

**UI College of Public Health
FY2016 Strategic Initiative Work Plan**

Strategies	Objectives	Tactics	Accountabilities
EDUCATION			
<p>A curriculum of innovative, engaged teaching for undergraduates, masters, and doctoral students</p>	<p>Develop undergraduate program curriculum</p>	<p>Create and disseminate calls for course proposals (core and elective)</p> <p>Develop capstone course</p> <p>Review and identify courses to move forward for development and identify gaps in content areas</p> <p>Move selected courses through approval process to be included in UI course catalog</p> <p>Sequence course offerings and identify pre-requisites</p> <p>Identify frequency and enrollment of course offerings to accommodate public health majors, non-majors and public health interest group students where appropriate</p> <p>Develop timeline for full-course development</p> <p>Identify potential experiential learning opportunities</p>	<p>Maggie Chorazy Tanya Uden-Holman Executive Committee Curricula Innovations Undergraduate Subgroup</p>

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		<p>Develop programming to enable the college to participate in the Honors at Iowa program</p> <p>Provide training and resource opportunities for faculty while developing courses to ensure innovative teaching methods</p> <p>Develop policies for teaching assistant support</p>	
	<p>Regularly communicate with UI leaders, CPH leaders, and CPH faculty, staff and students about the development of the undergraduate program</p>	<p>Ongoing communication with:</p> <ul style="list-style-type: none"> -Multiple UI offices that manage undergraduate programs in the areas of enrollment, recruitment, student life, and advising -Colleges on campus including Liberal Arts and Sciences -CPH Executive Committee -CPH faculty, staff and students at departmental and collegiate meetings, open forums, and workshops -CPH Board of Advisors 	
	<p>Successfully recruit and enroll students in the undergraduate program</p>	<p>Participate in UI student recruitment activities</p> <p>Participate in Spring 2016 activities at UI and CPH for accepted students to increase yield rate</p>	

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		Implement scholarship program Develop recruitment material (online and print) Develop an admissions and enrollment management plan for public health interest group students in the College of Liberal Arts and Sciences	
	Develop a plan for student services for undergraduate program	Develop an academic advising program Develop a student handbook Develop student life activities and programs	
	Ensure certificate program curricula is consistent with curricula development and revisions	Review existing certificate program curricula as the undergraduate program develops	Tanya Uden-Holman Maggie Chorazy
	Undergrad to Grad program	Explore expansion of Undergrad to Grad program with off-campus partners Continue participating in recruitment events to promote the Undergrad to Grad program	Tanya Uden-Holman
	Enhance the MPH program	Hire an MPH director Conduct surveys and interviews with alumni, employers and preceptors to gather information about MPH program competencies	Tanya Uden-Holman

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		and skills	
	Enhance academic degree program student experience	<p>Begin discussions among departments on methods to minimize overlap of course content, particularly quantitative topics</p> <p>Begin discussions among departments on the use of statistical software packages within collegiate courses and if there are ways to reduce the student burden on learning multiple software packages and/or provide tutorials</p> <p>Implement a plan to provide PhD and MS students with a scholarly integrity course</p>	<p>Tanya Uden-Holman Scholarly Integrity Work Group Methods/Stats Work Group Executive Committee</p>
	Ensure faculty have the resources needed to be outstanding teachers and enhance student learning	Conduct a workshop series for faculty in the areas of undergraduate teaching, team teaching and other innovative teaching methods, including the use of technology	<p>Tanya Uden-Holman Maggie Chorazy TBN, MPH Director</p>
Provide graduate and professional students with opportunities for interaction across disciplines to enhance professional development	<p>Develop a system to communicate professional development opportunities for students across the college</p> <p>Develop a plan to integrate seminar opportunities across departments and collegiate-wide to increase student participation</p>	<p>Tanya Uden-Holman Executive Committee Graduate Program Coordinators</p>	

