

**Advancing Iowa's
Public Health Initiative:
College of Public Health
Strategic Plan for
FY 2005-2010**

**College of Public Health
The University of Iowa**

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INTRODUCTION

The College of Public Health was founded in July 1999. Its creation was the major component of the Public Health Initiative sponsored by The University of Iowa, the Board of Regents, and Iowa Government.

The College of Public Health's Strategic Plan sets forth the College's **mission, vision and themes**, its **core values**, and its **goals and primary objectives** for FY 2005-2010. It also lists key indicators that will be used to assess progress toward achieving these objectives.

Each of the College's primary objectives directly supports one or more of The University of Iowa's five strategic goals. The linkage is reflected in the section that lists the College's objectives by indicating in parentheses which University goal(s) it supports. The University's goals are:

- I. *"To create an undergraduate experience that enables students to fulfill their intellectual, social, and career objectives;*
- II. *To achieve premier graduate and professional programs in a significant number of areas;*
- III. *To foster distinguished research, scholarship, and artistic creation;*
- IV. *To facilitate interdisciplinary interaction in teaching, research, and service; and*
- V. *To develop a highly productive organization that supports the mission and values of the University."*

COLLEGE OF PUBLIC HEALTH MISSION

To promote health and prevent injury and illness through commitment to education and training, excellence in research, innovation in policy development, and devotion to public health practice.

COLLEGE OF PUBLIC HEALTH VISION AND THEMES

To serve Iowa and the Midwest as one of the nation's premier state-assisted schools of public health and lead the global community in rural public health education and training, research, and practice.

Through its educational and research programs, public service, and creative partnerships with others, the College will strive to attain this Vision by focusing efforts on certain broad themes including:

1. **Protecting** Iowa's families, farms, and businesses against threats to health and safety.
2. **Improving** Iowa's environment and quality of life for its citizens, with special emphasis on children, the elderly, and other vulnerable populations.
3. **Helping** Iowa families and communities in making healthy choices about diet, exercise, alcohol, tobacco, and other drugs.
4. **Focusing** attention on Iowa's mental health services and on the State's aging population, with special emphasis on assessment, access, and policy development.
5. **Fostering** superior, cost-effective health care services.
6. **Promoting** excellence in education and research in public health and associated disciplines.

COLLEGE OF PUBLIC HEALTH CORE VALUES

The College of Public Health embraces the five core values identified by The University of Iowa: Community, Integrity, Learning, Quality, and Responsibility. Consistent with its mission to serve as a public health resource for the State of Iowa, the College of Public Health seeks to implement these values in ways that enhance the health and well-being of all Iowans, especially the most vulnerable segments of Iowa's population.

Community. The College of Public Health seeks to strengthen the communities it serves through the development and expansion of innovative education, research, and practice programs. Consistent with the principles of public health, the College is committed to collaboration and actively seeks to engage community partners in its undertakings.

Integrity. The College of Public Health adheres to the highest standards of honesty, fairness, respect, and professional and scholarly ethics.

Learning. The College of Public Health is dedicated to the discovery and dissemination of knowledge that will improve the health status of all people, especially those with rural roots and experiences.

Quality. The College of Public Health is dedicated to the pursuit of excellence in public health scholarship, teaching, and community service.

Responsibility. The College of Public Health is dedicated to the stewardship of all resources entrusted to it and fosters public policies that promote sustainability in all human activities, including environmental protection, agricultural production, economic development, and community health.

As a sixth core value, the College of Public Health also embraces a guiding principle of public health: Social Justice.

Social Justice. All activities within the College of Public Health are motivated by a commitment to social equity and fairness, a spirit of compassion for all persons, and a desire to apply the tools of scientific knowledge to pressing societal health concerns. The College strives to improve the conditions in which everyone lives and thereby contribute to the formation of a just society.

COLLEGE OF PUBLIC HEALTH GOALS FY 2005 - 2010

- Goal 1:** Provide excellent education for public health professionals and research scientists.
- Goal 2:** Advance the College's overall growth and development.
- Goal 3:** Contribute to strengthening the scientific basis for the practice of public health.
- Goal 4:** Promote meaningful community service and economic development in Iowa through creative partnerships in the public and private sectors.
- Goal 5:** Encourage renewal of the public health infrastructure to better protect families and communities and improve the quality of life for all citizens.
- Goal 6:** Enhance diversity among CPH students, staff, and faculty.
- Goal 7:** Improve communications and collaboration among CPH students, staff, faculty, and alumni.
- Goal 8:** Maintain full accreditation by the Council on Education for Public Health and other accreditation governing bodies.

PRIMARY OBJECTIVES FOR FY 2005-2010 AND KEY INDICATORS OF PROGRESS^{1,2}

In relation to Goal 1: “Provide excellent education for public health professionals and research scientists.”

