

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

Strategies	FY2016 Objectives	FY2016 Tactics	FY2016 Annual Progress Report
<b>EDUCATION</b>			
<p><b>A curriculum of innovative, engaged teaching for undergraduates, masters, and doctoral students</b></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>Develop programming to enable the college to participate in the Honors at Iowa program</p>	<p><input type="checkbox"/> Completed FY2016 objective  <input checked="" type="checkbox"/> Satisfactory progress toward FY2016 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</p> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• October 15, 2015 – call for required course development, received 16 proposals – 12 moved forward as required for public health core or BA requirements, one was combined with another public health core course, two moved forward as electives, one did not move forward.</li> <li>• January 21, 2016 – call for elective course development, received eight proposals, seven moved forward, one did not move forward.</li> <li>• June 16, 2016 – second call for elective course development, three notices received.</li> <li>• Courses reviewed and approved by CPH Curricula Innovations Undergraduate Subgroup.</li> <li>• Required Courses also reviewed by CPH Curriculum Committee and preliminarily approved.</li> <li>• General Catalog descriptions of undergraduate programs were available June 2016.</li> <li>• CPH Curricula Innovations Undergraduate Subgroup developed recommendations for a capstone course in addition to an experiential learning graduate requirement which requires a student to complete one of the following activities - research, internship, global learning, or service learning. Each experiential learning area will be fully developed during the 2016-2017 academic year.</li> </ul>

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		<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>	<ul style="list-style-type: none"> <li>• CPH Curricula Innovations Undergraduate Subgroup developed requirements for Honors in the Major designation, in consultation with UI Honors Program.</li> <li>• Faculty workshops focused on enhancing student learning, with an emphasis on undergraduate teaching. Topics included: <ul style="list-style-type: none"> <li>➤ Team teaching</li> <li>➤ Transforming courses into active learning opportunities</li> <li>➤ Teaching Generation Z</li> <li>➤ Teaching innovations</li> <li>➤ Working with students in distress</li> </ul> </li> <li>• Meetings with College of Liberal Arts and Sciences (CLAS) to discuss CLAS best practices for TA hiring and faculty expectations; CPH policy is in progress.</li> </ul>
	<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"> <li>-Multiple UI offices that manage undergraduate programs in the areas of enrollment, recruitment, student life, and advising</li> <li>-Colleges on campus including Liberal Arts and Sciences</li> <li>-CPH Executive Committee</li> <li>-CPH faculty, staff and students at departmental and collegiate meetings, open forums, and workshops</li> <li>-CPH Board of Advisors</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed FY2016 objective</li> <li>✓ Satisfactory progress toward FY2016 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</li> </ul> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• Fall 2015: <ul style="list-style-type: none"> <li>➤ Met with each department's faculty at departmental faculty meetings to discuss development of undergraduate curriculum.</li> <li>➤ Met with student leaders of departmental and collegiate student organizations to discuss undergraduate program.</li> <li>➤ Provided update at CPH Board of Advisors meeting.</li> </ul> </li> <li>• Spring 2016: <ul style="list-style-type: none"> <li>➤ Provided overview to CPH Alumni Advisory Board.</li> </ul> </li> <li>• Regular undergraduate updates provided at Executive Committee meetings and CPH Forums/Faculty meetings.</li> <li>• Regular meetings held with UI Admissions/Enrollment</li> </ul>

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	<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> <p>Implement scholarship program</p> <p>Develop recruitment material (online and print)</p> <p>Develop an admissions and enrollment management plan for public health interest group students in the College of Liberal Arts and Sciences</p>	<p>Management, Academic Advising Center, Office of Student Life, and CLAS.</p> <p><input type="checkbox"/> Completed FY2016 objective  <input checked="" type="checkbox"/> Satisfactory progress toward FY2016 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</p> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• Developed plans for full-time undergraduate recruitment staff position.</li> <li>• Fall 2015: <ul style="list-style-type: none"> <li>➤ Hawkeye Visit Days (5)</li> <li>➤ You@UI</li> </ul> </li> <li>• Spring 2016: <ul style="list-style-type: none"> <li>➤ UI Admitted Student Visit Days (3)</li> <li>➤ Next Step Iowa programs in Chicago, Minneapolis, and Des Moines</li> <li>➤ Junior Hawkeye Visit Days (2)</li> <li>➤ VIP Event for admitted students</li> </ul> </li> <li>• Created undergraduate website for prospective students, collaborated with UI Admissions to create Public Health at Iowa brochure and website, created BE PART OF IT CAMPAIGN including postcards, banners, newsletters, and video content highlighting CPH faculty and students.</li> <li>• In consultation with CLAS, Academic Advising Center, and UI Admissions/Enrollment Management, we created criteria for Standard Admissions (includes interest students). UI Admissions is creating the online application for Standard Admission. A FAQ website was also created for public health interest students.</li> <li>• A portion of the Baker philanthropy funds were set aside to create three scholarship programs for first-year public health majors: <ul style="list-style-type: none"> <li>➤ CPH Dean’s Scholars</li> <li>➤ CPH Diversity Scholarships</li> </ul> </li> </ul>

