

**UI College of Public Health
FY2017 Strategic Initiative Work Plan (Dec 2016)**

Strategies	Objectives	Tactics	Accountabilities
EDUCATION			
A curriculum of innovative, engaged teaching for undergraduates, masters, and doctoral students	Develop undergraduate program curriculum	<p>Develop capstone course</p> <p>Develop professional development seminar series for undergraduate students</p> <p>Move selected courses through approval process to be included in UI course catalog</p> <p>Provide ongoing support for and maintain regular communication with faculty whose courses are still in development</p> <p>Review new courses after first offering</p> <p>Identify frequency and enrollment of course offerings to accommodate public health majors, non-majors and public health interest group students when appropriate</p> <p>Identify potential experiential learning opportunities (i.e., research, internship, global learning, and service learning)</p> <p>Provide training and resource opportunities for faculty while</p>	<p>Maggie Chorazy</p> <p>Tanya Uden-Holman</p> <p>Executive Committee</p> <p>Curricula Innovations</p> <p>Undergraduate</p> <p>Subgroup</p>

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		<p>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 2017 activities at UI and CPH for accepted students to increase yield rate</p> <p>Develop recruitment material (online and print)</p> <p>Develop an admissions and enrollment management plan for students applying for standard admission (including but not limited to College of Liberal Arts and Sciences public health interest students)</p>	

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		Identify opportunities for K-12 outreach/public health education (pipeline programs for the undergraduate major and diversity recruitment)	
	Develop a plan for services in support of undergraduate student success	Develop student life activities and programs Evaluate student retention and progression	
	Ensure certificate program curricula is consistent with curricula development and revisions	Review existing undergraduate certificate in public health curricula as the undergraduate program develops Re-evaluate graduate certificate in public health to see if additional course work should be added to include all MPH core courses	Tanya Uden-Holman Maggie Chorazy Anjali Deshpande
	Undergrad to Grad (U2G) program	Expand U2G program with 1-2 off-campus partners Participate in recruitment events to promote the U2G program Monitor student success of U2G students including retention and progression	Tanya Uden-Holman
	Enhance the MPH program	Review MPH core course competencies Review mapping of MPH core course competencies to course assessments Look for opportunities for integration of public health concepts across MPH core	Anjali Deshpande

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		<p>courses</p> <p>Develop and implement evaluation metrics for MPH practicum experiences</p> <p>Develop a professional development seminar requirement for MPH students to begin in Fall 2017</p>	
	Enhance academic degree program student experience	<p>Charge a workgroup to discuss methods to minimize overlap of course content, particularly quantitative topics</p> <p>Charge a workgroup to discuss 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>	Tanya Uden-Holman Course Content Work Group Statistical Software Work Group Executive Committee
	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	Tanya Uden-Holman Maggie Chorazy Anjali Deshpande
	Provide graduate and professional students with opportunities for interaction across disciplines to enhance professional development	<p>Evaluate current professional development/career readiness opportunities</p> <p>Conduct at least two professional development/career readiness activities per semester</p>	Tanya Uden-Holman Executive Committee Graduate Program Coordinators
Strong training and education programs for practicing professionals	Continue and expand collaborative training programs	Identify training gaps and as applicable utilize innovative technology to deliver training and education	Tanya Uden-Holman Laurie Walkner

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<p>The highest level of compliance with accreditation criteria</p>	<p>Collegiate Accreditation (CEPH)</p>	<p>As curriculum is developed and revised, ensure accreditation criteria are met</p> <p>Attend CEPH accreditation workshops</p> <p>Implement accreditation plan and timeline</p> <p>Begin drafting preliminary self-study</p>	<p>Tanya Uden-Holman Kathy Andrews</p>
	<p>MHA Program</p>	<p>Operationalize Commission on the Accreditation of Healthcare Management Education implementation report to ensure accreditation criteria are met</p> <p>Begin preparing for 2018 accreditation cycle</p>	<p>Keith Mueller Dan Gentry</p>
	<p>Industrial Hygiene Program</p>	<p>Ensure a sufficient number of program faculty with appropriate expertise</p> <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>Peter Thorne Tom Peters</p>

