

Louis de la Parte Florida Mental Health Institute
Strategic Objectives in Relation to USF's Strategic Plan
2001-2006

Introduction: The leadership of the University of South Florida has articulated five key strategic goals:

- To become a Research I University nationally as well as within the State of Florida
- To develop an enrollment profile consistent with a Research I University
- To foster interdisciplinary and multidisciplinary research and education at the University
- To foster engagement between the University and the community and region
- To enhance the quality of student life and the intellectual climate of the University

Each of the colleges has been asked to identify how its own strategic goals support those of the larger university. This document is FMHI's response to that request. Each of the Institute's strategic goals is aligned with a university goal, followed by a delineation of strategic objectives that will be priorities for 2001-2006.

University Goal 1: To be a nationally recognized Research I University

FMHI Goal: To be a national leader in identifying and proactively pursuing new and emerging issues in behavioral health -including the mental, addictive and developmental disorders.

Strategic objectives:

- ***Continue to expand our impressive record of external funding from Federal agencies*** such as CMHS, NIMH, SAMHSA, DOE, NIDRR, and NIAAA. Since FY95-96 our contract and grant support has increased from 6 to nearly 16 million dollars annually – an increase of over 250%
 - **Timeframe** - We will pursue this expansion each year
 - **FMHI Resources** - Any additional resources for this expansion will come from the Dean's Indirect Rebate or Cash Savings.
 - **USF Resources** – Consistent with the recommendations of the Research Strategic Planning Committee, we anticipate that the proportion of Indirect rebate to the Dean will increase to 20% with the expectation of expanding federal support
 - **Outcome Indicator** – While we do not plan to continue to grow at the rate that we have experienced during the last five years we hope to move from the 1.8 – 1 ratio of external to E&G funding to a 3 – 1 ratio during the next five years. This would be equivalent to approximately a 100% growth rate for the time period.

- ***Pursue designation as a National Mental Health Services Research Center by the National Institutes of Mental Health.*** This designation is awarded to the elite research institutions throughout the nation and carries with it annual funding of approximately \$600,000 to support research infrastructure. Further, it provides opportunities to help set the national research agenda in mental health services research and to preferentially compete for other national research projects.
 - **Timeframe** – We plan to submit the Center application in 2002 on the timetable dictated by NIMH
 - **FMHI Resources** – Resources for the preparation of the grant will be obtained from internal resources and the Dean's indirect rebate
 - **USF Resources** – None other than increased Dean's Rebate proportion.
 - **Outcome Indicator** – Submission of the grant in 2002. Funding by 2004.

- **Continue to expand the scope of our nationally recognized and federally funded Research and Training Centers (RTC) in Children's Mental Health and Behavioral Problems.** These Centers are currently known as national leaders in the development of systems of care for children with severe emotional disturbance and children with difficult behaviors. Using these Centers as a platform, we have been successful in pursuing several national evaluation contracts that have addressed some of the nation's most important demonstration programs and in receiving support for field initiated research projects. We plan to continue to pursue these opportunities and to further use the centers to develop federal research proposals for investigator initiated awards.
 - **Timeframe** – Continuous
 - **FMHI Resources** – Center Resources and Dean's Indirect Rebate
 - **USF Resources** – None other than increased Dean's Rebate.
 - **Outcome Measures** – Submit at least one additional federal grant or major national evaluation contract each year for the next five years that is directly related to Center's concentration.
- **Expand our capacity to analyze issues related to serving individuals with serious mental illnesses and addictive disorders across the life span with special attention to those served in the "de facto" public mental health system.** The de la Parte Institute's research portfolio currently embraces most of the settings in which behavioral health problems occur rather than only the specialty settings designated by the state as mental health/substance abuse treatment programs. Our analysis of the challenges that face most states in addressing their pressing social problems indicates that behavioral health issues importantly underlie many of these problems. New approaches are needed for conceptualizing these problems, the defacto system in which they occur and designing innovative interventions that accommodate political and organizational dynamics as well as treatment and prevention strategies. We wish to have the de la Parte Institute identified as a national leader in conceptualizing the new 'de facto' systems of care and developing creative interventions to ameliorate these chronic social problems.
 - **Timeframe** – This is a continuous research program enhancement that will be reflected in all of the research activities of the Institute
 - **FMHI Resources** – None additional
 - **USF Resources** – None additional
 - **Outcome Measures** – Increasing penetration of research grants and contracts in diverse segments of the human service settings.
- **Increase resources available to new faculty to support their research.** Traditionally, we have provided new faculty with modest start up funds to help equip their office and perhaps employ a part time research assistant. In order to more successfully compete for the best new faculty and to properly appreciate the expense involved in launching a services research career, we are planning to dramatically expand start up funding to complete pilot work that can be used for field or investigator initiated research projects.
 - **Timeframe** – Begin enhancements with 2001-2002 recruits
 - **FMHI Resources** – From increased indirect rebate
 - **USF Resources** – None other than increased rebate
 - **Outcome Measures** – Increased start-up funds resulting in improved successful recruitment rates and faculty grant productivity.

