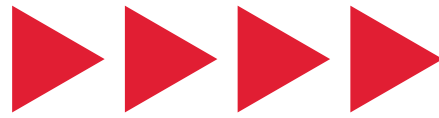




SCHOOL OF  
PUBLIC HEALTH

# STRATEGIC PLAN



## 2024–2030



# INTRODUCTION

## FROM THE DEAN



Our 2024-2030 strategic plan propels us “fearlessly forward” to promote and protect health in Maryland and around the globe. Our values—our core beliefs—transcend all our actions and guide our mission and the progress toward reaching our vision.

The plan builds upon the foundation of our early years as a school of public health, and lessons learned from the pandemic and beyond. Our “lived” experience as a school has strengthened our resolve to meaningfully engage with partners to strive for optimal and equitable physical, social, and mental well-being for all.

We reached far beyond our hallways to weave together this plan, which includes the combined perspectives of students; staff members; faculty; alumni; academic, public health, and private sector colleagues; and community partners in Maryland, the region, and beyond. Our objectives and initiatives—what we want to achieve and how we plan to take action—are the result of our inclusive, iterative process. Resources will follow the priorities that have been set.

Our SPH strategy recognizes **the essential role of people**—within our school and beyond—and the need to take time and energy to work together. Investments in human health and well-being and the integration of diversity, equity, inclusion, anti-racism, belonging, and social justice into all of our activities will promote a better state of health for all.



Our SPH strategy also recognizes **the importance of the cross-cutting nature of our work**, including understanding that:

- Nurturing leaders in public health requires interdisciplinary education and experiential learning, with immersion in public health practice, public policy, research and teaching, and critical thinking.
- Innovative research that informs policy development and science-based dissemination initiatives that move knowledge into action benefits the public good.
- By creating meaningful engagement with diverse communities, learning with and from one another, and collectively addressing common education, research, and service challenges, we accelerate progress toward our shared goals.

**Strategic communication is essential to progressing toward our vision.** Amplifying our work and its impact can advance teaching and scientific progress and stimulate collaborations. Clear communication of our work to the public, practitioners, and policy makers can lead to sustainable improvements in both the field of public health and the public's health.

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***This plan is aligned with the pillars of the University of Maryland's "Fearlessly Forward" strategic plan, a demonstration of our commitment to multidisciplinary collaboration and the strength of working collectively toward shared goals.***

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Given our dedication to partnerships and accountability, we purposefully extended our plan an additional year to coincide with national and global initiatives targeting 2030 to strive for health and well-being. The United States 2030 Healthy People initiative and the United Nations Sustainable Development Goals, together with Maryland's State Health Improvement Process, provide frameworks for collaborative programs and activities. We will leverage these well-respected and monitored data-driven initiatives to reflect upon our own aims.





**As a thriving member of the University of Maryland's flagship campus,** and with community and academic partners throughout the state and globe, the school is exceptionally positioned to pursue solutions to humanity's grand challenges through innovative public health practice, science, teaching, policy development, and civic engagement. Our School of Public Health is privileged to support and be supported by a state at the forefront of health and health care reform, and one that has committed to the future of public health, plain language and clear communication, health equity, climate change, and innovation and entrepreneurship.

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***With this written commitment, the plan is complete, and now the great work of meeting these challenges begins. For our students, our communities, and our world, we will move boldly—fearlessly—forward to reach our ambitious public health goals!***

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*Boris D. Furshovich*



**Our SPH Community**—composed of our faculty, staff, students, alumni, and other partners—is foundational to everything we do as a school. We recognize and celebrate the many backgrounds involved and roles that people serve. Through engagement with and collaboration across this broad community, we will be able to realize our mission and vision and amplify our impact.

# EXECUTIVE SUMMARY

*The University of Maryland's School of Public Health is deeply committed to tackling humanity's grand challenges that shape the local, national, and global public health landscape.*

As stewards of the public's health, we aim to acknowledge and address the critical issues keeping people from better health. We will work to eliminate health disparities, curb racial and gender discrimination, limit the health effects of climate change, and address the growing distrust in scientific research and the overwhelming presence of miscommunication.