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			<ul style="list-style-type: none"> <li>➤ CPH Undergraduate Scholarships</li> <li>• Students applied through the Iowa Scholarship Portal. Two scholarships were awarded under each program.</li> <li>• A website was created for current undergraduates which includes a description of academic policies and procedures; much of this information is also available in the General Catalog.</li> </ul>
	Develop a plan for student services for undergraduate program	Develop an academic advising program Develop a student handbook Develop student life activities and programs	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed FY2016 objective</li> <li>✓ Satisfactory progress toward FY2016 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</li> </ul> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• In consultation with the Academic Advising Center, a plan was developed to advise first year direct admits through the first 24 s.h. and public health interest students until they declare the major.</li> <li>• Spring 2016 – Hired professional advisor for undergraduate majors. This position will also be responsible for student life programming for undergraduate majors (e.g., Living Learning Community program involvement, CPH undergraduate student organization, etc.).</li> </ul>
	Ensure certificate program curricula is consistent with curricula development and revisions	Review existing certificate program curricula as the undergraduate program develops	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed FY2016 objective</li> <li>✓ Satisfactory progress toward FY2016 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</li> </ul> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• The graduate certificate in public health will continue to include MPH courses. Given changes in the CPH exam it is recommended that in FY2017 the graduate certificate be re-evaluated to see if additional course work should be added to include all MPH core courses.</li> <li>• With the finalization of the undergraduate curriculum in FY2016, the undergraduate certificate in public health will</li> </ul>

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			be reviewed in 2017 to incorporate appropriate courses from the undergraduate curriculum.
	Undergrad to Grad (U2G) program	<p>Explore expansion of U2G program with off-campus partners</p> <p>Continue participating in recruitment events to promote the U2G program</p>	<p><input type="checkbox"/> Completed FY2016 objective</p> <p><input checked="" type="checkbox"/> Satisfactory progress toward FY2016 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</p> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• U2G agreement with UNI is drafted and under review by the Provost's Office.</li> <li>• Continue to hold discussions with Cornell College regarding an U2G agreement.</li> <li>• Continue to target undergraduates from UI and Grinnell Colleges for CPH visit days; visited Grinnell College to meet with students interested in applying for the U2G program.</li> <li>• Continue to track interest in U2G and encourage application for students eligible in the coming year.</li> <li>• Anticipate 8-10 U2G students enrolling in Fall 2016.</li> </ul>
	Enhance the MPH program	<p>Hire an MPH director</p> <p>Conduct surveys and interviews with alumni, employers and preceptors to gather information about MPH program competencies and skills</p>	<p><input type="checkbox"/> Completed FY2016 objective</p> <p><input checked="" type="checkbox"/> Satisfactory progress toward FY2016 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</p> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• Anjali Deshpande, PhD, MPH began as MPH Director on June 30th.</li> <li>• A survey was conducted of MPH alumni to assess preparation for the workforce as well as their perception of skills important in the current and future public health workforce. Interviews were conducted with employers and preceptors regarding the preparation of our students as well as skills needed. The results of the surveys and interviews will be shared with the MPH Director and Professional Curricula Innovations Subcommittee to</li> </ul>

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	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>inform curricular revisions and enhancements.</p> <p><input type="checkbox"/> Completed FY2016 objective  <input checked="" type="checkbox"/> Satisfactory progress toward FY2016 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</p> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• Discussions have started in Executive Committee and Curriculum Committee to address overlap of content in methods courses as well as the use of software packages. A subcommittee will be formed in FY2017 to further address these issues.</li> <li>• A new course, Principles of Scholarly Integrity, was developed and approved for implementation beginning Fall 2016. All MS and PhD students in the college will take this course.</li> </ul>
	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><input type="checkbox"/> Completed FY2016 objective  <input checked="" type="checkbox"/> Satisfactory progress toward FY2016 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</p> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• Faculty workshops focused on enhancing student learning, with an emphasis on undergraduate teaching. Topics included: <ul style="list-style-type: none"> <li>➤ Team teaching</li> <li>➤ Transforming courses into active learning opportunities</li> <li>➤ Teaching Generation Z</li> <li>➤ Teaching innovations</li> <li>➤ Working with students in distress</li> </ul> </li> </ul>
	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</p>	<p><input type="checkbox"/> Completed FY2016 objective  <input checked="" type="checkbox"/> Satisfactory progress toward FY2016 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</p> <p><u>FY2016 activities included:</u></p>

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		opportunities across departments and collegiate-wide to increase student participation and improve efficiency	<ul style="list-style-type: none"> <li>• The first collegiate-wide orientation was held in August 2015. Evaluations from the orientation were very positive and the college plans to continue this model in the coming years.</li> <li>• A college-wide seminar series (Spotlight on Public Health) will begin in August 2016.</li> <li>• Additional input is being collected from students on the best way to communicate professional development opportunities.</li> </ul>
<b>Strong training and education programs for practicing professionals</b>	Continue and expand collaborative training programs	<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>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed FY2016 objective</li> <li><input checked="" type="checkbox"/> Satisfactory progress toward FY2016 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</li> </ul> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• Institute for Public Health Practice (IPHP) staff held meetings with Iowa Department of Public Health (IDPH) Regional Health Consultants as well as local public health administrators to identify training and resource needs.</li> <li>• Examples of programs developed in response include: 12 Domains to PHABulous (addresses Public Health Accreditation Domains and required documentation); Board of Health Orientation Training Video; updated Isolation and Quarantine online training.</li> </ul>
<b>The highest level of compliance with accreditation criteria</b>	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>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed FY2016 objective</li> <li><input checked="" type="checkbox"/> Satisfactory progress toward FY2016 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</li> </ul> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• Plans are in place to increase the Essentials of Public Health course to 2 s.h.</li> <li>• Academic students will complete Principles of Scholarly Integrity-Public Health to round out the exposure to the disciplines and approaches of public health.</li> <li>• MHA students will complete Managerial Epidemiology</li> </ul>