- Increase scholarly productivity of faculty as measured by the number of peer-reviewed publications and external grant awards.** In order for us to pursue national leadership in behavioral health services research, it is necessary for us to successfully address several different audiences. Policy and program staff are key audiences who require a particular dissemination strategy. However, peer reviewed publications help to ensure leadership in the national research arena and will provide us with further opportunities to influence the national research agenda.

 - **Timeframe** – This is a continuous activity during the next five years
 - **FMHI Resources** – None additional
 - **USF Resources** – None additional
 - **Outcome Measures** – Increase each year in the per-capita faculty production of peer reviewed papers.
- Explore new ways to advertise the research and training accomplishments of FMHI in the Florida, nationally and internationally.** One mechanism that we have employed to increase the visibility of USF and the Institute is sponsoring the publication of journals. Currently, the Institute houses two journals: *Journal of Behavioral Health Services & Research* and *Journal of Mental Health and Aging*. We wish to continue to support these journals, promote their circulation and generally increase their prestige in their respective fields. Additionally, we wish to pursue opportunities for national leadership like our work on the 1999 Surgeon General's Report on Mental Health, seats on National Advisory Bodies for federal agencies, advisory roles for foundations, seats on grant review panels, etc.

 - **Timeframe** – As discussed below, this is a continuous activity. We hope to make considerable advances in this area during the next three years.
 - **FMHI Resources** – None additional
 - **USF Resources** – None additional
 - **Outcome Measures** – Increases in advisory boards, invitations to participate in national leadership groups, national planning committees, etc. These data are captured in our scholarly activity reports.
- Develop mechanisms to ensure that the resources of FMHI are invested in faculty, units, and activities that demonstrate the best return on investment as measured by research and scholarly productivity through enhanced internal and external accountability systems tied to faculty and staff performance.** During the last three years we have been developing an internal data system that will allow us to track the relationship between our investments and our outputs. We hope to continue to refine this database so we might eventually include outcomes and impacts of our work as well as outputs. Using these data we will be better able to understand how to focus our investments to maximize our productivity and to accomplish the other goals in this plan.

 - **Timeframe** – We anticipate operationalizing the automated data system in 2001.
 - **FMHI Resources** – None additional
 - **USF Resources** – None additional
 - **Outcome Measures** – Implementation of the data system in 2001. Eighty percent of all data entered voluntarily by faculty by 2003.

University Goal 2: To develop an enrollment profile consistent with a Research I University

FMHI Goal: To be integrated with the University's teaching mission.

For the Institute to fully accomplish its mission, we must expand our direct influence on the training of individuals who will be the next generation of leaders in our field. In order to accomplish this goal, we have been expanding our teaching offerings throughout the University as well as developing a certificate program that is offered by the Institute. Throughout the last five years we have increased our educational activities – both USF credit courses and training courses 143% and 82%, respectively. We have nearly doubled the number of persons being trained with over 41,000 receiving training in 2000.