The COVID-19 pandemic underscored the pivotal role that our institution must serve to promote and protect health and prevent disease for all populations. We demonstrated our resilience then and remain dedicated to addressing current and future challenges through innovative research and education, collaborative partnerships, meaningful community engagement, and supporting our SPH community to become public health leaders.

Our dedicated students, faculty, staff, alumni, and partners are the champions of our mission, vision, and values. Our students, representing diverse backgrounds, bring their unique perspectives and the collective commitment to positive change that will propel them to successful careers in public health. Our staff members serve and lead as the administrative and organizational

backbone of the school, forging a welcoming, collaborative culture where all can tackle the greatest public health challenges. Our faculty lead with inclusive and dynamic learning environments and drive transformative and community-engaged research and strategic dissemination, with the goal of sustainable population health benefits.

As a whole, the SPH community ensures that we drive toward our objectives and initiatives and, by working together to implement effective actions, is critical to the success of this plan.

This plan is organized through the same four-pillar structure of the University of Maryland's strategic plan. We seamlessly integrate with the university's unwavering commitment to academic excellence and the pursuit of knowledge, and we embrace the mantra of "fearlessly forward" in our efforts to improve public health outcomes for Maryland and beyond. Each pillar describes **objectives**—goals that SPH would like to achieve—and **initiatives**—specific mechanisms or actions that SPH will take to achieve our objectives. More detail on these objectives and initiatives that SPH plans to pursue are included in each pillar's section.

# SCHOOL OF PUBLIC HEALTH

## VALUES

Our foundational SPH values drive us toward our mission and vision

- ▶ INNOVATION
- ▶ RESPECT
- ▶ DIVERSITY, EQUITY, INCLUSION, ANTI-RACISM, BELONGING (DEIAB) AND SOCIAL JUSTICE
- ▶ LIFELONG LEARNING
- ▶ MEANINGFUL ENGAGEMENT
- ▶ INTERDISCIPLINARY COLLABORATION
- ▶ PURPOSEFUL COMMUNICATION
- ▶ WELL-BEING
- ▶ SUSTAINABILITY

## MISSION

We promote and protect health for all by:



**ADVANCING  
INTERDISCIPLINARY  
EDUCATION AND EXPERIENCE**

Pillar 1  
**We Reimagine  
Learning**



**CONDUCTING  
INNOVATIVE AND  
IMPACTFUL RESEARCH**

Pillar 2:  
**We Take on Humanity's  
Grand Challenges**



**SUPPORTING GROWTH AND  
WELL-BEING OF FACULTY,  
STAFF, AND STUDENTS**

Pillar 3:  
**We Invest in People  
and Communities**



**ENGAGING MEANINGFULLY WITH  
DIVERSE COMMUNITIES AND  
STRATEGIC PARTNERS**

Pillar 4:  
**We Partner to Advance  
the Public Good**



## STRATEGIC PLAN

SCHOOL

GREATER UMD

LOCAL  
AND REGIONAL

NATIONAL AND GLOBAL

## VISION

Lead with Maryland and partners across the globe in empowering the next generation of public health professionals and achieving optimal and equitable physical, social, and mental health and well-being for all.

# OUR PRIORITIES, SUMMARIZED

## PILLAR 1

### WE REIMAGINE LEARNING

SPH is committed to further innovating scholarship and learning practices and experiential opportunities by being at the forefront of education concepts and preparing our students with the knowledge, skills, and experiences they need to be leaders in public health.

#### Objectives

- ▶ Demonstrate innovative and inclusive educational leadership
- ▶ Optimize student-centered learning and education
- ▶ Re-imagine the curriculum and experiential learning domestically and globally
- ▶ Design novel cross- and multi-disciplinary educational programs
- ▶ Build education- and workforce-centered partnerships

## PILLAR 2

### WE TAKE ON HUMANITY'S GRAND CHALLENGES

SPH tackles humanity's public health challenges head-on, spearheading impactful research and dissemination initiatives that pave the way for transformative solutions with local, national, and global impact.