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	Occupational Medicine Residency Program	<p>Ensure that the facilities provide students with hands-on training with relevant tools</p> <p>Assure an adequate number of qualified faculty</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>Annually develop and implement quality improvement plans based on assessments</p>	Peter Thorne Fred Gerr Patrick O'Shaughnessy
Sustained success in post-graduate placement	Ensure graduate students attain career readiness skills needed to obtain post-graduate placement and succeed in their careers	<p>Evaluate current professional development/career readiness opportunities</p> <p>Conduct at least two professional development/career readiness activities per semester</p>	Tanya Uden-Holman Graduate Program Coordinators
	Expand and nurture relationships with employers	<p>Expand the executive-in-residence program through the Iowa Institute of Public Health Research and Policy by increasing the pipeline of interested executives</p> <p>Develop new opportunities for students</p>	Vickie Miene Dan McMillan Sue Curry Executive Committee

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		<p>such as practicums or mini research projects through the executive-in-residence program</p> <p>Host four executive-in-residence events annually that include student and faculty participation</p>	
RESEARCH			
<p>Robust and sustained collaborative research partnerships</p>	<p>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>	<p>Collaborate with the 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, visits and collaborative meetings with executive-in-residence scholars and practitioners-in-residence</p> <p>Explore collaborations with executive-in-residence or Business Leadership Network members through the Iowa Institute of Public Health Research and Policy to apply in partnership for external research funding opportunities</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>	<p>Corinne Peek-Asa Vickie Miene Amanda Jorgensen</p>

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		<p>Identify internal (e.g. pilot grants) and external funding sources</p> <p>Host research-focused skill-based seminars</p> <p>Conduct an annual assessment of CPH Centers to identify opportunities for growth and expanded partnerships</p>	
	Enhance research networks across CPH departments	<p>Integrate research topics into the UI CPH Spotlight Series</p> <p>Develop and fund at least one research ‘collaboratory’ via the Iowa Institute of Public Health Research and Policy</p>	
Diversified funding of high impact research	Build relationships with funding agencies	<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>	
	Expand public-private partnerships	Expand the executive-in-residence program through the Iowa Institute of Public Health Research and Policy by increasing the pipeline for the executive-in-residence program and provide a minimum of four executive-in-	

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		<p>residence events annually</p> <p>Develop and implement business model(s) for consulting</p>	
	<p>Identify new avenues for conducting high impact public health activities</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> <p>Enhance relationships with the Iowa Department of Public Health, Iowa Hospital Association, Iowa Department of Human Services, and other state agencies to develop new research collaborations and program evaluation opportunities through the Iowa Institute of Public Health Research and Policy</p>	
	<p>Stay abreast of compliance requirements</p>	<p>Provide information to sponsored programs, human subjects and grant accounting office regarding ideas for more efficient research administration</p> <p>Develop resources to assist faculty members in grants management</p> <p>Host annual meetings with departmental administrators and compliance units</p>	
<p>State-of-the-art research facilities</p>	<p>Develop a CPH long-term research facility master plan</p>	<p>Continue to engage UI Facilities Management's assistance in developing a master plan for the college</p>	<p>Lori Cranston Kelli Grey DEOs</p>

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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 through the Iowa Institute of Public Health Research and Policy's Policy Fellows Program</p> <p>Assist faculty in communicating research results through the development of targeted dissemination action plans through the Iowa Institute of Public Health Research and Policy Fellow Program</p>	Corinne Peek-Asa Dan McMillan Vickie Miene Amanda Jorgensen
	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,	Expand public-private partnerships for education and research	Expand the executive-in-residence program through the Iowa Institute of Public Health Research and Policy by	Vickie Miene Dan McMillan Cori Peek-Asa