Most of our course offerings are at the graduate level. Additionally, the institute represents a particularly rich research placement for graduate students from throughout the university who are interested in behavioral health issues. Both graduate education and research placements are FMHI's principle venues for enhancing graduate education at USF and thereby developing our enrollment profile as a major research university.

Strategic Objectives:

- ***Expand the university-wide leadership role of the Institute in developing interdisciplinary degree programs with a behavioral health focus*** such as the Applied Behavioral Analysis Program, our joint doctoral program in special education, and the mental health concentration in the College of Public Health. Given the intrinsically interdisciplinary nature of the Institute, we will continue to successfully partner with our colleagues across campus to develop degree programs that are responsive to the needs of our communities to better address their behavioral health needs.
 - **Timeframe** – This is a continuous activity.
 - **FMHI Resources** – Both FMHI and USF resources will be dictated by the success in developing the interdisciplinary programs. However, to the degree possible, we should use flexible funding strategies like the one that was employed with the ABA program. This approach relies on an enrollment income stream to fund faculty involvement and which does not commit FMHI or USF resources to programs that are not financially viable.
 - **USF Resources** – See above
 - **Outcome Measures** – Continuing development of these programs. It is difficult to specify a numerical target given the nature of these projects.

- ***Develop and teach multidisciplinary graduate level courses*** with other USF Departments that will attract masters and doctoral students interested in behavioral health.
 - **Timeframe** – This is a continuous activity.
 - **FMHI Resources** – No additional resources are required at this time.
 - **USF Resources** – We have no consistent policy with regard to requesting additional resources for the classes that we teach outside of our college. However, to the degree to which we continue to expand our offerings in other colleges we may need to request support from those colleges so that we can continue to appropriately support the core legislative mission of the Institute to serve the behavioral health system through research and training.
 - **Outcome Measures** – An increase each year in the number of courses that are taught by FMHI faculty.

- ***Continue to offer courses in general and behavioral health, disability and the law.***
Given our unique expertise in legal issues related to general and behavioral health, we will continue to pursue opportunities to infuse this content into other curricula as appropriate. Similarly, we offer graduate student placements on research and demonstration projects that are related to the health/law interface – a unique offering of FMHI at USF.
 - **Timeframe** – This is a continuous activity
 - **FMHI Resources** – None additional
 - **USF Resources** – See above regarding USF Resources
 - **Outcome Measures** – An increase over the five-year period in the number of offerings by the MHL&P department.

- ***Develop the capacity for technology-based distance education programs.*** An important function of the Institute is to provide continuing education for persons who are currently working in human service environments. Responsive to our statewide mission, we will develop distance education programs involving the internet and other DTML technologies. Clearly, many of these offerings will be of interest to audiences outside of Florida. We plan to continue to explore methods for distance education that will generate graduate enrollment for USF and improve the basic skills of persons in practice throughout Florida and the nation.
 - **Timeframe** – This is a continuous activity.
 - **FMHI Resources** – None additional
 - **USF Resources** – None additional
 - **Outcome Measures** – Develop at least one technology based offering each year.

- ***Continue to increase USF graduate student involvement in research programs of the Institute*** through the expanded use of mentorships, internships, research assistantships, and pre-doctoral fellowships.
- ***Develop post-doctoral fellowships*** in the areas of concentration offered by FMHI's four departments: mental health law and policy, aging and mental health, child mental health, and community mental health.
 - **Timeframe** – These are continuous activities.
 - **FMHI Resources** – These activities are largely funded by existing FMHI resources and by contracts and grants.
 - **USF Resources** – To the degree to which additional central resources for graduate research assistantships could be provided, FMHI could offer an outstanding environment for applied scholarship.
 - **Outcome Measures** – Annual increases in the number of USF graduate students who are involved in FMHI research or other scholarly activity will be indicative of success for this goal.

- ***Pursue the feasibility of developing new degree programs at the masters and/or doctoral level.***
 - **Timeframe** These activities are underway and will be aggressively pursued during the next year.
 - **FMHI Resources** – None at this time other than faculty commitment to investigating the market for specialty degrees.
 - **USF - Resources** None at this time.
 - **Outcome Measures** – Production of an analysis of the feasibility and desirability of developing an graduate program

University Goal 3: To foster interdisciplinary and multidisciplinary research and education.