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			<p>which provides an overview of epidemiological concepts as well as the use of epidemiological data to address population health.</p>
	MHA Program	Operationalize Commission on the Accreditation of Healthcare Management Education implementation report to ensure accreditation criteria are met	<p> <input type="checkbox"/> Completed FY2016 objective  <input checked="" type="checkbox"/> Satisfactory progress toward FY2016 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2016 objective         </p> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>Compliance with accreditation criteria has been completed, with all criteria now met. Preparation for next cycle will commence in Fall 2016, with self-study due in 2017-2018.</li> </ul>
	Industrial Hygiene Program	<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>Ensure that the facilities provide students with hands-on training with relevant tools</p>	<p> <input type="checkbox"/> Completed FY2016 objective  <input checked="" type="checkbox"/> Satisfactory progress toward FY2016 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2016 objective         </p> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>Four faculty are engaged in IH Program. Additional faculty support the IH Program with expertise in occupational medicine (2), toxicology (4), ergonomics (1), exposure science (1), and occupational epidemiology (1).</li> <li>Current enrollment in IH is MS=15 and PhD=4. An additional 2 PhD students are in ergonomics.</li> <li>The program undergoes continuous evaluation and improvement by faculty for the accreditation and for competitive renewals of the Heartland ERC.</li> <li>Facilities are available but inadequate. A CPH facilities planning exercise is in progress to improve laboratory instruction.</li> </ul>
	Occupational Medicine Residency Program (OMRTP)	Assure an adequate number of qualified faculty; hire one occupational and environmental medicine faculty member	<p> <input type="checkbox"/> Completed FY2016 objective  <input checked="" type="checkbox"/> Satisfactory progress toward FY2016 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2016 objective         </p>

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		<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>Develop and implement quality improvement plans based on assessments</p>	<p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• With the retirement of several faculty, Dr. Brenda Buikema will phase into leadership of the OM RTP. Dr. Steve Rippentrop will come on board as a contributor and mentor to the program.</li> <li>• The Heartland ERC continues with funding. In advance of our next competitive renewal we plan to hire a faculty member in occupational safety and create a training program in that area. We will transfer leadership of the OM RTP to Brenda Buikema before the renewal.</li> <li>• Review and assessment of the OM RTP is done at least annually through the Residency Advisory Committee, the UIHC Residency Programs leadership, and the accrediting body. The quality of all training activities are evaluated with an eye to continuous improvement.</li> </ul>
<p><b>Sustained success in post-graduate placement</b></p>	<p>Professional development opportunities for students</p>	<p>Pilot collegiate-wide professional development opportunities for professional and academic students</p>	<p><input type="checkbox"/> Completed FY2016 objective</p> <p><input checked="" type="checkbox"/> Satisfactory progress toward FY2016 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</p> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• A college-wide seminar series (Spotlight on Public Health) will begin in August 2016 which will include professional development topics targeted at students.</li> <li>• Additional input is being collected from students on the best way to communicate professional development opportunities.</li> </ul>
	<p>Expand and nurture relationships with employers</p>	<p>Develop an executive-in-residence program in the Iowa Institute of Public Health Research and Policy (IIPHRP)</p>	<p><input type="checkbox"/> Completed FY2016 objective</p> <p><input checked="" type="checkbox"/> Satisfactory progress toward FY2016 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</p> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• Developed Executive-In-Residence (XIR) program including program description, planning processes, and</li> </ul>

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			reporting tools. <ul style="list-style-type: none"> <li>• Day-long XIR events held in March and April with three executives from John Deere.</li> <li>• Three additional companies have met with IIPHRP staff to explore and plan their participation in the XIR program including IDX, Health Solutions, and Telepharm.</li> </ul>
<b>RESEARCH</b>			
<b>Robust and sustained collaborative research partnerships</b>	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	Collaborate with Iowa Research Foundation (UIRF), UI Office of Vice President for Research (OVPR), and UI Foundation to identify potential business and industry research partners  Host synergy meetings, visit and make connections for collaborative meetings, executive-in-residence program  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  Identify internal (e.g. pilot grants) and external funding sources  Conduct an annual assessment of CPH Centers to identify opportunities for growth and expanded partnerships	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed FY2016 objective</li> <li><input checked="" type="checkbox"/> Satisfactory progress toward FY2016 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</li> </ul> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• Identified opportunities to meet with industry, including meetings with HMG/TelePharm, John Deere, and Farm Bureau. Worked with Director of Development to secure grants from Deere and Farm Bureau.</li> <li>• Executive-in residence events held with executives from John Deere.</li> <li>• OVPR Collaboratory proposal with CPH Faculty member.</li> <li>• Supported meetings and conversations about large grant partnerships including for global health, National Endowment for the Humanities, and with the Informatics Initiative.</li> <li>• Individual meeting with CPH Faculty were held to discuss funding collaborative meetings and potential grant proposals (NEH/Obermann).</li> <li>• Weekly Funding Opportunities (email announcement), routinely circulate announcements about internal funding initiatives. Host meetings to discuss collaborations on internal initiatives (e.g. IIPHRP and Informatics Initiative).</li> <li>• Center Assessments were completed and reviewed by the Research Council.</li> </ul>

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	Enhance research networks across CPH departments	<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><input type="checkbox"/> Completed FY2016 objective</p> <p>✓ Satisfactory progress toward FY2016 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</p> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• Annual seminars include the Distinguished Faculty Lecture, Hansen Award, and Research Week keynote, in addition to CPH faculty research presentations.</li> <li>• Collaboratory development is ongoing and in the planning stages.</li> </ul>
<b>Diversified funding of high impact research</b>	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>	<p><input type="checkbox"/> Completed FY2016 objective</p> <p>✓ Satisfactory progress toward FY2016 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</p> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• Pursued Department of Defense visit to CPH that was unsuccessful, but prioritizing visit in FY2017.</li> <li>• Coordinated four Lewis Burke assisted trips to Washington DC for CPH Faculty.</li> <li>• Resources are continually provided to CPH research community to identify potential funding.</li> </ul>
	Expand public-private partnerships	Develop an executive-in-residence program in the Iowa Institute of Public Health Research and Policy	<p><input type="checkbox"/> Completed FY2016 objective</p> <p>✓ Satisfactory progress toward FY2016 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</p> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• Developed Executive-In-Residence program including program description, planning processes, and reporting tools.</li> <li>• Day-long XIR events held in March and April with three executives from John Deere.</li> <li>• Three additional companies have met with IIPHRP staff to</li> </ul>

