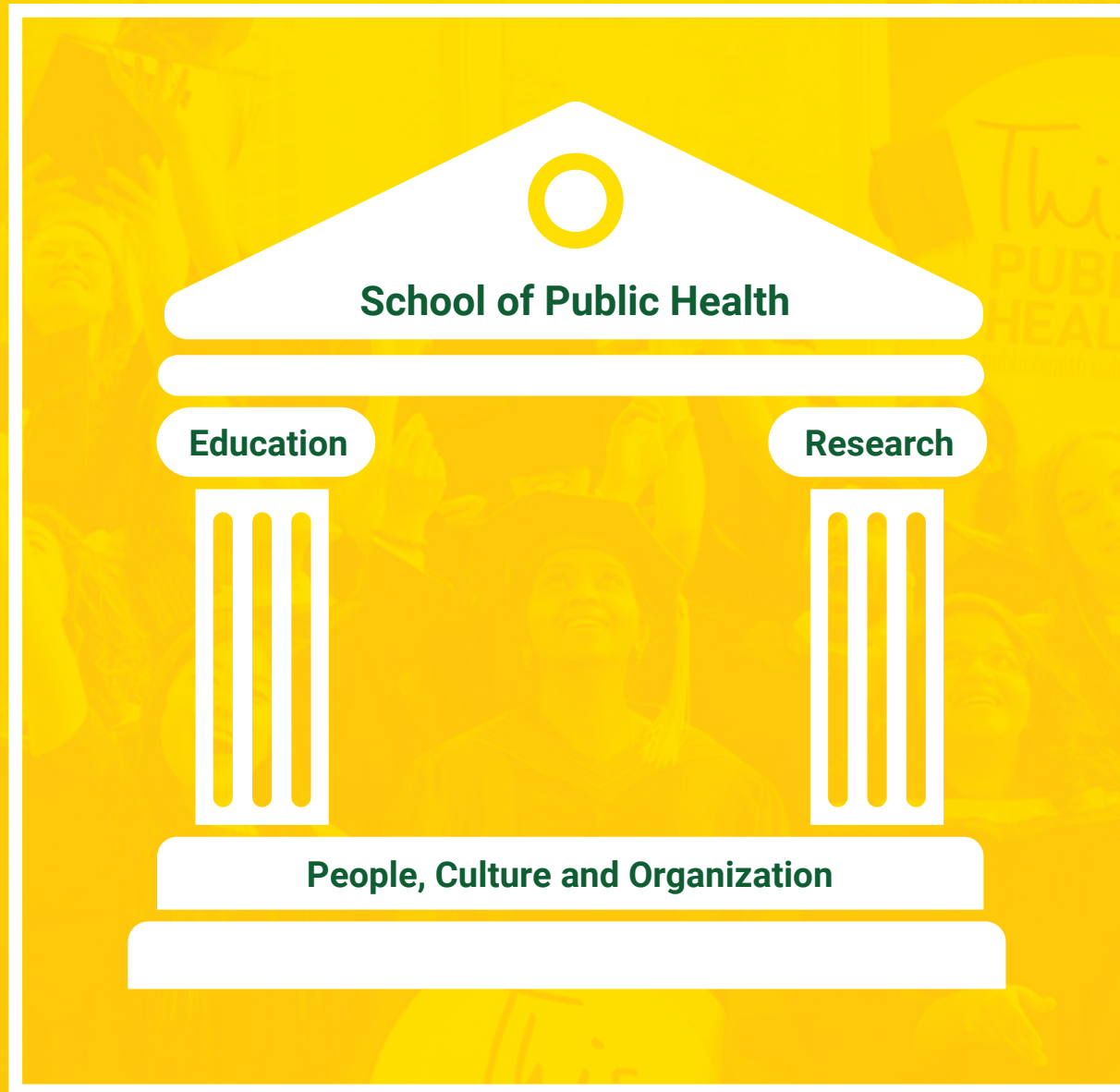
Given the COVID-19 pandemic and the challenges it presented, flexibility and adaptation became paramount, resulting in a strategic planning re-engagement to recalibrate our rigour and relevance consistent with the University of Alberta for Tomorrow's five-year strategic roadmap and the College Strategic Plans (2021-2026). Although this has been a long journey, we now have a strong strategic plan to propel the School to the next phase of growth and impact.