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Strong training and education programs for practicing professionals	Continue and expand collaborative training programs	<p>and improve efficiency</p> <p>Identify additional key stakeholders whose mission is strengthening the workforce through training and education</p> <p>Identify training gaps and as applicable utilize innovative technology to deliver training and education</p>	Tanya Uden-Holman Laurie Walkner
The highest level of compliance with accreditation criteria	Collegiate Accreditation (CEPH)	<p>As curriculum is developed and revised, ensure accreditation criteria are met</p> <p>Ensure all MS, PhD and MHA students receive a broad introduction to public health by developing a plan that incorporates a 2 sh Essentials of Public Health course with another source that would provide students 3 sh of broad public health knowledge</p>	Tanya Uden-Holman
	MHA Program	Operationalize Commission on the Accreditation of Healthcare Management Education implementation report to ensure accreditation criteria are met	Keith Mueller Tom Vaughn Dan Gentry
	Industrial Hygiene Program	Ensure a sufficient number of program faculty with appropriate expertise	Peter Thorne Tom Peters

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		<p>Maintain student enrollment at approximately 12 to 20 students (~ 60% MS, ~ 40% PhD students)</p> <p>Ensure that program educational objectives and student outcomes align with program stakeholders</p> <p>Continuously improve the program</p> <p>Revise curriculum to be up-to-date and assure that courses are delivered in an effective manner</p> <p>Ensure that the facilities provide students with hands-on training with relevant tools</p>	
	Occupational Medicine Residency Program	<p>Assure an adequate number of qualified faculty; hire one occupational and environmental medicine faculty member</p> <p>Sustain funding for the Heartland ERC</p> <p>Assure availability of coursework leading to the MPH degree</p> <p>Develop and maintain appropriate resident review mechanisms</p> <p>Assess the quality of each training activity</p>	<p>Peter Thorne Fred Gerr Patrick O'Shaughnessy</p>

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		Develop and implement quality improvement plans based on assessments	
Sustained success in post-graduate placement	Professional development opportunities for students	Pilot collegiate-wide professional development opportunities for professional and academic students	Tanya Uden-Holman Graduate Program Coordinators
	Expand and nurture relationships with employers	Develop an executive-in-residence program in the Iowa Institute of Public Health Research and Policy	Vickie Miene Dan McMillan Sue Curry Executive Committee
RESEARCH			
Robust and sustained collaborative research partnerships	Build and sustain relationships with key stakeholders including business and industry, UI centers, colleges, research units, Institute for Clinical and Translational Science, cluster initiatives, state agencies, and community partners	<p>Collaborate with Iowa Research Foundation, UI Office of Vice President for Research, and UI Foundation to identify potential business and industry research partners</p> <p>Host synergy meetings, visit and make connections for collaborative meetings, executive-in-residence program</p> <p>Match CPH faculty with potential collaborators both within and beyond the college by identifying potential collaborative requests for applications, hosting events to share ideas, and identifying emerging public health priority areas</p>	Corinne Peek-Asa Vickie Miene Amanda Jorgensen

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		<p>Identify internal (e.g. pilot grants) and external funding sources</p> <p>Conduct an annual assessment of CPH Centers to identify opportunities for growth and expanded partnerships</p>	
	<p>Enhance research networks across CPH departments</p>	<p>Implement a collegiate-wide research seminar</p> <p>Develop and fund at least one research 'collaboratory' via the Iowa Institute of Public Health Research and Policy</p>	
<p>Diversified funding of high impact research</p>	<p>Build relationships with funding agencies</p>	<p>Host 1-2 funding agency representatives annually</p> <p>Identify opportunities for CPH researchers to visit funding agencies</p> <p>Provide resources for CPH research community to identify potential funding opportunities (grant notice, UI Office of the Vice President for Research Winning Institutional Nomination System announcements, organize individual meetings with sponsored programs)</p>	
	<p>Expand public-private partnerships</p>	<p>Develop an executive-in-residence program in the Iowa Institute of Public Health Research and Policy</p>	