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and research		<p>increasing the pipeline of interested executives</p> <p>Implement additional scholar- and practitioners-in-residence components through the Iowa Institute of Public Health Research and Policy</p> <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>	Development Director, TBN
	Disseminate high impact research results to multiple audiences (peers, professionals, policymakers, general public)	<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>Support faculty through the Iowa Institute of Public Health Research and Policy's Policy Fellow Program to create policy briefs and targeted dissemination plans for impact materials</p> <p>Host journalists-in-residence to provide</p>	Cori Peek-Asa Dan McMillan Vickie Miene

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		faculty training and insight to using media to disseminate research results	
	Promote faculty recognition through nominations for national awards and national service	Create infrastructure/process for obtaining and submitting nominations	Jeff Dawson Becky Toner Executive Committee
	Continue and expand collaborative training programs	Identify training gaps and as applicable utilize innovative technology to deliver training and education	Tanya Uden-Holman Laurie Walkner
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 or co-sponsor one conference per year focused on a critical public health issue with an outcome, such as a white paper</p> <p>Sponsor the development of issue specific coalitions for the Policy Fellow Program through the Iowa Institute of Public Health Research and Policy</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 that highlights key public health themes and priorities (e.g., excellence in education, innovative research, community partnerships, diversity, social justice, etc.)	Dan McMillan Patrick Riepe Mitch Overton
	Video storytelling initiative	<p>Develop in-house video production capabilities</p> <p>Collaborate with CPH colleagues (e.g.,</p>	Dan McMillan John Choate

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		<p>Research Office, Student Services, departments, alumni relations staff) to identify and develop collegiate story ideas</p> <p>Collaborate with UI Office of Strategic Communication, UI Office of Outreach and Engagement, UI Government Relations, and other UI offices to share CPH video content through University channels</p>	
	Ensure content of CPH website is current and website is user-friendly	Identify and update collegiate web pages relating to current and prospective students	Tanya Uden-Holman Nick May Patrick Riepe
		Identify and update collegiate web pages relating to global public health activities	Edith Parker Global Public Health Subcommittee Patrick Riepe
		Ensure departmental web pages serve departmental needs in the areas of student recruitment and alumni relations	DEOs
		Enhance faculty and staff web pages	Lori Cranston Patrick Riepe
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	Anjali Deshpande
	Continue to grow the Business Leadership Network	Continue the Business Leadership Network Community Grant Program: develop, advertise, fund, and evaluate a program of small grants to support public health initiatives in Iowa communities	Sue Curry Tara McKee

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		Sponsor four community forums annually	
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</p> <p>Clarify promotion procedures for clinical track</p>		
Ensure college-wide committees are operating effectively and efficiently	<p>Perform a review of college-wide committee goals and membership</p> <p>Develop a template for committee annual reports</p> <p>Continue to have student, research, and staff council updates at the Executive Committee meetings once per semester</p> <p>Continue to have Dean Curry attend a faculty, student, research and staff council meeting once per semester</p>		

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		Continue to have faculty council updates at each executive committee meeting	
	Evaluate opportunities to streamline functions across the college to increase efficiency	Implement and evaluate TIER innovations Develop a collaborative college-wide mechanism for tracking and reporting on the life cycle of our students from application to alumni Evaluate shared services Implement building-wide cash handling procedures Automate student building access and deprovisioning process	Lori Cranston Executive Committee CPH Administration Department Administrators Graduate Program Coordinators
	Ensure sufficient infrastructure for educational programs	Collaborate with UI central administration to ensure sufficient infrastructure is in place to support our undergraduate students Develop collegiate guidelines related to the use of teaching assistants Review and revise classroom utilization policies to ensure space is used efficiently to accommodate increased utilization	Lori Cranston Tanya Uden-Holman Maggie Chorazy
	Evaluate alternative models of faculty compensation and expectations	Project number of courses/sections needed per year based on undergraduate program of study Continue to evaluate consensus model	Sue Curry Lori Cranston Executive Committee