EDUCATION (EDU):

Deliver innovative high-quality learning experiences



Focus Area and Definition	YEAR 1 (June 2022)	YEAR 3 (By 2025)	YEAR 5 (By 2027)
<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"> • Receive approvals for General MPH focusing on core PH competencies • 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) • Begin to develop an undergraduate strategy (building on the work in progress) • Increase Indigenous knowledge content within SPH programs and courses • Support establishment of SPH Mamawa a towiskiwin working group and action plan for TRC recommendation implementation • Begin to develop a framework for research degree curriculum review and renewal • Roll-out new course-based MACE program alongside thesis-based MACE • Offer innovative experiential learning opportunities (e.g., blended, technology-assisted, place-based groups) 	<ul style="list-style-type: none"> • Continue development of embedded certificates • Implement the first cohort of General MPH with embedded certificates (new GPH fully transitioned) managing the transition of MPH program cohorts (2023) • Offer undergrad learning opportunities via embedded certificates, and minor/major in public health. Submit CEPH approval for full BPH degree (2025) • Implement Indigenous health and wellness certificate under direction of Indigenous faculty, advisors, and knowledge holders • Complete research degrees curriculum renewal (update) and begin implementation (2024-25) • Develop a continuing education framework aligned to internal strengths and external needs • Review program every three years with yearly retreats. 	<ul style="list-style-type: none"> • Whole continuum of public health learning experiences across programs (undergraduate, MPH, MACE, MSc, PhD and continuing education) with an increase in enrolment.

- > 3 RESEARCH CENTRES
- > 9 PAST/PRESENT CANADA RESEARCH CHAIRS
- > 3 PAST/PRESENT APPLIED HEALTH CHAIRS



RESEARCH (RES):

Lead research excellence

Focus Area and Definition	YEAR 1 (June 2022)	YEAR 3 (By 2025)	YEAR 5 (By 2027)
<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.</p> <p>(Scope: investigator-driven research, centres, external research partnerships)</p>	<ul style="list-style-type: none"> Identify top five public health areas of strategic research strengths and leadership (with a three-year review cycle) <ol style="list-style-type: none"> Circumpolar and Global Health Climate Change Action and Planetary Health Community and Population Health, Wellbeing, and Sustainability Innovation and Responsiveness in Health Systems and Health Policy Social Inequity, Structural Vulnerability, and Health Equity Establish terms of reference for an SPH research advisory committee Develop a research/academic excellence communications plan to tell our stories Begin to formalize research support through partner network aligned to internal capacities/needs Begin to strengthen and recognize external partnerships and engagement 	<ul style="list-style-type: none"> Develop and track research impact along with outputs Develop and offer research mentorship and capacity development opportunities Leverage institutional research opportunities and facilitate pan-SPH initiatives Establish local to global partnerships in key areas of excellence Formalize research support and systems through partner network Implement research advisory committee 	<ul style="list-style-type: none"> Local to global leadership of our research excellence and impact



PEOPLE, CULTURE, AND ORGANIZATION (PCO):

Promote organizational effectiveness and resiliency

Focus Area and Definition	YEAR 1 (June 2022)	YEAR 3 (By 2025)	YEAR 5 (By 2027)
<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 and II, operations/ administration- HR, Finance, IT, and External Engagement)</p>	<ul style="list-style-type: none"> Establish SPH organizational and committee structure (with a three-year review cycle) Develop three-year resource plan (teaching equity, allocations, and teaching modalities at program level) Link SET partner model to SPH academic and admin operations (HR, Finance, IT, External Relations [MarComm, Advancement, Alumni], Research Administration, and Student Services) 	<ul style="list-style-type: none"> Develop EDI and Indigenous engagement plans New operating and academic model fully transitioned Faculty growth and engagement plan with inclusive diversity integration Student recruitment and enrollment management plan developed/approved (for existing programs) and market survey (for undergrad program) Streamlined quality and accreditation processes EDI and II embedded in all our operations and activities Develop external-facing philanthropic vision tied to EDU and RES (transformational impact, top five impact areas) 	<ul style="list-style-type: none"> Efficient and effective operations that reflect a culture of inclusive excellence and respect

➤ CANADA'S FIRST ACCREDITED SCHOOL OF PUBLIC HEALTH IN 2012

➤ 8 STAFF, 37 FACULTY, 1500+ ALUMNI, 439 GRADUATE STUDENTS





Together we create our future

Our renewed strategic path is built on the fact that our world needs more public health professionals and even more excellence in public health education, research and practice.

We need to build on our distinctive approach to creating and sustaining a vibrant culture of scholarship and community engagement. In order for the School of Public Health to thrive, we must commit to the course of action described in our refreshed strategic plan.

And we will need to do it together.



“ If you want to go fast, go alone.
If you want to go far, go together.”

— African proverb



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