#### Objectives

- ▶ Expand multidisciplinary and innovative research
- ▶ Provide essential infrastructure to catalyze and disseminate pioneering research
- ▶ Integrate research into real-world action, education, training, and policy
- ▶ Leverage SPH research centers to inform research, dissemination, and education activities
- ▶ Collaborate to maximize the scale and impact of research
- ▶ Support and strengthen our community of researchers and practitioners from marginalized and underrepresented groups
- ▶ Expand awareness and visibility of our research results and their impact

## PILLAR 3

### WE INVEST IN PEOPLE AND COMMUNITIES

SPH supports and champions our faculty, staff, and students, recognizing that a diverse and empowered school community is essential for advancing better health for all populations on a meaningful scale.

#### Objectives

- ▶ Advance diversity, equity, inclusion, anti-racism, and belonging in all aspects of the work of SPH
- ▶ Invest in leadership development and succession planning
- ▶ Create opportunities, rewards, and incentives for the internal SPH community
- ▶ Align strategic hiring with priority initiatives
- ▶ Improve the efficiency of organizational management and structure
- ▶ Empower students and alumni with the skills to adapt to the changing public health environment

## PILLAR 4

### WE PARTNER TO ADVANCE THE PUBLIC GOOD

SPH fosters meaningful local and global public and private partnerships and actively engages faculty, staff, and students in supporting their communities, using and enhancing skills in leadership and entrepreneurship, and building lasting solutions that promote health and transcend disciplinary and geographic boundaries.

#### Objectives

- ▶ Expand our base of meaningful engagement through research, education, and service activities
- ▶ Enhance innovation and entrepreneurship through relationships with the private sector
- ▶ Strengthen partnerships with government agencies and other public facing organizations to support practice, workforce development, and healthy policies
- ▶ Increase student involvement in community and policy engagement

## VALUES

The SPH's values are core beliefs that influence how the SPH enacts its mission and how it interacts with its stakeholders. They reflect SPH's commitment to DEIAB, excellence, and leadership in public health, and foster a culture of dedication to improving public health and well-being for all.



**INNOVATION: We pursue excellence and innovation in our teaching, research, practice, and service.**

By embracing innovation, we ensure that we remain at the forefront of the constantly changing public health environment and that we equip our students with the latest skills and knowledge needed to be leaders in the field.

**RESPECT: We act with integrity, respect, and social responsibility in all that we do.**

Our interactions with diverse communities are underpinned by this crucial value to foster trust and collaboration in our efforts to advocate for positive change.

**DEIAB: We champion diversity, equity, inclusion, anti-racism, belonging, and social justice.**

Through our commitment to DEIAB, we promote an environment where all voices are heard and valued and work to dismantle systemic public health inequalities and health disparities.

**LIFELONG LEARNING: We optimize lifelong learning to meet current and future public health workforce needs.**

We emphasize the enduring pursuit of knowledge and support a future workforce that is composed of a cross-spectrum of individuals with different experiences and at different phases of their career trajectory.

**MEANINGFUL ENGAGEMENT: We nurture mutually beneficial relationships with diverse communities.**

We work to understand the unique needs of each community as we partner to create tailored solutions with real-world relevance and lasting impact on health outcomes and societal well-being.





**INTERDISCIPLINARY COLLABORATION:** We promote systems thinking and collaboration across disciplines and our various stakeholders.

We look at the world as a whole, harness diverse perspectives, and apply complementary expertise to pursue multifaceted projects, research, and service/practice activities that address the complexity of public health challenges.

**PURPOSEFUL COMMUNICATION:** We present and disseminate information accurately and clearly to all audiences and communities.

By effectively communicating our work and its impacts, we intend to empower informed decision-making, increase health equity and health literacy, and improve public awareness of our mission and work.