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	Identify new avenues for conducting high impact public health activities	<p>Build inventory of consulting expertise</p> <p>Identify opportunities for licensing of intellectual property</p> <p>Identify opportunities to expand public health research partnerships, such as state agencies, policymakers, and philanthropists</p>	
	Stay abreast of compliance requirements	<p>Provide information to sponsored programs, human subjects and grant accounting office regarding ideas for more efficient research administration</p> <p>Create templates for service agreements with external entities and fact sheets or guidelines for faculty entering into agreements</p> <p>Broaden the understanding of the Sponsored Programs flow sheet with regard to F&A calculation and definition of research</p> <p>Host annual meetings with departmental administrators and compliance units</p>	
State-of-the-art research facilities	Develop a CPH long-term research facility master plan	Engage UI Facilities Management's assistance in developing a master plan for the college	Lori Cranston Kelli Grey DEOs

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	Construct or relocate selected labs	Participate in the design and construction of space for faculty research groups	
	Identify funding sources for research lab build out and remodeling	Submit funding proposals and receive funding in support of faculty startup packages and other research, as needed	
Effective translation and dissemination of research results	Target dissemination research results to peers, professionals, public, and policymakers	<p>Collect success stories and identify opportunities to promote these to the CPH community and stakeholders</p> <p>Assist faculty in developing impact-based materials, such as policy briefs, articles for professional journals, or public education materials</p>	<p>Corinne Peek-Asa Dan McMillan Vickie Miene Amanda Jorgensen</p>
	Promote research impact	<p>Host events to celebrate research impact</p> <p>Partner with community and stakeholder groups to promote public health and public policy impact</p>	
IMPACT			
Sustained recognition as a highly-sought resource for education, training, policy, and research	Expand public-private partnerships for education and research	<p>Develop and implement a charter executive in residence program with John Deere</p> <p>Implement a scholar in residence program through the Iowa Institute of Public Health Research and Policy</p>	<p>Vickie Miene Dan McMillan Cori Peek-Asa Kathryn Wittneben</p>

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		<p>Tap into existing resources to identify potential industry partners</p> <p>Host at least one new potential industry/company partner at CPH to explore opportunities</p>	
	<p>Disseminate high impact research results to multiple audiences (peers, professionals, policymakers, general public)</p>	<p>Develop social media capacities to target communications</p> <p>Identify new communication avenues</p> <p>Hold a workshop on developing information pages and policy briefs from research</p> <p>Host a legislative forum to identify public health topics that are a legislative priority</p>	<p>Cori Peek-Asa Dan McMillan Vickie Miene</p>
	<p>Promote faculty recognition through nominations for national awards and national service</p>	<p>Create infrastructure/process for obtaining and submitting nominations</p>	<p>Jeff Dawson Becky Toner Executive Committee</p>
	<p>Continue and expand collaborative training programs</p>	<p>Identify additional key stakeholders whose mission is strengthening the workforce through training and education</p> <p>Identify training gaps and as applicable utilize innovative technology to deliver training and education</p>	<p>Tanya Uden-Holman Laurie Walkner</p>

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Awareness of and timely response to critical public health issues to inform decision-making	Facilitate bringing together decision-makers with topic experts to address timely critical public health issues	<p>The Iowa Institute of Public Health Research and Policy will host one conference per year focused on a critical public health issue with an outcome, such as a white paper</p> <p>The college will participate in the planning of the Rebalancing Health Care in the Heartland Forum and Iowa Governor’s Conference on Public Health</p>	Sue Curry Cori Peek-Asa Vickie Miene Chris Atchison
State-of-the-art communications that underscore the importance of public health	Social media initiative	Plan, implement, and evaluate a college-wide social media campaign (“Thanks Public Health”) to develop best practices	Dan McMillan Patrick Riepe Mitch Overton
	Ensure content of CPH website is current and website is user-friendly	<p>Identify and update collegiate web pages relating to current and prospective students, diversity, and global health activities</p> <p>Identify and update website areas to include a focus on diversity</p>	Tanya Uden-Holman Nick May Patrick Riepe
		Ensure departmental web pages serve departmental needs in the areas of student recruitment and alumni relations	DEOs
Strong engagement with practitioners, communities, organizations, and alumni	Increase engagement of practitioners, community partners, organizations and alumni with the MPH program	Expand the MPH Steering Committee	Tanya Uden-Holman TBN, MPH Director
	Continue to grow the Business Leadership Network	Launch the Business Leadership Network Community Grant Program: develop, advertise, fund, and evaluate a program of small	Sue Curry Tara McKee