FMHI Goal: To be integrated with the University's teaching, research and service mission.

The mission of the Institute is to improve the well being of Florida's citizens related to their behavioral health. As we come to understand the problems that confront the state, our communities, neighborhoods and families, it is increasingly clear that the solutions to these problems will involve interdisciplinary perspectives and teams that are informed by the expertise of our community partners.

Strategic Objectives:

- **Continue to explore jointly funded, dual appointments with other USF units in selected areas** (e.g., Social Work, Public Health, Special Education) to improve linkages with research, teaching and practice disciplines related to mental health. FMHI currently has two jointly funded positions (one with social work and one with special education) that have helped to build linkages between the FMHI and these to other areas of the campus. To the degree to which we can establish jointly funded appointments that are consistent with the mission of the Institute, promote interdisciplinarity and promise to improve the relevance of our education and research to the human service sector in the state, we will pursue joint recruitments and appointments.
 - **Timeframe** – We will continue discussion of joint appointments in conjunction with several of the activities including new interdisciplinary programs such as the Applied Behavior Analysis program
 - **FMHI Resources** – We would pledge resources to be matched by other colleges
 - **USF Resources** – Resources will be required from other colleges to jointly fund positions.
 - **Outcome Measures** – Development of additional joint appointments

- **Pursue new collaborations with USF departments that teach and conduct research in the areas of corrections and juvenile justice given the high prevalence of mental and addictive disorders in populations served by these settings.** FMHI has unique strength in this area of behavioral health and the law including innovative training programs for addressing behavioral health issues in law enforcement and correctional settings. Some are predicting that the next great deinstitutionalization in the United States will involve these correctional settings. FMHI and USF can assume a leadership role in designing treatment approaches and training professionals to work with behavioral health problems in correctional and community correctional settings. We can also lead in helping to develop the science based policy framework for addressing the problems of behavioral health disorders in correctional populations and successfully moving inmates from incarceration to productive community lives.
 - **Timeframe** – Given the timeliness of these topics, we plan to aggressively pursue these options during the next two years.
 - **FMHI Resources** – None additional at this time. Resource pilot funds will come from Dean and Chair indirect rebate accounts and other cash sources.
 - **USF Resources** – None at this time
 - **Outcome Measures** – Expansion of our instruction and research in this area. Precise quantitative targets are difficult to specify.

- ***Pursue collaborations with other departments to conduct research and teach about mental and addictive disorders from a life span orientation and with a focus on behavior management.*** A common theme that permeates many of the problems we address involves the management of difficult behaviors that occur in a multitude of settings. These behaviors must be understood within the specific community or institutional context within which they occur and also within a life span developmental framework. The de la Parte Institute is particularly well prepared to develop interdisciplinary approaches to understanding and managing these difficult behaviors. Given the aging of the population, the overflowing child welfare and protection systems, problems with adults in assisted living facilities, and the concerns with correctional/law enforcement settings, the Institute and USF are in a strong position to develop and disseminate techniques to more effectively manage these problem behaviors. The Applied Behavior Analysis program is one example of an interdisciplinary training program that directly addresses these areas.
 - **Timeframe** – This is an ongoing activity as exemplified by the Applied Behavior Analysis program and many of our research projects.
 - **FMHI Resources** – None additional at this time.
 - **USF Resources** To the degree to which these courses are successful and our faculty are instructing them, we would hope to receive remuneration from the additional enrollment generated.
 - **Outcome Measures** – Additional offerings and research projects specifically focused on the management of difficult behaviors.

University Goal 4: To foster engagement between the University and the community and region.

FMHI's Goal: To be responsive to state and local needs and priorities.