**WELL-BEING:** We support the well-being of our faculty, staff, and students and provide the resources they need to succeed.

We focus on ways to improve mental, physical, and social health and well-being at the individual and community level, striving to create a healthier and more just world.

**SUSTAINABILITY:** We advance equitable sustainability through our education, research, service, and practice.

We recognize that public health and well-being depend on the health of our planet and promote practices that protect and improve the environment for all communities.

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## MISSION

We promote and protect health for all by advancing interdisciplinary education and experience; conducting innovative and impactful research; supporting growth and well-being of faculty, staff, and students; and engaging meaningfully with diverse communities and strategic partners.

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## VISION

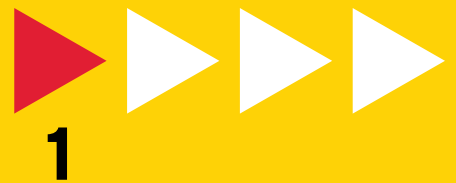
Lead with Maryland and partners across the globe in empowering the next generation of public health professionals and achieving optimal and equitable physical, social, and mental health and well-being for all.

# PILLAR 1

## WE REIMAGINE LEARNING

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**SPH is fiercely committed to optimizing student and workforce learning experiences.** We are passionate about teaching and research that works hand-in-hand with communities. Teaching and learning are active fields of practice and inquiry, and SPH strives to incorporate novel pedagogical skills and expertise as well as innovative technological and management approaches to ensure excellence in our teaching practices. We design our courses with DEIAB concepts at the forefront and look for ways to collaborate with public health and community practitioners to recognize and integrate diverse perspectives into entrepreneurial and experiential learning opportunities locally, nationally, and globally.

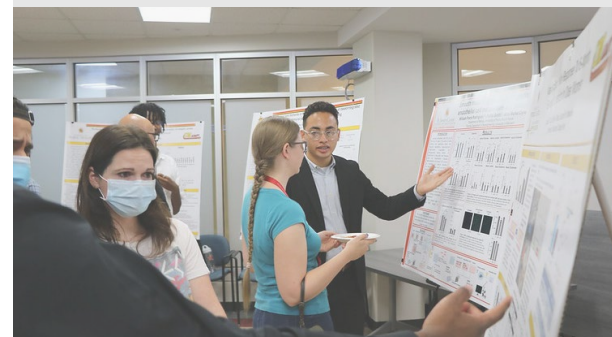


## ► PILLAR 1: We Reimagine Learning



## OBJECTIVES

- **DEMONSTRATE** that SPH is an innovative and inclusive educational leader across campus, Maryland, and beyond and expand SPH's capacity to grow in this role.
- **OPTIMIZE** student-centered learning and education through continuous critical curriculum reviews and improvements that incorporate the latest in education and public health.
- **REIMAGINE** the SPH curriculum by applying innovative, inclusive, and accessible pedagogical approaches and by expanding high-impact, hands-on, and diverse experiential learning, domestically and globally.
- **DESIGN** novel cross- and multi-disciplinary educational programs that maximize student engagement and entrepreneurship and prepare students to address current and future urban and rural local and global public health grand challenges.
- **BUILD** educational and workforce-centered partnerships with academic institutions and public health employers to enhance innovative collaborative learning, expertise, and action to address health inequities and public health challenges.



## ASSESSING PROGRESS

We will monitor a variety of metrics and other evidence to ensure we are making progress toward our goals. The creation of specific action plans with outcome indicators will be the first step toward our plan's implementation. Pillar 1 measurements may include number of students participating in experiential learning courses, scholarships awarded to fund local or global internships or other experiential opportunities, faculty engaging with the Teaching and Learning Transformation Center, and beyond.

