# Mission

To improve the health and well-being of populations worldwide, particularly the underserved, through excellence and innovation in education, research, and practice.

# Core Purpose

**THINK. TEACH. DO.**

For the health of all

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## MIRROR TO SELF

Strategically evaluate BUSPH’s operations and activities; build capacity as necessary

| 1. Faculty, staff, and students of color | Faculty 20%  
Staff 40%  
Students 40% | Faculty 25%  
Staff 45%  
Students 45% | Implement required diversity and inclusion training for all faculty, staff, and students  
Form department/unit diversity and inclusion committees  
Create mentoring program for women and minorities  
Create systems to increase minority supplement opportunities  
Form school-wide sustainability working group, encouraging a healthy workspace for all  
Apply sustainability framework to all purchasing decisions |
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>2. Fully covered faculty</td>
<td>90% of faculty</td>
<td>95% of faculty</td>
<td></td>
</tr>
<tr>
<td>3. Commitment to sustainability</td>
<td>100% green office certified</td>
<td>100% of departments platinum rated</td>
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</tbody>
</table>

### Faculty, staff, and students of color

- Faculty 20%
- Staff 40%
- Students 40%

### Fully covered faculty

- 90% of faculty

### Commitment to sustainability

- 100% green office certified
- 50% reduction in waste and energy use
- Additional 50% reduction in waste and energy use

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## THE NEXT GENERATION

Train the next generation of public health professionals

<table>
<thead>
<tr>
<th>1. Qualified students</th>
<th>New enrollments: MPH 400, MS 100, Doctoral 30</th>
<th>New enrollments: MPH 450, MS 150, Doctoral 30</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Enrollment in lifelong learning programs</td>
<td>500 paid students annually</td>
<td>1,000 paid students annually</td>
</tr>
<tr>
<td>3. Funded practica and research experiences</td>
<td>75% funded</td>
<td>90% funded</td>
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<tr>
<td>4. Graduate employment</td>
<td>90% within 6 months of graduation</td>
<td>95% within 6 months of graduation</td>
</tr>
<tr>
<td>5. Alumni satisfaction with educational program</td>
<td>95% of alumni satisfied</td>
<td>98% of alumni satisfied</td>
</tr>
<tr>
<td>6. Postdocs working at SPH</td>
<td>30 postdocs</td>
<td>50 postdocs</td>
</tr>
<tr>
<td>7. Engaged global partnerships</td>
<td>5 partnerships</td>
<td>10 partnerships</td>
</tr>
</tbody>
</table>

### Qualified students

- New enrollments: MPH 400, MS 100, Doctoral 30
- New enrollments: MPH 450, MS 150, Doctoral 30

### Enrollment in lifelong learning programs

- 500 paid students annually

### Funded practica and research experiences

- 75% funded

### Graduate employment

- 90% within 6 months of graduation

### Alumni satisfaction with educational program

- 95% of alumni satisfied

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## SCHOLARSHIP OF CONSEQUENCE

Publish and present frequently cited scholarship

<table>
<thead>
<tr>
<th>1. Average citations per faculty over five years</th>
<th>500 citations</th>
<th>600 citations</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Professional presentations</td>
<td>4 presentations per faculty annually</td>
<td>6 presentations per faculty annually</td>
</tr>
<tr>
<td>3. Faculty on editorial boards</td>
<td>55% of faculty</td>
<td>60% of faculty</td>
</tr>
<tr>
<td>4. Diversify research portfolio; partnerships with private sector</td>
<td>15% of research funding</td>
<td>20% of research funding</td>
</tr>
<tr>
<td>5. External funding</td>
<td>$400,000 per faculty annually</td>
<td>$450,000 per faculty annually</td>
</tr>
</tbody>
</table>

### Average citations per faculty over five years

- 500 citations
- 600 citations

### Professional presentations

- 4 presentations per faculty annually

### Faculty on editorial boards

- 55% of faculty

### Diversify research portfolio; partnerships with private sector

- 15% of research funding

### External funding

- $400,000 per faculty annually
- $450,000 per faculty annually
**Strategy Map 2025, 2030** Measures, 5- and 10-year targets, and tactics

### ACTIVIST PUBLIC HEALTH
**Improve the public’s health through service to the local, national, and global community**

1. Faculty, staff, and student-led initiatives consistent with activist public health
   - 50 per year
   - 100 per year

2. Community members attending Public Health Conversations
   - 25% of attendees
   - 50% of attendees

3. Faculty leadership on community or health organizations
   - 50% of faculty
   - 60% of faculty

- Execute comprehensive strategy map for reinvigorated Activist Lab
- Partner with BU Days of Service to create SPH and department service activities
- Integrate community engagement into faculty development seminars

### THE PUBLIC HEALTH CONVERSATION
**Lead the public health conversation locally, nationally, and globally**

1. Public Health Conversations
   - 25 annually
   - 10,000 attendees, annually

2. SPH This Week circulation
   - 20,000 subscribers

3. Public Health Post impact
   - 350,000 website visitors, annually

4. Media/social media imprint
   - 9 media mentions per faculty, annually
   - 50,000 Twitter followers
   - 100,000 Facebook likes
   - 12,000 LinkedIn followers
   - 5,000 Instagram followers
   - 25 annually
   - 15,000 attendees, annually
   - 30,000 subscribers
   - 500,000 website visitors, annually
   - 12 media mentions per faculty, annually
   - 100,000 Twitter followers
   - 125,000 Facebook likes
   - 15,000 LinkedIn followers
   - 10,000 Instagram followers

- Regularly train faculty in media relations
- Integrate social media workshops into faculty and staff development activities
- Execute department-based communication plans that align with SPH communication plan

### INVESTMENT IN THE FUTURE
**Ensure BUSPH is positioned for long-term financial stability**

1. Alumni who donate
   - 8% of SPH alumni
   - 12% of SPH alumni

2. Students who donate
   - 50% of SPH students
   - 75% of SPH students

3. Unique donors
   - 1,500 donors
   - 2,000 donors

4. Size of endowment
   - $15 million
   - $25 million

- Continue to execute comprehensive alumni engagement plan
- Host Alumni and Friends Events to grow alumni base
- Build culture of giving for students, faculty, and staff

### THE PLACE TO BE
**Embody the school’s values; be the best place to work and learn**

1. School culture
   - 85% feel environment is respectful and collaborative
   - 85% satisfied with diversity and inclusion
   - 85% feel valued for their work
   - 85% feel environment is respectful and collaborative
   - 90% satisfied with diversity and inclusion
   - 90% feel valued for their work

2. Faculty and staff retention
   - 80% of faculty retained for ≥ 5 years
   - 60% of staff retained for ≥ 2 years
   - 60% of faculty retained for ≥ 5 years
   - 75% of staff retained for ≥ 2 years

- Formalize staff career growth opportunities
- Implement staff onboarding and mentoring programs
- Conduct exit survey for all departing faculty and staff
- Ensure ongoing competitive compensation for faculty and staff
- Conduct Annual School Review of faculty, staff, students, alumni, and employers