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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>	<p>explore and plan their participation in the XIR program including IDX, Health Solutions, and Telepharm.</p> <p><input type="checkbox"/> Completed FY2016 objective  <input checked="" type="checkbox"/> Satisfactory progress toward FY2016 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</p> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• Research Office coordinates one-on-one meetings with UIRF to ensure licensing of intellectual property as opportunities arise.</li> <li>• Opportunities to expand partnership included: Institute Fellow program, Grant Writing Club, trainings to help write op-eds and create infographics, and hosting legislative staff meetings.</li> </ul>
	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&amp;A calculation and definition of research</p> <p>Host annual meetings with departmental administrators and compliance units</p>	<p><input type="checkbox"/> Completed FY2016 objective  <input checked="" type="checkbox"/> Satisfactory progress toward FY2016 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</p> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• Efficient research communication was continued and provided input to OVPR on Office of Research Development.</li> <li>• Division of Sponsored Programs maintains and provides templates.</li> <li>• More discussion is needed to understand calculation and definition of research.</li> <li>• Attended department faculty meetings once per year and attended departmental administrators meetings when relevant agenda items are included.</li> <li>• Lunch and Learn with OVPR Compliance is anticipated for FY2017.</li> </ul>
<b>State-of-the-art research facilities</b>	Develop a CPH long-term research facility master plan	Engage UI Facilities Management's assistance in developing a master plan for the college	<p><input type="checkbox"/> Completed FY2016 objective  <input checked="" type="checkbox"/> Satisfactory progress toward FY2016 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</p>

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			<p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>Highlighted as a top collegiate priority during presentation to President and VP group.</li> <li>Submitted initial data to FM as part of the new master planning process.</li> </ul>
	Construct or relocate selected labs	Participate in the design and construction of space for faculty research groups	<p><input type="checkbox"/> Completed FY2016 objective  <input checked="" type="checkbox"/> Satisfactory progress toward FY2016 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</p> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>Continue to meet and facilitate needs of research groups, as needed.</li> <li>Space identified for Toxicology group, design phase to begin soon.</li> <li>Research groups at BioVentures were relocated to SHL and IREH.</li> <li>Space to relocate National American Indian and Alaska Native Addiction Technology Transfer Center identified, move to occur Fall 2016.</li> </ul>
	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	<p><input type="checkbox"/> Completed FY2016 objective  <input checked="" type="checkbox"/> Satisfactory progress toward FY2016 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</p> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>Proposals are routed for consideration, as needed.</li> <li>Commitment from Cancer Center and UI Health Care towards Molecular Epidemiology faculty line.</li> </ul>
<b>Effective translation and dissemination of research results</b>	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</p>	<p><input type="checkbox"/> Completed FY2016 objective  <input checked="" type="checkbox"/> Satisfactory progress toward FY2016 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</p> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>Previous success stories are used to promote use of CPH</li> </ul>

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		professional journals, or public education materials	<p>work to the University. New round of success stories are currently being conducted.</p> <ul style="list-style-type: none"> <li>• Faculty development opportunities included Op-Ed workshop, Institute Fellow program, and Infographic workshop.</li> </ul>
	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>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed FY2016 objective</li> <li><input checked="" type="checkbox"/> Satisfactory progress toward FY2016 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</li> </ul> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• Research Week was held in April 2016 and included week-long events.</li> <li>• Helped plan funding and legislative visits, hosted legislative staff visits with Communications Office, and held Op-Ed workshop.</li> </ul>
<b>IMPACT</b>			
<b>Sustained recognition as a highly-sought resource for education, training, policy, and research</b>	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>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>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed FY2016 objective</li> <li><input checked="" type="checkbox"/> Satisfactory progress toward FY2016 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</li> </ul> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• Developed Executive-In-Residence program including program description, planning processes, feedback surveys and reporting tools. John Deere was the inaugural participant and helped to test and refine processes.</li> <li>• Day-long XIR events were held March 24, 2016 and April 21, 2016 with three executives from John Deere. (Laurie Zelnio, Rick Weires and Scott Fowler).</li> <li>• Additional executives from John Deere have expressed interest to participate in the XIR program. These executives are scheduled to participate in Spring 2017.</li> <li>• For the first time, John Deere Foundation awarded three grants to CPH:</li> </ul>