## INITIATIVES

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- **INTEGRATE advanced pedagogy:** Provide faculty with training in incorporating advanced, accessible, inclusive, and innovative teaching and learning approaches, and identify opportunities for partnering with other departments or schools/colleges to do so.
- **DESIGN experiential learning opportunities:** Facilitate the design of dynamic and inclusive experiential learning opportunities, including supporting instructors in expanding their use of technologies that enhance learning and simulate real workplace settings and situations.
- **TRANSFORM curriculum:** Create a SPH-wide curriculum enhancement process and plan to continuously maximize relevance, excellence, and efficiency. Specifically:
  - Incorporate a SPH-wide student-centered learning approach, including ways to build student-learning cohorts and shared experiences.
  - Conduct a comprehensive topical refresh (e.g., ensuring disability and chronic diseases are integrated; blending physiology, health science, and social justice; establishing collaborations to enhance global learning and experiences with intercultural clear communication).
  - Create options for enhanced curriculum accessibility, such as through online degree programs and options for massive open online courses.
  - Build educational partnerships for cross-educational and multi-disciplinary courses, certificates, dual degree programs, and continuing education courses across campus, within Maryland, and with Historically Black Colleges and Universities (HBCU), Hispanic-Serving Institutions (HSI), other schools of public health, and Big 10 institutions.
- **LEVERAGE robust data for real-world decision-making:** Develop innovative courses using AI platforms that leverage robust datasets and tools to build data science skills aligned with public health and science workforce needs.
- **BUILD continuing education infrastructure:** Develop a workforce development continuing education program for a range of professions represented in public health, in partnership with community organizations and local/state agencies.

# PILLAR 2

## WE TAKE ON HUMANITY'S GRAND CHALLENGES

**SPH's unique combination of disciplines and programs provide a rich resource for addressing public health grand challenges.**

- ▶ behavioral and community health
- ▶ epidemiology and biostatistics
- ▶ global, occupational, and environmental health
- ▶ family science
- ▶ kinesiology
- ▶ health policy and management
- ▶ health equity
- ▶ health literacy
- ▶ couple and family therapy
- ▶ public health science

Our innovative research—from lab to community, student to professional—is driven by this multidisciplinary environment, where ideas are nurtured to reality through collaborations, testing, and partnerships. The deliberate dissemination and translation of this research into action is our hallmark.



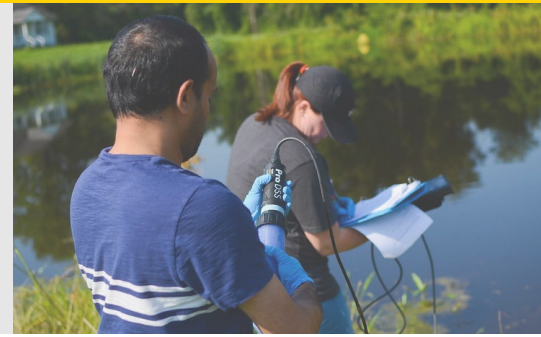
## OBJECTIVES

- ▶ **INVEST** in our people and partnerships to expand multidisciplinary and innovative SPH research focused on solving humanity's grand challenges.
- ▶ **PROVIDE** essential infrastructure to catalyze and disseminate pioneering research and promote an environment of research innovation across the internal SPH community.
- ▶ **INTEGRATE** research into real-world action, education, training, and policy, leveraging research across SPH departments, centers, and research teams.
- ▶ **LEVERAGE** SPH's research centers to inform basic science and applied research activities, model and translate research into action, and enhance excellence in education and training.
- ▶ **COLLABORATE** to maximize the scale and impact of research that accelerates public health solutions with local, national, and global academic, public, and private institutions.
- ▶ **SUPPORT** and strengthen our community of educators, researchers, and practitioners from marginalized and underrepresented groups to enhance our capacity to understand and address public health inequities.
- ▶ **EXPAND** awareness and visibility of SPH research results and impact through clear communication and translation activities.