1. Maintain high-quality, well-supported academic programs. (*UI Goals II, VI*) [T. Uden-Holman, M. Aquilino, and Department Heads]
 - Promote interdisciplinary educational programs including combined degree programs with other colleges within the University and other Iowa Regent institutions.
 - Annually review if articulation agreements are needed with other UI colleges, Regents’ institutions, and outside institutions and report to the Executive Committee as needed.
 - Annually review the current enrollment levels and plans for all academic programs.
 - Identify funding support for at least 90% of PhD students annually through FY 2010.
 - Maintain at 100% the percentage of masters and PhD recipients obtaining post-graduate positions within six months after graduation.

2. Consider development of undergraduate education in public health. (*UI Goals I, II*) [T. Uden-Holman and CPH Executive Committee]
 - Annually assess the need and options for providing undergraduate education in public health, including an undergraduate certificate in public health. Potential needed resources should also be identified.
 - Annually review the number of undergraduates taught in CPH classes.

3. Review the need for and feasibility of non-degree educational programs (e.g., professional development, continuing education, and certificate programs) to serve the existing public health workforce in Iowa and our region. (*UI Goals II, V*) [T. Uden-Holman in concert with the Executive Committee]
 - Review annually the current enrollment level in the CPH Public Health Certificate Program.
 - Examine annually the need for and feasibility of any additional educational programs (e.g., other certificates).

¹ Person or team with lead responsibility for each primary objective is indicated in brackets.

² All baseline numbers are as of the first semester of the 1999-2000 academic year unless otherwise specified.

- Annually compile a list of non-degree/continuing education activities provided by the CPH and its related Centers.
- Annually review the CPH Summer Institute and Distance Education/Saturday/Evening Course Fund Distribution Policy adopted on June 16, 2004.

In relation to Goal 2: “Advance the College’s overall growth and development.”

4. Recruit and appoint the new faculty members needed to support the College’s educational, research, and community service programs. (UI Goals II, IV) [S. Curry, L. Burmeister and Department Heads]
 - Increase the net number of primary faculty from 41 in FY 2000 to 85 in 2015.
 - Increase the net number of secondary faculty from 25 in FY 2000 to 80 in FY 2010.
 - Annually track the number of adjunct faculty who teach CPH courses.
5. Review the CPH governance infrastructure and institute changes that will enhance faculty and staff involvement and college-wide effectiveness. (UI Goal IV) [S. Curry, CPH Faculty Council, CPH Staff Council, and Department Heads]
 - Annually review the structure and contributions of the CPH Faculty Council and its committees.
 - Annually review the structure and contributions of the CPH Staff Council and its committees.
6. In concert with the UI Foundation, and with the advice of the College’s Board of Advisors, implement the College’s external fund-raising campaign. (UI Goal IV) [S. Curry and S. Ford in concert with the CPH Campaign Committee and CPH Executive Committee]
 - Successfully reach the CPH campaign goal of \$15 million in FY2011.

In relation to Goal 3: “Contribute to strengthening the scientific basis for the practice of public health.”

7. Continue to enhance the College’s performance in University-wide research collaboration and research funding. (UI Goal IV) [S. Curry in concert with L. Burmeister and Department Heads]
 - The number of externally-funded grants involving interdisciplinary, cross-collegiate principal investigators in FY 2010 should be maintained at 142.³
 - The F&A and direct funding of externally-funded grants involving interdisciplinary, cross-collegiate principal investigators in FY 2008 and future years should be maintained at \$11,274,438 and \$45,115,962, respectively.⁴
 - For CPH departments and the CPH primary faculty as a whole, achieve an average of at least 50% salary offset through external funding.
 - Sponsor an annual Iowa research conference addressing state, regional, and national health issues.

In relation to Goal 4: “Promote meaningful community service⁵ and economic development in Iowa through creative partnerships in the public and private sectors.”

8. Strengthen CPH communications and outreach with key constituencies at the local, state and national levels to build understanding and support for the College and its programs. (UI Goal V) [D. McMillan]
 - Annually hold an event or conduct other activities in conjunction with Public Health week to promote the College and its programs.
9. Increase community engagement through continuing education programs, policy analysis & development, and technical assistance for Iowa communities, agencies, and organizations. (UI Goal V) [T. Uden-Holman and Department Heads]
 - In FY2010, the Executive Committee will discuss other mechanisms to gather this information such as modifying existing documents or modifying the existing outreach database to be user friendly.

³ These grants include those where the principal investigator is located in one College and the co-investigator(s) is in another.

⁴ These grants include those where the principal investigator is located in one College and the co-investigator(s) is in another.

⁵ “Community service” involves efforts by CPH faculty and staff to reach out beyond the University to address the needs of families, groups, and communities in Iowa and the region we serve. Examples of community service include educational programs, technical assistance projects and other consultative services, applied research, policy analysis, and involvement in community-based organizations.