Given the role of the de la Parte Institute, this fourth University goal is most directly aligned with our major work. Most of the activities that have been suggested in response to the earlier goals ultimately involve strategies for bridging the gap between the University and our Communities. Many of the activities suggested earlier, therefore, are of direct relevance to this USF goal. The increasing focus on Community Engagement has been a primary vehicle for the Institute to better integrate with the overall activities of USF in becoming an engaged university. Along with our colleagues from throughout the University, we have led in these efforts and we intend to continue to lead.

Strategic Objectives:

- ***To continue to play a leadership role in addressing the behavioral health needs of the Florida's citizens*** through new and ongoing activities in which our faculty and staff are currently engaged such as:
 - The Florida Commission on Mental Health and Substance Abuse
 - USF Collaborative for Children, Families and Communities
 - Florida Community Opportunity Partnership Center
 - Florida Coalition for Optimal Mental Health and Aging
 - Florida Center for Autism and Related Disabilities

- ***Continue to play a leadership role in the USF University-Community Initiative (UCI)***, including follow-up actions emerging from the *Engaged University Conference* of February 2001 and leadership in the ongoing development of the infrastructure for this program.

- ***Continue to develop and implement a research, training and technical assistance agenda that reflects the behavioral healthcare priorities of state and local agencies*** such as the Departments of Child and Family Services, the Agency for Health Care Administration, Departments of Education, Juvenile Justice, Corrections, Law Enforcement and Elder Affairs.
 - **Timeframe** - Each of these activities is integral to the ongoing operation of the Institute. We therefore expect continuous activity in these areas during the next five years.
 - **FMHI Resources** – None additional at this time.
 - **USF Resources** – Additional USF resources that have been invested in the Collaborative for Children Families and Communities have resulted in substantial additional funding for the Collaborative. As the program has matured, we have been progressively unable to fund meritorious projects. We would like to expand this program since it has proven to be quite successful in better engaging USF in our community and expanding our sponsored research. We requested funding last year and would profit by the addition of resources.
 - **Outcome Measures** – Each of the activities has specific outcome objectives (such as production of Commission Reports). The ultimate goal of these initiatives involves increasing applied scholarship and improving the well being of our communities through genuine partnerships. A substantial increase in collaborative projects is expected during the next five years.

- ***Develop strategies to better engage primary consumers of behavioral health services in the Institute's projects and activities, including as paid staff.***
 - **Timeframe** – This is a continuous activity. However, we would like a concerted effort during the next 18 months to increase the involvement of adults with severe mental illnesses
 - **FMHI Resources** – We are willing to devote resources that are adequate to support consumer involvement activities – preferably a research or consultation project to develop consumer involvement.
 - **USF Resources** – None requested.
 - **Outcome Measures** – Ongoing growth in consumer involvement with particular emphasis on adults with severe mental illnesses.

- ***Establish and maintain flexible budget mechanisms and continuously identify individuals specialized expertise who can work on high priority state projects for a time-limited basis.***
 - **Timeframe** – This is a continuous activity
 - **FMHI Resources** – These funds are generally obtained from cash savings.
 - **USF Resources** – None requested
 - **Outcome Measures** – Each year we should see several ad hoc research and training projects from our state and local partners to which we are able to quickly respond owing to our budget flexibility.

- ***Work with the leadership of USF to change the culture and reward systems of the University so that they more fully recognize the contributions of engaged scholarship.*** This will involve both the development of standards for rigorous and meaningful engaged scholarship and mechanisms for rewarding faculty who participate in these endeavors, including the developmental work that is required to build community relationships (e.g. board service)
 - **Timeframe** – This is an ongoing activity in which we should see substantial progress during the next two years in codifying standards to better define quality engaged scholarship.
 - **FMHI Resources** – None additional
 - **USF Resources** – Leadership time and attention will be required
 - **Outcome Measures** – An increase in the number of faculty who are successfully engaged in rigorous community research for which they are recognized, promoted and tenured.

- ***Further develop our technical assistance and training role with community-based provider organizations, philanthropic foundations, and governmental agencies.*** These are primary links to communities that provide the resources required to launch research and demonstration programs, that possess the expertise necessary for designing approaches that are likely to work and that ultimately must provide the organizational and community support for any initiative to be successful. Such relationships are key to successful engaged scholarship.