## ASSESSING PROGRESS

Measurements may include number of external and internal communications and trainings that amplify research, teaching, and practice activities to the public and the public health community at large, with emphasis on reaching under-resourced communities; increases in infrastructure supporting student and faculty research and entrepreneurship opportunities throughout the lifecycle; number of faculty, staff, and students engaged in multidisciplinary research clusters; number of funding proposals submitted and total funding received; graduate assistantships or postdoctoral fellowships supported; community engaged research projects; and number of outreach events with media or the public.



## INITIATIVES

- **ALIGN research clusters with humanity's grand challenges:** Establish interdisciplinary teams to take on specific public health challenges, including seeking sustainable funding for that area of research. Focus areas could include prevention of global pandemics; racism as a public health crisis; mental health and well-being; aging; climate change; food, energy, and water; development of effective and equitable public policy; health literacy; human performance; and health disparities.
- **EXPAND funding:** Pursue and acquire major research and training grant awards that harmonize with the cross-department research clusters.
- **PROVIDE support throughout the research lifecycle:** Provide additional administrative, consulting, technological/IT, and fiscal support (including internal funding) to faculty and staff for research concept and proposal development and pre- and post-award management to address the increasing demands of funding agencies.
- **INCREASE funded research and entrepreneurship opportunities for students:** Create an environment and infrastructure of public health student innovation where students can imagine possibilities and solve local, national, and international public health grand challenges through research, entrepreneurship, and advocacy.
- **AMPLIFY SPH research, teaching, and practice:** Consider new ways to amplify the work of SPH, including training faculty and SPH researchers on how best to present their work in public and community settings and share both university-wide and beyond how SPH's research, teaching, and service has impacted communities.

# PILLAR 3

## WE INVEST IN PEOPLE AND COMMUNITIES

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**Creating and perpetuating a safe and inclusive campus and school environment is essential for our faculty, staff, and students to contribute to our mission and vision.** We aim to lead in diversity, equity, inclusion, anti-racism, and belonging (DEIAB) integration into all aspects of our curriculum and operational management and to serve as an example to other UMD schools and colleges, other schools of public health, and other universities. We work to promote the happiness, well-being, health, and safety of our SPH community.







## OBJECTIVES

- **ADVANCE DEIAB** in all aspects of SPH work to build, support, and retain a community of all backgrounds and social identities at SPH.
- **INVEST** in leadership development and succession planning to facilitate smooth organizational transitions.
- **CREATE** opportunities, rewards, and incentives that foster connection and innovative ideas; support happiness and well-being; promote career growth and student placement; and build SPH into a place where faculty, staff, and students thrive and flourish.
- **ALIGN** strategic hiring with priority initiatives to facilitate progress and effectiveness.
- **IMPROVE** the efficiency of SPH organizational management and structure to make more effective use of existing fiscal and human resources in support of SPH's mission.
- **EMPOWER** students and alumni with the skills to adapt to the changing public health environment.



## ASSESSING PROGRESS

Measurements may include number of faculty and staff retained or promoted, number of staff from minority or underrepresented groups recruited to the School, and the representativeness of the SPH student body to the university and the state of Maryland, and beyond.

## INITIATIVES

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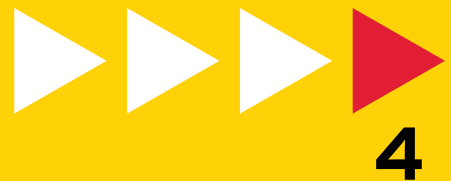
- ▶ **SUPPORT employee recruitment and development:** Provide resources and training for faculty, staff, and employed students to foster their career growth and development at SPH. Specifically:
  - Promote SPH as a supportive and rewarding place to work on the University of Maryland campus.
  - Assess workload and priority functions of faculty and staff and determine specific needs for building capacity in strategic research areas, community engagement, and other SPH priority initiatives.
  - Increase SPH and unit-level employee involvement in processes and decision-making (e.g., organizational, financial, and hiring) and provide training on effective communication strategies.
  - Clarify expectations and roles, outline advancement pathways and promotion opportunities, and develop formal mentoring programs—with an emphasis on supporting the growth and advancement of all employees.
- ▶ **INTEGRATE DEIAB best practices in day-to-day teaching, research, and work:** Determine and address the significant structural and systemic hurdles and roadblocks that minoritized and underrepresented students face and provide evidence-based strategies and resources for faculty and staff to integrate best practices in their day-to-day work.
- ▶ **ENHANCE support services:** Innovate SPH community support services in areas such as mental, physical, and emotional health; work-life support; happiness and well-being; and student resources and financial aid.
- ▶ **IMPROVE student recruitment:** Expand partnerships with K-12 schools, community colleges, HBCUs, HSIs, other Maryland universities, and national and international institutions to broaden understanding of potential public health career pathways and recruit students who will further support our pursuit of health for all.