Strategies	FY2016 Objectives	FY2016 Tactics	FY2016 Annual Progress Report
			<ul style="list-style-type: none"> <li>➤ Promoting Direct-Reading Instrument use in Agriculture.</li> <li>➤ Student Experience in Farm Equipment Road Safety: A Pilot of SafeTrek.</li> <li>➤ Global Exposure for UI Public Health graduate students.</li> <li>• Developed Project Description of the Resident Scholar-Visiting Professor (RSVP) program.</li> <li>• Outreach to potential RSVP candidates is occurring with hopeful launch of inaugural RSVP Fall 2016.</li> <li>• CPH and UI Foundation are identifying new corporate partners and strengthening relationships with existing partners such as Iowa Farm Bureau Federation and John Deere.</li> <li>• The CPH Business Leadership Network held community forums in Webster City, Centerville, Storm Lake, and Osceola, in collaboration with business and community organizations. In addition, the BLN's small grant program identified business and community partners in six Iowa communities.</li> <li>• Hosted XIR events with John Deere as stated above. Hosted XIR exploration meeting with IDX 2/18/16 and planning meeting 5/11/16. Hosted exploration meeting with Health Solutions 6/14/16. Exploration meeting with Telepharm planned for 7/6/16.</li> </ul>
	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</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed FY2016 objective</li> <li>✓ Satisfactory progress toward FY2016 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</li> </ul> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• Worked with Communications Office to help identify opportunities for social media stories.</li> <li>• Finding new communications avenues continues to be an ongoing effort between research staff and CPH</li> </ul>

Strategies	FY2016 Objectives	FY2016 Tactics	FY2016 Annual Progress Report
		health topics that are a legislative priority	Communications Office. <ul style="list-style-type: none"> <li>• Held workshops on writing an Op-Ed, Infographics training, and Institute Fellows program.</li> <li>• Federal Congressional visits completed.</li> </ul>
	Promote faculty recognition through nominations for national awards and national service	Create infrastructure/process for obtaining and submitting nominations	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed FY2016 objective</li> <li>✓ Satisfactory progress toward FY2016 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</li> </ul> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• A number of our faculty have been nominated for (and in some cases received) national awards. However, we have not yet developed or implemented formal processes for doing this. Discussion at a future Executive Committee and/or Faculty Council meeting is needed to investigate ways of doing this.</li> </ul>
	Continue and expand collaborative training programs	Identify additional key stakeholders whose mission is strengthening the workforce through training and education  Identify training gaps and as applicable utilize innovative technology to deliver training and education	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed FY2016 objective</li> <li>✓ Satisfactory progress toward FY2016 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</li> </ul> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• IPHP staff held meetings with IDPH Regional Health Consultants as well as local public health administrators to identify training and resource needs.</li> <li>• Examples of programs developed in response include: 12 Domains to PHABulous (addresses Public Health Accreditation Domains and required documentation); Board of Health Orientation Training Video; updated Isolation and Quarantine online training.</li> </ul>
<b>Awareness of and timely response to critical public health issues to inform decision-making</b>	Facilitate bringing together decision-makers with topic experts to address timely critical public health issues	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  The college will participate in the planning of	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed FY2016 objective</li> <li>✓ Satisfactory progress toward FY2016 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</li> </ul> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• Dean Curry served as keynote speaker at the 2016 HPV &amp;</li> </ul>

Strategies	FY2016 Objectives	FY2016 Tactics	FY2016 Annual Progress Report
		<p>the Rebalancing Health Care in the Heartland Forum and Iowa Governor’s Conference on Public Health</p>	<p>Cancer Conference, the presentation was entitled, “Community Collaborations and HPV.”</p> <ul style="list-style-type: none"> <li>• Plans are underway to sponsor a conference in FY2017.</li> <li>• Rebalancing Health Care in the Heartland 7: Fulfilling the Promise of Health Care Innovation conference was held on October 14, 2015. This forum edition focused on the promise of health care innovation, emerging models, health plans and their markets, and population health tools and strategies.</li> <li>• Iowa Governor’s Conference “The Future is Now – How Public Health Needs to Adapt to a World that is Rapidly Changing” was held on April 12-13, 2016, in Des Moines, IA. Jason Daniel-Ulloa provides assistance to the planning committee and several CPH faculty provided posters and presentations sharing research and best practices.</li> </ul> <p><u>Additional FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• IIPHRP convened the first Internal Advisory Board meeting on 5/17/16. This board will provide cross college guidance to the activities of the IIPHRP as it works to foster collaborations and form partnerships within the CPH, the broader University and beyond.</li> <li>• IIPHRP in partnership with the City of Iowa City and the Carver College of Medicine received an 18-month planning grant from RWJF to help low income communities improve health by providing access to safe and affordable housing. The Iowa City project will specifically focus on improving health outcomes of asthma, depression and behavioral health.</li> <li>• IIPHRP Deputy Director is appointed to Iowa’s Statewide Children’s Mental Health and Well Being Committee. IIPHRP convened a small group including psychiatry, psychology, and pediatric faculty, along with the AUCD Director to inform the Statewide CMH Committee about</li> </ul>

Strategies	FY2016 Objectives	FY2016 Tactics	FY2016 Annual Progress Report
			<p>best practices, current barriers and possible solutions for Iowa’s Children’s MH system.</p> <ul style="list-style-type: none"> <li>• Telehealth services are provided in silos at the U of Iowa. IIPHRP convened a group including CPH faculty, a pediatrician, a psychiatrist, and telehealth coordinators to discuss collaborations, current research and clinical care and opportunities to partner on issues such as developing meaningful metrics and designing additional research studies.</li> </ul>
<p><b>State-of-the-art communications that underscore the importance of public health</b></p>	<p>Social media initiative</p>	<p>Plan, implement, and evaluate a college-wide social media campaign (“Thanks Public Health”) to develop best practices</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed FY2016 objective</li> <li>✓ Satisfactory progress toward FY2016 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</li> </ul> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• A two-week social media campaign built around the theme “Thanks Public Health” was launched during National Public Health Week and continued into the second week of April 2016.</li> <li>• The campaign targeted the college’s Facebook and Twitter streams and resulted in increased numbers of followers, posts, reach, and engagement. In addition, a best practices guide was developed for future use.</li> </ul>
	<p>Ensure content of CPH website is current and website is user-friendly</p>	<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>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed FY2016 objective</li> <li>✓ Satisfactory progress toward FY2016 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</li> </ul> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• Diversity is included as link on homepage – diversity webpage includes information about the diversity committee as well as links to events and resources.</li> <li>• Buttons on the home page for links to Undergraduate Programs and Graduate Programs.</li> <li>• An undergraduate program webpage has been developed with links to Prospective Undergraduates, Current</li> </ul>

