VISION:

Building Healthy Futures . . .
In greater Los Angeles, California, the Nation, and the World.

MISSION:

The Mission of the UCLA School of Public Health is to enhance the public's health by conducting innovative research, training future leaders and health professionals, translating research into policy and practice, and serving our local communities and the communities of the nation and the world.

STRATEGIC GOALS: The following strategic goals support the School's Vision and Mission

1. Advance the mission of the School through achieving excellence in our three core functions: research, education, and service.

2. Establish new and strengthen existing collaborative partnerships with a major focus on helping to improve public health in the greater Los Angeles community.

3. Develop a strong school-wide global health program.

4. Increase the School's visibility and impact on public health issues including expanding the School's contributions to health policy development.

5. Build the School's infrastructure to support and facilitate expanded research, education and service initiatives.
(Measures, denoted by an asterisk, are included for illustrative purposes and will evolve. Input is welcome.)

Goal 1. Advance the mission of the School through achieving excellence in our three core functions: research, education, and service.

Objectives for Achieving Excellence in Research

- Identify and build on existing research strengths (e.g. access to healthcare and environmental quality)
- Position the school to excel in new research areas (e.g. genomics and social determinants of health)
- Increase research productivity
  (*Increase the number of peer reviewed journal articles by x%)
  (*Increase the average of peer reviewed journal articles per faculty by x%)
  (*Increase the number of cited articles by x%)
- Decrease reliance on state-based funding sources
  (* Increase research funding by x% over five years)
  (*Double the funding/full time faculty ratio in five years)
  (*Increase the grants applied for/ grants awarded ration by x%)
  (*Increase the dollars requested/dollars awarded ration by x%)
  (*Increase individual and school incentives to expand extramural research activities)
- Increase collaborative research including trans-disciplinary research
  (*Increase the number of externally funded grants involving interdisciplinary/trans-disciplinary principal investigators by x%)
- Identify resources to increase student participation in research activities.
  (*Increase the number of graduate student researchers by x%)
Objectives for Achieving Excellence in Education and Training

- Evaluate the school-wide core curriculum, and specifically
  - Consider the role of the social environment to development and health
  - Expand exposure to public health ethics and policy
  - Promote departmental-based reviews of the curriculum
  - Expand exposure to training in public health ethics and policy

- Increase training opportunities for public health professionals
  - Expand and modernize the executive degree programs
    (*Increase the number of students enrolled in the Executive Degree programs by x %)
    (*Increase the Executive degree offerings)
    - Additional MPH offerings
    - DrPH program
  - Establish a certificate program in public health (i.e. core courses for generalists or specific skills-based certificates.
  - Broaden the number, type, and participation in concurrent degree programs
  - Increase the use of information technology to expand life long access to learning (e.g. distance learning/ digital media learning)

- Increase trans-disciplinary training

- Increase and evaluate student-based practicum experiences

- Increase diversity of students and faculty
  (*Increase faculty diversity by x% over x years)
  (*Increase student diversity by x% over x years)

- Track postgraduate work placements

- Attract new students to the field of public health
  - Increase outreach activities
  - Consider an undergraduate minor or major
    (*Increase the pool of applicants by x%)

- Maintain or enhance quality of students (both applicants and acceptances)
  (*Increase the number of scholarships that can be used to recruit new students by x%)
Objectives for Achieving Excellence in Service

- Expand the involvement of faculty, students and staff in community activities
  Emphasize and promote the important role of service in achieving the School’s mission
  - Seek funds to support faculty involvement in service areas

- Coordinate the School’s service and practice efforts

- Develop systems to track service areas

Goal 2: Establish new and strengthen existing collaborative partnerships with a major focus on helping to improve public health in the greater Los Angeles community.

- Establish and define a long-term commitment of the School of Public Health to enhance the public health of LA involving increased research, practice, training, and education activities
  - Increase off campus commitments and partnerships (e.g., CBOs, LAHD, health providers, regulatory agencies)
  - Coordinate and track the schools community efforts
  - Collect data to track existing partnerships
    (* Develop and maintain a database of partnership activities)

- Strengthen campus-wide partnerships
  - Strengthen the School’s campus-wide partnerships where the School of Public Health has the lead (e.g., healthier children, health policy, etc.)
  - Enhance the School’s strong campus-wide partnerships in areas where other UCLA units may have the lead, (e.g., aging, area studies, cancer, HIV, nutrition)

- Play a leadership role in enhancing trans-disciplinary training and research in the determinants of health

- Enhance public health partnerships outside the LA area
  - Enhance external partnerships with other schools of public health, government agencies, industry, etc.
Goal 3: Develop a strong school-wide global health program.

The School's Global health activities include both international populations and immigrant populations within the U.S. with a focus on international efforts in Mexico and the Pacific Rim)

- Develop a school wide program in global health
  - Build on current content strengths, (e.g., Nutrition, HIV, Management)
  - Expand global health course offerings
    (*Increase by x% the number of global health course offerings over the next x years)
  - Develop degree granting potential in global health

- Expand training opportunities for those living outside the United States
  (*Increase by x% the number of foreign students)
  (*Increase by x% the number of foreign student fellowships)

- Expand and coordinate opportunities for US students to work internationally
  (*Increase the number of students involved in international research and service activities by x %)
  (*Increase funding for student international efforts by x%)

Goal 4: Increase the School’s visibility and impact on public health issues including expanding the School’s contributions to health policy development.

- Enhance translation of scientific findings and knowledge to evidence-based policy
- Enhance faculty involvement in policy/advocacy
- Increase recognition and credit for policy-related activities
- Increase cross-campus policy collaborations
- Track policy activities
  (* Set up a data system)
- Increase awareness of the field of public health
- Increase the visibility of the UCLA School of Public Health in relation to public health issues
  - Cultivate better relationships with the media
    (*Double references to UCLA faculty in the media
    (*Develop a database to identify faculty research areas
  - Expand the School’s ability to communicate public health information
    (*Improve communication related to ongoing research and findings)
    (*Enhance the School’s Web site)
- Strengthen communication with alumni, community groups, and the UCLA community
- Improve Internal Communication
Goal 5: Build the School’s infrastructure to support and facilitate expanded research, education and service initiatives

- Build research infrastructure
  - Create a centralized office of research to facilitate opportunities and reduce barriers
  - Improve research tracking systems
  - Acquire state of the art research equipment

- Enhance administrative infrastructure
  - Expand existing and acquire new administrative and accounting systems

- Enhance information technology infrastructure
  - Improve Instructional technology capabilities
  - Expand the School’s video conferencing abilities
  - Improve the School’s computer hardware and software capability and support

- Enhance facilities infrastructure
  - Assure adequate space to accommodate research needs
  - Update and upgrade facilities including labs
  - Launch a campaign to secure funds for a new building

- Enhance human infrastructure
  - Improve faculty life
    - Address faculty recruitment and retention
    - Offer a faculty orientation program
    - Expand faculty mentoring
  - Improve staff life
    - Improve availability of and access to staff training opportunities
    - Staff retention
  - Improve Student Life
    - Alumni/Student relationships