10. Promote, support, and evaluate the leadership⁶ activities of College faculty in pertinent societies, organizations, and programs at the national and international levels. (UI Goal IV) [L. Burmeister in concert with Department Heads]
 - In FY 2006 and in future years, departments will track the number of leadership activities of their faculty in pertinent societies, organizations, and programs at the state, national, and international levels.

11. Provide leadership in conducting public health statistics research and developing high-quality statistical information at the Center for Public Health Statistics. (UI Goals IV, V) [J. Pendergast in conjunction with Department Heads]
 - Beginning in FY 2006, the Center for Public Health Statistics annually will prepare a year-end report for Wellmark and CPH leadership that summarizes the nature and volume of the uses for which the Wellmark data have been employed.

In relation to Goal 5: “Encourage renewal of the public health infrastructure to better protect families and communities and improve the quality of life for all citizens.”

12. Provide leadership in public policy development and evaluation at both the state and national levels directed toward public health and individual health care. (UI Goals IV, V) [S. Curry]
 - Sponsor an annual Iowa health policy conference addressing state, regional, and national health policy issues.

13. Promote collaboration between CPH and public health agencies to strengthen the public health workforce. (UI Goals V) [C. Atchison, T. Uden-Holman in collaboration with the MPH program and Department Heads]
 - Establish and maintain working agreements with representative organizations of public health practice to ensure alignment of academic and practice agendas.

⁶ “Leadership” roles include office holders, membership on governing boards and advisory boards, membership on editorial boards, journal editorship (including associate or assistant editor), and conference organizer (including lead responsibility for organizing a major session at a conference).

In relation to Goal 6: “Enhance diversity among CPH students, staff, and faculty.”

14. Assess, strengthen, and promote University-wide and College programs directed toward identifying, recruiting, and supporting well-qualified minority and women faculty, staff, and students. (UI Goals II, III) [CPH Diversity Committee in concert with Executive Committee]

- Advance efforts toward identifying, recruiting and supporting well-qualified minority and women faculty, staff and students and evaluate efforts annually.

Faculty and Staff:

- Increase the proportion of minority tenured and tenure-track faculty to 16% by FY 2010.
- Maintain the proportion of female tenured and tenure-track at 32% or higher in FY 2005 and subsequent years.
- Increase the proportion of minority P&S and merit staff to 7.5% by FY 2010.
- Maintain the proportion of females in executive, administrative, and managerial positions at 37% or higher.
- Increase the proportion of minorities in executive, administrative, and managerial positions to 8% by FY 2010.

Students:

- Increase the proportion of minority student enrollment to 10.9% by FY 2010.

In relation to Goal 7: “Improve communications and collaboration among CPH students, staff, faculty, and alumni.”

15. Increase communications between students and CPH Administration. (UI Goal II) [S. Curry, T. Uden-Holman, and D. McMillan]

- At least annually, the Dean and the Associate Dean for Education and Student Affairs will meet with the CPH Student Association to discuss matters of mutual interest.
- Share annual reports and CPH publications and newsletters with students.
- Continue to support CPH Student Association.

16. Create and implement assessment processes that will contribute to building an enjoyable and productive working environment for CPH staff. (UI Goal IV) [A. Coady and CPH Staff Council]
 - Annually report the percentage of CPH permanent P & S and merit staff who receive formal performance evaluations and feedback using 100% as the target.
 - In FY2010, the CPH Staff Council will review the Working at Iowa survey results and identify strengths and opportunities and will discuss these results with the Executive Committee.

17. Create and implement assessment processes that will contribute to building an enjoyable and productive working environment for CPH faculty. (UI Goal IV) [L. Burmeister and CPH Faculty Council]
 - The Working at Iowa survey results will be reviewed by the CPH Faculty Council to identify strengths and possible opportunities for improvement and will discuss these results with the Executive Committee.

18. In concert with the UI Alumni Association and the UI Foundation, conduct a College-wide alumni relations program that will promote communication, cooperation, and collaboration between the College and its departments and alumni. (UI Goal V) [D. McMillan, S. Ford, Department Heads and CPH Alumni Relations Council]
 - In conjunction with the UI Foundation, initiate programs and disseminate materials designed to foster alumni in the college's "Building Today for a Healthy Tomorrow" capital campaign.
 - Produce and disseminate periodic collegiate and departmental communications to keep alumni informed of major collegiate developments and highlight opportunities for alumni to participate in collegiate activities.

In relation to Goal 8: "Maintain full accreditation by the Council on Education for Public Health and other accreditation governing bodies.

19. Prepare for CEPH accreditation review in 2010. (UI Goals II, IV) [T. Uden-Holman in concert with CPH Executive Committee]
 - Prepare and submit self-study and complete successful site visit to achieve full accreditation in 2010.