

## Complementary Programs

The RBHS strategic plan will support the development of four complementary programs. These complementary programs focus on areas that, while relatively strong, are not of sufficient strength currently to have the potential to be among the best in the nation within the next five years. However, they are essential for the growth and development of RBHS as well as the success of signature and emerging programs throughout RBHS. Each is critical to the RBHS mission more broadly.

### *Public Health (Including Global Health)*

As public health was an important motivation for the Rutgers-UMDNJ integration, it is a key component of RBHS's health care mission and a priority for the state. It also is an integral component of one of the Rutgers strategic plan integrating themes: improving the health and wellness of individuals and populations. RBHS faculty and staff are well positioned to support public health through initiatives led by various RBHS schools and other Rutgers schools. It also builds on the recent relationships established with the New Jersey Department of Health, reflected by the health commissioner's inclusion on the search committee for a new School of Public Health dean. This also is an opportunity to support RBHS signature programs, specifically through methodological consultation for basic, clinical, and outcomes research, including the training of methodologists to assist in consultation. Rutgers-wide, at least 175 faculty members, with appointments in schools throughout RBHS and elsewhere at Rutgers, currently receive NIH funding for research in public health, population health, health promotion, wellness, health behavior, preventive medicine, global health, or a related field.

Those who will be primary contributors to this complementary program include, among others, faculty from the School of Public Health (SPH) on the Piscataway campus, the Department of Preventive Medicine at New Jersey Medical School (NJMS), the Department of Quantitative Methods: Epidemiology & Biostatistics at SPH on the Newark campus, the François Xavier Bagnoud Center in the School of Nursing (SON), and Environmental and Occupational Health Sciences Institute. Many of these faculty members have ongoing collaborative relationships with faculty who will contribute to each of the RBHS signature programs. The new SPH dean will direct this complementary program.

While public health research, service, and training involve a diverse range of topics, all rely on methodological expertise, including biostatistics, epidemiology, survey research, and health economics. With these tools public health professionals can efficiently develop competitive applications for grant funding from foundations, state government, NIH, and other federal granting agencies. Data from well-designed and well-analyzed large scale studies will allow multi-disciplinary faculty to respond swiftly to emerging needs within the surrounding community, as well as across the state and the nation and around the globe. The complementary public health program at Rutgers will bring this expertise to signature areas across RBHS and will continue to extend work beyond RBHS and elsewhere at Rutgers by training new public health professionals.

The work of each of the RBHS signature programs will be enhanced with support from the public health complementary program. For example, ongoing tobacco control research, an important component of the cancer program and performed by many public health faculty, has generated nearly \$8 million in direct funding and yielded nearly 60 publications in the last five years. The informal injury prevention and control group on the Newark campus, whose work includes traumatic brain injury, brings together researchers, educators, and service providers across Rutgers, all of whom will support the neuroscience program. Further, experienced infectious diseases epidemiologists will enhance the infection and inflammation program. Finally, environmental health is a core area of public health research and education.

A Biostatistics and Epidemiology Consultation Center (BCC), housed within SPH, will be created to support RBHS signature programs, the emerging signature program, and other RBHS research programs, as well as biomedically-oriented research programs throughout Rutgers. An aggressive plan for this center will be needed, however, as significant gaps exist in RBHS public health programs.

In year 1:

- an SPH dean with a broad public health background will be recruited and will promote interprofessional practice and advocate for resources to support RBHS signature areas in addition to areas identified in the RBHS and SPH strategic plans;
- a senior methodologist with administrative experience and a significant grant history will be recruited as director of the BCC;
- baseline metrics will be verified/established;
- infrastructure and staffing needs for BCC will be identified, and a BCC director/manager will be appointed;
- support staff for the BCC will be recruited, especially data analysts; and
- a series of conferences will be held for key stakeholders under each of the signature areas to strengthen the BCC's ability to mobilize a multi-school response to requests for proposals.

In year 2, during which the SPH will be reorganized under the leadership of the new dean:

- pilot funding mechanisms for public health research in the signature areas will be developed;
- pilot funding will be awarded to public health researchers in the signature areas;
- masters, pre- and postdoctoral public health fieldwork and research fellowships in the signature areas will be developed;
- methodologists will be recruited in collaboration with the signature programs to support research and policy in each of the signature areas; and
- public health researchers will be recruited, particularly across the signature areas, potentially including tobacco control (with expertise in chemistry or toxicology), injury prevention, and infectious disease epidemiology.

In years 3-5:

- public health faculty will collaborate with others at Rutgers and submit grant applications in each of the signature areas;
- public health faculty will submit a grant application to CDC to create a Rutgers Injury Control Research Center; and
- a faculty mentorship program will be developed to recognize and support rising junior faculty in the signature areas and the emerging signature area and promote their development.

During this five-year period:

- the overall number of public health-oriented extramural grant submissions from schools throughout RBHS in the signature areas will increase by 50%;
- NIH extramural funding will increase by 33% by year 2 and double by year 5;
- the number of research publications in public health topics across RBHS will increase by 10% annually;
- the number of faculty supported by public health-oriented extramural funding in signature areas will triple by year 5;
- collaborative projects of SPH methodologists with researchers in signature areas will double in number, from five currently to 10 by the end of year 5;
- SPH faculty will participate or lead in submitting and obtaining peer reviewed extramural federal funding for center, program project, and core grants in collaboration with faculty associated with each RBHS signature area, which will double by year 5;
- RBHS will establish a national reputation in public health in the signature areas and, potentially in injury prevention by year 5;

- RBHS will become “best in class” in tobacco control research by year 5; and
- SPH will rank in the top 20 by the *U.S. News and World Report* by year 5.

Global health will also be a key component of this complementary program, as it is an equally important priority for RBHS’s healthcare mission and three of Rutgers’ strategic planning integrating themes: cultures, diversity, and inequality—local and global; improving the health and wellness of individuals and populations; and educating involved citizens and effective leaders for a dynamic world. Primary contributors will include faculty in the RWJMS Office of Global Health, the NJMS Institute for Infectious and Inflammatory Disease, Rutgers School of Dental Medicine, the SPH Center for Global Public Health, the SON François Bagnoud Center, the Environmental and Occupational Health Sciences Institute, and Rutgers Centers for Global Advancement and International Affairs. It is anticipated that faculty from other schools within RBHS and across the university will also contribute. An example of how the signature programs will be enhanced by global health programs is provided by the existing linkages between global public health and environmental and occupational health faculty in studies related to air pollution, climate change, and pesticide health. In addition, an expansion of research into global environmental and occupational health issues, such as worker health and safety, is anticipated, further enhancing work in this area.

The global health component of this complementary program will be managed by the chancellor’s office. An important objective will be to include all RBHS schools. *In year 1* a Henry Rutgers Term Chair for Global Health will be recruited and assume responsibilities leading global health activities for this complementary program. S/he will receive a faculty appointment in the appropriate RBHS school. *In year 2*, plans for a global public health master’s degree program will be developed (potentially a joint degree program will emerge across schools); public health researcher recruiting will pursue individuals with interests in global infectious diseases and global environmental and occupational health; a web-based resource center will be created to centralize global work as a virtual clearinghouse, publicize and capitalize on the humanitarian global health work at Rutgers, and encourage student participation in global work; and a database of global health-related grants and publications Rutgers-wide will be developed. *In years 3-5*, plans for a global health master’s degree program will be finalized, and RBHS’ capacity in the global health arena will be expanded in the signature areas through meetings, communication, and the web-based resource center. *During this five-year period*, the number of student global internships or volunteer placements will increase by 30% and RBHS will establish a national reputation in global health.