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		<p>grants to support public health initiatives in Iowa communities</p> <p>Sponsor four community forums annually</p> <p>Expand steering committee membership to include collegiate faculty and new geographic areas</p>	
CROSS CUTTING			
Best practices in collegiate governance, infrastructure support, and professional development	Encourage quality teaching at all levels and in all formats	<p>Ensure collegiate and departmental P&T guidelines include recognition of professional, graduate and undergraduate teaching and innovative teaching formats</p> <p>Formalize peer review of teaching policy to achieve more consistency in process and to accommodate diversity of teaching mission</p>	<p>Jeff Dawson Faculty Council Becky Toner DEOs</p>
	Make appropriate use of faculty tracks	<p>Consider adopting and developing policies for Professor of Practice track (if approved by UI)</p> <p>Clarify P&T procedures for clinical track</p>	
	Ensure college-wide committees are operating effectively and efficiently	Perform a review of college-wide committee goals and membership	
	Implement TIER innovations	Evaluate opportunities to streamline functions across the college to increase efficiency	<p>Lori Cranston Executive Committee</p>

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	Ensure sufficient infrastructure for educational programs	<p>Collaborate with UI central administration to ensure sufficient infrastructure is in place to support our undergraduate students</p> <p>Work with the Office of the Provost to ensure sufficient funding for undergraduate infrastructure</p> <p>Review and revise classroom utilization policies to ensure space is used efficiently to accommodate increased utilization</p>	Lori Cranston Tanya Uden-Holman Maggie Chorazy
	Evaluate alternative models of faculty compensation and expectations	<p>Evaluate FTE requirements per department based on current and projected student enrollment, external funding opportunities and service requirements</p> <p>Project # of courses/sections needed per year based on undergraduate program of study</p> <p>Develop a draft consensus model among executive committee</p> <p>Obtain approval and funding model from Office of the Provost</p> <p>Obtain feedback and consensus from faculty</p>	Sue Curry Lori Cranston Executive Committee

Strategies	Objectives	Tactics	Accountabilities
		Develop a timeline process for implementation	
Targeted growth in the number of faculty based on education, research, and service priorities	Plan for new hires	Evaluate FTE requirements per department based on current and projected student enrollment, external funding opportunities, and projected attrition	Lori Cranston Sue Curry DEOs
An environment for all students, faculty, and staff that is supportive and rich in diversity and inclusion	Participate in university-wide initiatives	Offer programs during Human Rights' Week and Social Justice Themed Semester	Tanya Uden-Holman CPH Diversity Committee CPH Communications Office
	Maintain an active and engaged diversity committee	<p>Increase the visibility of diversity initiatives and opportunities on the CPH web site</p> <p>Development and implementation of committee-led activities</p> <p>Develop a CPH strategic plan for diversity</p>	
Robust, focused, and sustained global partnerships	Practicum and internship placements for CPH students	<p>Identify strong, potential global partner sites which can serve as hosts for student experiences</p> <p>Establish relationships with at least three of these identified sites representing geographical diversity</p> <p>Explore funding opportunities for sustainable global health program</p>	Edith Parker Global Public Health Subcommittee
	Identify opportunities for increased global topics in our curricular content	Prepare brief report on status of curriculum in regards to global public health, including recommendations for inclusion of	