# PILLAR 4

## WE PARTNER TO ADVANCE THE PUBLIC GOOD

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**SPH builds trusted relationships with community and public health organizations and works together with them to address humanity's grand challenges and create sustainable solutions for promoting community health and well-being.** We are committed to working with others at local, state, national, and international levels to advance progress toward key public health initiatives that improve health for all.





## OBJECTIVES

- **BUILD** upon the foundation of meaningful engagement through research, education, and service activities with communities and organizations locally, nationally, and globally.
- **ENHANCE** SPH innovation and entrepreneurship by building relationships with the private sector that provide career development opportunities, advance economic development, and expand the impact of public health innovations.
- **STRENGTHEN** partnerships with government agencies and other public-facing organizations to support excellence in practice, contribute to the state's public health workforce, inform healthy policies, and enhance the public's quality of life.
- **INCREASE** student involvement in community and policy engagement to prepare the next generation of public health leaders and strategic advocates for public health good.



## ASSESSING PROGRESS

Measurements may include number of SPH courses with an experiential community engagement component; use of the website for health information; number of formal partnerships with government agencies, peer institutions, and private organizations focused on entrepreneurship, research, and education; number of engagements with community members or organizations; and beyond.

## INITIATIVES

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- ▶ **DEVELOP partnership database:** Leverage databases, tools, maps, and other resources to document existing and emerging research, academic, and service partnerships locally, nationally, and globally to build productive collaborations that can accelerate dissemination of solutions to grand challenges.
- ▶ **INVEST in technology transfer and entrepreneurship training:** Invest in the training and development of the internal SPH community and develop resources (e.g., a curriculum that integrates business and private sector experiences, communications materials such as elevator pitches) to help them build effective local, national, and international external partnerships.
- ▶ **FOSTER institutional partnerships:** Engage with peer institutions to build collaborative power to accelerate policymaking and increase health literacy in more communities.
- ▶ **BUILD partnerships with federal and state agencies:** Write and generate Memoranda of Understanding, research collaboration agreements, and training program agreements with federal and state research and health agencies to support partnerships that advance public health good.
- ▶ **EXPAND the Office of Public Health Practice and Community Engagement:** Explore new funding mechanisms to support collaborative research and entrepreneurial activities that inform and support innovative initiatives that do public health good.
- ▶ **DEVELOP culturally conscious and responsive outreach communication guides:** Work with community members, translators, and interpreters to develop communication guides for the internal SPH community to use when performing outreach to different communities to ensure the culture and language is welcoming and not harmful.

# OUR PATH FORWARD

**We are committed to a formal, inclusive implementation and assessment process, one that builds on the critical enablers of the University of Maryland's plan and that provides annual reports.** This process will dovetail with, and augment, our ongoing planning and evaluation activities, and will provide us with essential indicators of our progress and assessment findings to inform and enhance our work. Detailed action plans with tailored indicators are an essential first step to our successful implementation.

Existing and new quantitative and qualitative methods will be used to document pre-determined metrics for priority initiatives. Where possible, measures that align with UMD's indicators will be used, providing a pathway to document our contributions to the campus overall goals. We will benefit from the active participation of our standing committees and the engagement and input from SPH's Dean's Council and Community Advisory Council members. Our assessments will consider indicators of process as well as outcome, and, where appropriate, include comparisons with peer institutions.