Strategies	FY2016 Objectives	FY2016 Tactics	FY2016 Annual Progress Report
		<p>Ensure departmental web pages serve departmental needs in the areas of student recruitment and alumni relations</p>	<p>Undergraduates, and Public Health Interest.</p> <ul style="list-style-type: none"> <li>• Further revisions are planned to the Graduate Programs pages in FY2017.</li> </ul> <p> <input type="checkbox"/> Completed FY2016 objective  <input checked="" type="checkbox"/> Satisfactory progress toward FY2016 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2016 objective </p> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• Biostatistics: <ul style="list-style-type: none"> <li>➤ Updates to the website are regularly made by the department staff.</li> <li>➤ DEO reports important departmental accomplishments, developments, and events to the CPH Strategic Communications Director, who then creates appropriate content for the website and for dissemination to other venues.</li> </ul> </li> <li>• Community and Behavioral Health: <ul style="list-style-type: none"> <li>➤ DEO and Graduate Program Coordinator work to continuously update and improve the department website with recruitment materials.</li> </ul> </li> <li>• Epidemiology: <ul style="list-style-type: none"> <li>➤ Maintain Facebook and Twitter accounts for accomplishments, announcements, and important upcoming activities.</li> <li>➤ Webpage currently under review; considering resource webpage and improving recruiting information.</li> </ul> </li> <li>• Health Management and Policy: <ul style="list-style-type: none"> <li>➤ Continues as an ongoing process, initial revisions have all been completed.</li> <li>➤ Currently focusing on how department research is evident on the site.</li> <li>➤ Program directors address student recruitment presentation during quarterly meetings.</li> </ul> </li> </ul>

Strategies	FY2016 Objectives	FY2016 Tactics	FY2016 Annual Progress Report
			<ul style="list-style-type: none"> <li>• Occupational and Environmental Health: <ul style="list-style-type: none"> <li>➤ The OEH Website has been extensively revised based on a strategic process involving students, faculty, and external consultants</li> <li>➤ Digital media content for the OEH website is continuously curated by faculty, staff, students and hired content developers</li> <li>➤ OEH has a standing Website Committee that reports to the faculty on a monthly basis</li> <li>➤ OEH-based centers all have dedicated websites that are regularly updated.</li> <li>➤ Several OEH-based centers use social media platforms including Facebook, Twitter and Instagram</li> </ul> </li> </ul>
<p><b>Strong engagement with practitioners, communities, organizations, and alumni</b></p>	<p>Increase engagement of practitioners, community partners, organizations and alumni with the MPH program</p>	<p>Expand the MPH Steering Committee</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed FY2016 objective</li> <li><input type="checkbox"/> Satisfactory progress toward FY2016 objective</li> <li>✓ Unsatisfactory progress toward FY2016 objective</li> </ul> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• Placed on hold until MPH Director hired – will revisit in FY2017.</li> </ul>
	<p>Continue to grow the Business Leadership Network (BLN)</p>	<p>Launch 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</p> <p>Sponsor four community forums annually</p> <p>Expand steering committee membership to include collegiate faculty and new geographic areas</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed FY2016 objective</li> <li>✓ Satisfactory progress toward FY2016 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</li> </ul> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• BLN Community Grants Program was initiated in Fall 2015 and six organizations were funded for the 2016 calendar year.</li> <li>• Community forums were held in Webster City and Centerville in the fall and in Storm Lake and Osceola in the spring bringing the number of people engaged with the BLN to more than 700.</li> </ul>

Strategies	FY2016 Objectives	FY2016 Tactics	FY2016 Annual Progress Report
			<ul style="list-style-type: none"> <li>Recruited two new steering committee members: from the western region, Dan Anderson, Iowa Central Community College, Storm Lake, and from CPH, Diane Rohlman, Associate Professor, Occupational and Environmental Health, and Director, Healthier Workforce Center.</li> </ul>
<b>CROSS CUTTING</b>			
<b>Best practices in collegiate governance, infrastructure support, and professional development</b>	Encourage quality teaching at all levels and in all formats	<p>Ensure collegiate and departmental P&amp;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>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed FY2016 objective</li> <li><input type="checkbox"/> Satisfactory progress toward FY2016 objective</li> <li><input checked="" type="checkbox"/> Unsatisfactory progress toward FY2016 objective</li> </ul> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>A deep dive into existing P&amp;T guideline language has not been completed.</li> <li>Policy is near completion to be voted on by the faculty. Part of this faculty involves the formation of a new committee, which will be formed near the beginning of 2017.</li> </ul>
	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&amp;T procedures for clinical track</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed FY2016 objective</li> <li><input type="checkbox"/> Satisfactory progress toward FY2016 objective</li> <li><input checked="" type="checkbox"/> Unsatisfactory progress toward FY2016 objective</li> </ul> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>This is still on our radar screen, and is likely to be discussed at the next Associate Deans' meeting with Associate Provost Kregel.</li> <li>Some of these were clarified, but it is not yet ready to bring updated language to a full faculty vote.</li> </ul>
	Ensure college-wide committees are operating effectively and efficiently	Perform a review of college-wide committee goals and membership	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed FY2016 objective</li> <li><input checked="" type="checkbox"/> Satisfactory progress toward FY2016 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</li> </ul> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>This is planned for Fall 2016, especially in light of the</li> </ul>