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		<p>information in courses regarding global public health</p> <p>Solicit ideas and develop an implementation plan to increase global content in our curricular content</p>	
	<p>Highlight global health student learning opportunities for CPH students</p>	<p>Maintain appealing and up-to-date website with information on global health activities at CPH</p>	
	<p>Identify opportunities for faculty, students and staff to engage in international activities</p>	<p>Provide faculty grant opportunities focused on international research and partnership building</p> <p>Provide student travel grant opportunities to encourage international research, practicums and internships</p>	
<p>Effective philanthropy that enhances collegiate resources</p>	<p>Coordinate the We Are Phil campaign</p>	<p>Work closely with a CPH volunteer committee to develop and implement a campaign that is more inclusive and fits CPH well</p>	<p>Kathryn Wittneben Sue Curry Executive Committee</p>
	<p>Enhance and expand outreach and engagement with alumni, non-alumni, non-profit organizations, and others</p>	<p>Carry out successful alumni reunion for hospital administration graduates from classes 1952-1977</p> <p>Expand outreach to Dean's Club members</p> <p>Expand stewardship of donors who supported the CPH building fund and named scholarships</p>	<p>Kathryn Wittneben Sue Curry Tara McKee Executive Committee</p>

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		<p>Engage DEOs in donor/prospect correspondence and/or visits to strengthen affiliation</p> <p>Work closely with CPH alumni relations staff on alumni outreach activities, including development of a college-wide alumni advisory board</p> <p>Identify and reach out to new potential allies/partners and donors from non-traditional sources</p> <p>Work with DEOs and others on opportunities to invite alumni and others to CPH</p>	
	<p>Develop and implement fundraising strategy to support undergraduate program</p>	<p>Work closely with the Undergraduate Program Director to develop materials to present to potential donors/funders</p> <p>Review other colleges' approaches to undergraduate fundraising</p> <p>Identify possible matching funding sources from UI and elsewhere</p> <p>Identify and reach out to potential prospects</p>	<p>Kathryn Wittneben Sue Curry Maggie Chorazy</p>
	<p>Identify and reach out to new prospects</p>	<p>Work with CPH faculty and staff, UI Foundation prospect research</p>	<p>Kathryn Wittneben Sue Curry</p>

Strategies	Objectives	Tactics	Accountabilities
		<p>team, major gifts team and others to identify new prospects</p> <p>Develop and implement strategy to engage new prospects</p> <p>Prepare and present funding proposals as necessary and appropriate</p>	DEOs
Creativity and collaboration in education, research, and service	Incentivize aspirational and innovative research collaboration	Implement at least one collaboratory initiative in the Iowa Institute of Public Health Research and Policy	Sue Curry Vickie Miene Betsy Chrischilles
	Promote collaborative and innovative teaching	<p>Reward development of interdisciplinary, team-taught courses</p> <p>Provide training and resource opportunities for faculty to ensure innovative teaching methods</p>	Tanya Uden-Holman Maggie Chorazy TBN, MPH Director
High-quality and diverse students, faculty, and staff	Faculty, staff and student retention	<p>Review retention data for faculty, staff and students and develop a plan, if needed</p> <p>Provide opportunities for staff to gain additional knowledge, skills and abilities in order to be recognized as an expert in their key areas of responsibilities</p>	Lori Cranston Tanya Uden-Holman Jeff Dawson Cori Peek-Asa Kay Shie DEOs
Strong engagement with alumni	Develop a CPH Alumni Advisory Council	Identify and recruit a cohort of alumni representing all CPH departments and programs to form an advisory council that will help guide future college-level	Tara McKee DEOs

Strategies	Objectives	Tactics	Accountabilities
		alumni relations initiatives	
	Sustain communication with alumni	Deliver a monthly collegiate newsletter for alumni	Tara McKee CPH Communications Office Sue Curry
		Enhance the CPH alumni website Regular communication from departments to their alumni	DEOs Kathryn Wittneben
	On-campus and national group and individual meetings with alumni	Identify areas with sufficient numbers of alumni to host group gatherings Participate in Presidential Outreach activities	Kathryn Wittneben Sue Curry Tara McKee