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		<p>approved by executive committee based on actual revenue and teaching loads</p> <p>Obtain feedback and consensus from faculty on alternative compensation and expectation models</p> <p>Develop a timeline process for implementation</p>	
<p>Targeted growth in the number of faculty based on education, research, and service priorities</p>	<p>Plan for new faculty hires</p>	<p>Evaluate full-time-equivalent requirements per department based on current and projected student enrollment, external funding opportunities, and projected attrition</p>	<p>Lori Cranston Sue Curry DEOs</p>
<p>An environment for all students, faculty, and staff that is supportive and rich in diversity and inclusion</p>	<p>Participate in university-wide initiatives</p>	<p>Offer programs during Human Rights Week, CPH Theme Semester and as other opportunities to partner are identified</p> <p>Participate in the Robert Wood Johnson Foundation-funded Health Sciences-led Summer Health Professions Education Program</p>	<p>Tanya Uden-Holman CPH Diversity Committee CPH Communications Office</p>
	<p>Maintain an active and engaged diversity committee</p>	<p>Review CPH curriculum for diversity and inclusion-related content</p> <p>Sponsor or co-sponsor at least two events per semester as part of the CPH Spotlight Series</p>	

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Robust, focused, and sustained global partnerships	Practicum and internship placements for CPH students	Identify strong, potential global partner sites which can serve as hosts for student experiences Establish relationships with at least three of these identified sites representing geographical diversity Explore funding opportunities for sustainable global health program	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 information in courses regarding global public health Solicit ideas and develop an implementation plan to increase global content in our curricular content	
	Highlight global health student learning opportunities for CPH students	Maintain appealing and up-to-date website with information on global health activities at CPH Hold inaugural CPH Global Public Health Week Host 1-2 events per semester to highlight global public health activities and engage students	
	Identify opportunities for faculty, students and staff to engage in international activities	Provide faculty grant opportunities focused on international research and partnership building Provide student travel grant	

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		opportunities to encourage international research, practicums and internships	
Effective philanthropy that enhances collegiate resources	Coordinate the We Are Phil campaign	Work closely with a CPH volunteer committee to develop and implement a campaign that is more inclusive and fits CPH well	Development Director, TBN Sue Curry Executive Committee
	Enhance and expand outreach and engagement with alumni, non-alumni, non-profit organizations, and others	<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>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>	Development Director, TBN Sue Curry Tara McKee Executive Committee

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	Develop and implement fundraising strategy to support undergraduate program	<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>	Development Director, TBN Sue Curry Maggie Chorazy
	Identify and reach out to new prospects	<p>Work with CPH faculty and staff, UI Foundation prospect research 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>	Development Director, TBN Sue Curry 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 Anjali Deshpande
High-quality and diverse students, faculty, and staff	Faculty, staff and student engagement and 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</p>	Lori Cranston Tanya Uden-Holman Jeff Dawson Cori Peek-Asa Kay Shie DEOs

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		<p>abilities in order to be recognized as an expert in their key areas of responsibilities</p> <p>Develop and implement an on-boarding program for faculty and staff</p> <p>Enhance the faculty and staff web site</p>	CPH Communications Office
Strong engagement with alumni	Further develop the CPH Alumni Advisory Council	Identify priorities and implement initial recommendations of the CPH Alumni Advisory Council (e.g., online directory, “pop-up” mentoring, networking events)	Dan McMillan DEOs Tara McKee
	Sustain communication with alumni	Deliver a monthly collegiate newsletter for alumni	Dan McMillan Sue Curry Tara McKee
		Enhance the CPH alumni website	DEOs Development Director, TBN
	On-campus and national group and individual meetings with alumni	<p>Identify areas with sufficient numbers of alumni to host group gatherings</p> <p>Participate in Presidential Outreach activities</p>	Development Director, TBN Sue Curry Tara McKee