Strategies	FY2016 Objectives	FY2016 Tactics	FY2016 Annual Progress Report
			formalized peer review of teaching policy.
	Implement TIER innovations	Evaluate opportunities to streamline functions across the college to increase efficiency	<input type="checkbox"/> Completed FY2016 objective <input checked="" type="checkbox"/> Satisfactory progress toward FY2016 objective <input type="checkbox"/> Unsatisfactory progress toward FY2016 objective  <u>FY2016 activities included:</u> <ul style="list-style-type: none"> <li>• Realigned faculty affairs/human resource support across the college</li> <li>• Several OneIT@Iowa initiative were implemented. Examples included: Office 365 and Server Consolidation.</li> <li>• University Shared Services went live July 1st.</li> </ul>
	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>	<input type="checkbox"/> Completed FY2016 objective <input checked="" type="checkbox"/> Satisfactory progress toward FY2016 objective <input type="checkbox"/> Unsatisfactory progress toward FY2016 objective  <u>FY2016 activities included:</u> <ul style="list-style-type: none"> <li>• Increased undergraduate infrastructure support by hiring an Undergraduate Advisor and increasing Administrative Coordinator role.</li> <li>• Creation and recruitment of new application developer position to support academic affairs.</li> <li>• Conducted review of academic services staffing to ensure sufficient support.</li> <li>• Obtained funding from the Office of the Provost to support Undergraduate program infrastructure needs.</li> <li>• College was represented with membership on the Ad Astra Report Review.</li> <li>• Implemented centralized support for classroom scheduling within the College.</li> <li>• Implemented additional standardized scheduling to increase space allocation.</li> </ul>
Evaluate alternative models of faculty compensation and	Evaluate FTE requirements per department based on current and projected student	<input type="checkbox"/> Completed FY2016 objective <input checked="" type="checkbox"/> Satisfactory progress toward FY2016 objective	

Strategies	FY2016 Objectives	FY2016 Tactics	FY2016 Annual Progress Report
	expectations	<p>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> <p>Develop a timeline process for implementation</p>	<p><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</p> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• Early projections were made related to undergraduate courses/sections based on program of study and estimated enrollments.</li> <li>• Executive Committee retreat regarding faculty expectations and compensation related to standing up undergraduate program.</li> <li>• Reviewed possible funding models with Office of the Provost.</li> </ul>
<b>Targeted growth in the number of faculty based on education, research, and service priorities</b>	Plan for new hires	Evaluate FTE requirements per department based on current and projected student enrollment, external funding opportunities, and projected attrition	<p><input type="checkbox"/> Completed FY2016 objective</p> <p><input checked="" type="checkbox"/> Satisfactory progress toward FY2016 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</p> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• Identified crucial faculty positions for targeted growth.</li> <li>• Reviewed and discussed course enrollment, research funding, and upcoming attrition with DEO's as part of annual budget meeting.</li> </ul>
<b>An environment for all students, faculty, and staff that is supportive and rich in diversity and inclusion</b>	Participate in university-wide initiatives	Offer programs during Human Rights' Week and Social Justice Themed Semester	<p><input type="checkbox"/> Completed FY2016 objective</p> <p><input checked="" type="checkbox"/> Satisfactory progress toward FY2016 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</p> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• The CPH hosted two events with the theme of "exploring privilege" – what it is, who has it, and what its effects are as part of Human Rights' Week. The first event was a</li> </ul>

Strategies	FY2016 Objectives	FY2016 Tactics	FY2016 Annual Progress Report
			<p>screening of “White Privilege: Racism, White Denial, and the Cost of Inequality.” The second event was “The Privilege Walk,” an interactive exercise and discussion about the effects of societal privilege.</p> <ul style="list-style-type: none"> <li>• Other activities included: <ul style="list-style-type: none"> <li>➤ Sponsorship of two-day Racial Equity Workshop which helped participants develop understanding and skill around the topic of racism and racial equity. The workshop was open to individuals across the university as well as community members.</li> <li>➤ 7th Annual welcome Luncheon for Students of Color in the Health Sciences.</li> <li>➤ 7th Annual LGBTQ Community and Allies Welcome held for health sciences and professional students.</li> <li>➤ Cultural Responsive Healthcare Conference – held in CPHB, CPH faculty member on planning committee.</li> <li>➤ Diversity Committee offered eight recruitment scholarships (two of which were GRAs).</li> </ul> </li> </ul>
	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>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed FY2016 objective</li> <li>✓ Satisfactory progress toward FY2016 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</li> </ul> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• Diversity is now included as a link on homepage – diversity webpage includes information about the diversity committee as well as links to events and resources.</li> <li>• The committee continued work on a strategic plan which is in the final stages of development.</li> </ul>
<b>Robust, focused, and sustained global partnerships</b>	Practicum and internship placements for CPH students	Identify strong, potential global partner sites which can serve as hosts for student experiences	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed FY2016 objective</li> <li>✓ Satisfactory progress toward FY2016 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</li> </ul>