Our plan covers a six-year period with a purposeful extension to 2030. In the spirit of our commitment to community engagement and partnerships to achieve common goals, we embrace Maryland State Health Improvement Process Measures, Healthy People 2030 National Health Promotion and Disease Prevention Objectives, and the United Nations Sustainable Development Goals. These state, national, and global indicators, together with other consensus-driven monitored measures, provide us with aspirational outcomes to inform our collaborative work.

Expecting and preparing for the unexpected is a lesson we have learned over and over in public health. During the coming years, new health and societal challenges will emerge, requiring enhanced preparation of public health practitioners, academicians, and researchers and novel approaches to support public health. New technologies will be available to enhance our education and research. Our implementation and assessment process will reflect these and other emerging issues.

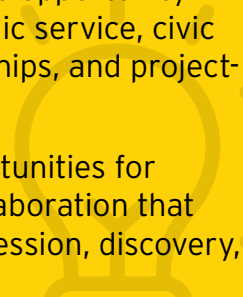
Our experience in the coming months and years will further hone this process.

To adopt a phrase from the UMD strategic plan: ***What the School of Public Health does matters, and how we do it matters.*** This is why our values guide the work of our mission and our efforts to strive toward our vision.

## GOALS FROM THE UNIVERSITY OF MARYLAND FEARLESSLY FORWARD PLAN

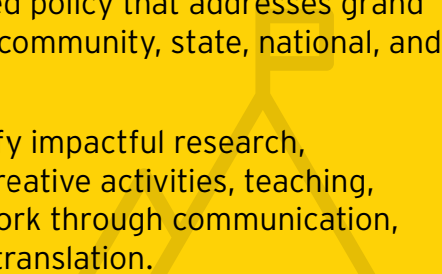
### PILLAR 1

#### WE REIMAGINE LEARNING

- ▶ **GOAL 1:** Lead in the development of innovative and inclusive approaches for teaching and learning.
  - ▶ **GOAL 2:** Expand the use of high-impact experiential learning to ensure every student has the opportunity to learn through public service, civic engagement, internships, and project-based experiences.
  - ▶ **GOAL 3:** Create opportunities for multidisciplinary collaboration that fosters creative expression, discovery, and critical thinking.
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### PILLAR 2

#### WE TAKE ON HUMANITY'S GRAND CHALLENGES

- ▶ **GOAL 1:** Invest in faculty, student, staff, alumni, and partner capacity to take on grand challenges through foundational, multidisciplinary, and engaged research and curricular innovations.
  - ▶ **GOAL 2:** Leverage our location near the state and nation's capitals to advance and support evidence-based policy that addresses grand challenges at community, state, national, and global levels.
  - ▶ **GOAL 3:** Amplify impactful research, scholarship, creative activities, teaching, and service work through communication, visibility, and translation.
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### PILLAR 3

#### WE INVEST IN PEOPLE AND COMMUNITIES

- ▶ **GOAL 1:** Lead the nation in living a commitment to equity, diversity, and inclusion in all we do.
  - ▶ **GOAL 2:** Become a connected, coordinated, and effective community of care that supports the success and well-being of students, faculty, and staff.
  - ▶ **GOAL 3:** Align evaluations, rewards, and incentives with our goals and values.
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### PILLAR 4

#### WE PARTNER TO ADVANCE THE PUBLIC GOOD

- ▶ **GOAL 1:** Expand our impact through strategic research partnerships with local, state, national, and global stakeholders.
  - ▶ **GOAL 2:** Catalyze innovation and entrepreneurship for inclusive economic development.
  - ▶ **GOAL 3:** Enhance the economy, educational outcomes, social justice, quality of life, and civic engagement of our neighbors and neighborhoods through relationship-building and ongoing commitment to partnerships.
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SCHOOL OF  
PUBLIC HEALTH

► STRATEGIC PLAN ► 2024-2030