- ***Establish a dissemination clearinghouse to provide timely response to information requests from state agencies and the general public and to provide community linkages with FMHI and other USF resources related to behavioral health.*** Translating knowledge into action that generates additional knowledge is the fundamental principle of engaged scholarship. Many of the strategies that academics have traditionally employed have not proven to be efficient in changing the behavior of practitioners or policy staff. We aspire to have USF and the de la Parte Institute seen as national leaders in this translation effort. In order to be successful, we must develop innovative dissemination strategies and position the Institute to be seen as a national contact point for dissemination of information of relevance to behavioral health prevention and treatment. This will require the development of a unit within the Institute's library that focuses on dissemination and technical assistance, national marketing of this service, the development of a business plan to support these activities.
- ***Publish a resource directory that describes the kinds of research, training and technical assistance projects and services available through the Institute and describing faculty/staff expertise and current activities.*** This activity will occur in conjunction with the development of a similar resource directory that is being developed for the University Community Initiative.
 - **Timeframe** – Many of the activities associated with these objectives are ongoing. We plan to devote particular attention to the dissemination clearinghouse and resource directory during the next two years.
 - **FMHI Resources** – We will devote staff resources to developing a plan for the dissemination clearinghouse and information specialist positions and use internal FMHI resources as well as philanthropic funds to implement the plan.
 - **USF Resources** – Additional USF resources could be useful in developing these engagement strategies particularly for support of the information specialist positions
 - **Outcome Measures** – Implementation of the Dissemination Center within two years. Resource directory will be available by the end of 2001.

University Goal 5: To enhance the quality of student life and intellectual climate of the University

FMHI Goal: To be an environment that inspires individual as well as collective creativity, growth, and accountability to our shared organizational goals.

Strategic Objectives:

- ***Expand events sponsored or co-sponsored by FMHI that enhance the intellectual climate of the university such as guest lectures, special colloquia, and training events.***
 - **Timeframe** – These educational activities are ongoing. We will concentrate on better informing the general USF community of them during the next year. We also will better strive to identify speakers of relevance to the mission of the FMHI who will be of general interest to the intellectual community at USF.
 - **FMHI Resources** – Modest additional resources may be required to support speakers and activities.
 - **USF Resources** – Specific resource requests would be developed for each of the educational activities but typically would not have to involve central resources.
 - **Outcome Measures** – An increase in the USF faculty, staff and student attendance at FMHI sponsored events.

- ***Ensure that FMHI is itself an environment that fosters personal, professional and intellectual development of its faculty, staff and students through a variety of strategies including conflict mediation and morale building social activities.***
 - **Timeframe** – We have initiated several activities during the last two years in the service of these goals. During next year, we will focus on the development of alternative dispute resolution mechanisms to decrease the use of formal grievance procedures.
 - **FMHI Resources** – Existing resources are typically used for these activities. Foundation funds help to underwrite some of the staff development and social activities that are key to developing a cohesive unit.
 - **USF Resources** – None requested.
 - **Outcome Measures** – The results of these activities are largely intangible since they are reflected in staff and faculty dedication and a generally productive work environment. However, we hope that the initiation of the ADR techniques will result in a measurable decrease in grievance procedures.

- ***Working with the USF Counseling Center, develop innovative support programs for USF students who are experiencing significant behavioral health problems.***
 - **Timeframe** – We hope to initiate a pilot of this program in 2001 and work to implement and evaluate a full-scale program over the next five years.
 - **FMHI Resources** – Existing resources will be employed to develop and implement the pilot program.
 - **USF Resources** – Once the program is developed, we will request some core support from USF to support these students in their higher educational goals. The amount and type of funding to be requested is not currently known.
 - **Outcome Measures** – Development and implementation of the pilot program by the end of 2001. Submission of a federal research grant to validate its usefulness in 2002. Results of the research program will be used to assess the overall success of the program in retaining students and reducing the disability associated with severe mental illness.