Strategies	FY2016 Objectives	FY2016 Tactics	FY2016 Annual Progress Report
		<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>	<p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• Potential sites were identified using existing faculty collaborations and collegiate and university affiliations.</li> <li>• Relationships have been established with Romania and The Gambia. Other sites such as India are currently being vetted.</li> <li>• Philanthropy funds have been identified to support the global public health program.</li> </ul>
	<p>Identify opportunities for increased global topics in our curricular content</p>	<p>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</p> <p>Solicit ideas and develop an implementation plan to increase global content in our curricular content</p>	<p><input type="checkbox"/> Completed FY2016 objective</p> <p>✓ Satisfactory progress toward FY2016 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</p> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• Faculty survey outcomes will be updated and progress will proceed based on the results obtained.</li> <li>• Incorporating and ensuring global content is included in the curriculum will continue to be an agenda item for the Global Public Health Committee.</li> </ul>
	<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><input type="checkbox"/> Completed FY2016 objective</p> <p>✓ Satisfactory progress toward FY2016 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</p> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• Global Public Health webpage launched in FY2016.</li> <li>• Information is available on global public health news, funding opportunities, global health projects, and assistance for preparing to travel abroad.</li> <li>• An interactive map that shows international research and internship sites is being developed.</li> </ul>
	<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><input type="checkbox"/> Completed FY2016 objective</p> <p>✓ Satisfactory progress toward FY2016 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</p>

Strategies	FY2016 Objectives	FY2016 Tactics	FY2016 Annual Progress Report
		Provide student travel grant opportunities to encourage international research, practicums and internships	<u>FY2016 activities included:</u> <ul style="list-style-type: none"> <li>• Awarded three faculty grants to CPH faculty.</li> <li>• Provided funds to four students for global public health research and internships that included exposure in Europe, Africa, and South America.</li> </ul>
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	<input type="checkbox"/> Completed FY2016 objective <input checked="" type="checkbox"/> Satisfactory progress toward FY2016 objective <input type="checkbox"/> Unsatisfactory progress toward FY2016 objective  <u>FY2016 activities included:</u> <ul style="list-style-type: none"> <li>• Carried out successful “We Are Phil” campaign which resulted in over 42% faculty/staff giving; carried out informational and appreciation events in three different college locations.</li> </ul>
	Enhance and expand outreach and engagement with alumni, non-alumni, non-profit organizations, and others	<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>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</p>	<input type="checkbox"/> Completed FY2016 objective <input checked="" type="checkbox"/> Satisfactory progress toward FY2016 objective <input type="checkbox"/> Unsatisfactory progress toward FY2016 objective  <u>FY2016 activities included:</u> <ul style="list-style-type: none"> <li>• Developed and implemented successful HMP alumni reunion for graduates from classes 1952-1977, pairing MHA students with 23 returning alumni, and honoring Samuel Levey at a special reception. The reunion has led to some new gifts and increased engagement.</li> <li>• Carried out successful Dean’s Club event in April, reaching out to nearly 200 Dean’s Club members.</li> <li>• Developed and implemented special stewardship projects for a number of major donors to CPH.</li> <li>• Carried out 165 personal visits/meetings with alumni/donors.</li> <li>• Identified and met with ten new potential donors; alumni and non-alumni.</li> <li>• Worked with DEOs to invite alumni to speak at seminars and events in HMP, OEH, and EPI. Planned and executed</li> </ul>

Strategies	FY2016 Objectives	FY2016 Tactics	FY2016 Annual Progress Report
		<p>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>an afternoon tea with the Dean &amp; CBH DEO for women alumni, donors, and friends which has resulted in new gift(s).</p> <ul style="list-style-type: none"> <li>• Prepared fundraising presentations for CPH Advisory Board and HMP Alumni Board.</li> <li>• Worked with HMP Alumni Board on the establishment of a Philanthropy Committee to expand outreach to HMP alumni.</li> </ul>
	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> <p>Identify and reach out to potential prospects</p>	<p><input type="checkbox"/> Completed FY2016 objective</p> <p>✓ Satisfactory progress toward FY2016 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</p> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• Developed a case statement and other information to support fundraising for undergraduate scholarships.</li> <li>• Worked with UIF prospect research team and others to identify new prospects for undergraduate program.</li> <li>• Developing corporate fundraising strategy for undergraduate program.</li> <li>• Reviewed approaches to undergraduate fundraising.</li> </ul>
	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>	<p><input type="checkbox"/> Completed FY2016 objective</p> <p>✓ Satisfactory progress toward FY2016 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</p> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• Developed list of alumni planned giving prospects, and new corporate prospects.</li> <li>• Carrying out strategy to engage new prospects in IA and beyond.</li> <li>• Prepared fundraising proposal(s).</li> </ul>
<b>Creativity and collaboration in education, research, and service</b>	Incentivize aspirational and innovative research collaboration	Implement at least one collaboratory initiative in the Iowa Institute of Public Health Research and Policy	<p><input type="checkbox"/> Completed FY2016 objective</p> <p>✓ Satisfactory progress toward FY2016 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</p>

Strategies	FY2016 Objectives	FY2016 Tactics	FY2016 Annual Progress Report
			<p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• Developed the guidelines, structure and proposal to request applicants for a collaboratory in the area of “Healthful Aging”. Proposal will be released Fall 2016.</li> <li>• Submitted collaboratory application to the OVPR Strategic Research Leadership Initiative entitled, “Population Prescriptions: A Learning Population Health System for Reducing the Burden of Cancer.”</li> </ul>
	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>	<p><input type="checkbox"/> Completed FY2016 objective</p> <p>✓ Satisfactory progress toward FY2016 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</p> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• The call for undergraduate course proposals emphasized team teaching and innovative teaching methodology.</li> <li>• Seven of the ten required core courses for the BA/BS are team taught, six across departments.</li> <li>• An incentive plan for teaching effort allocation and course development was developed.</li> <li>• Faculty workshops focused on enhancing student learning, with an emphasis on undergraduate teaching. Topics included: <ul style="list-style-type: none"> <li>➤ Team teaching</li> <li>➤ Transforming courses into active learning opportunities</li> <li>➤ Teaching Generation Z</li> <li>➤ Teaching innovations</li> <li>➤ Working with students in distress</li> </ul> </li> </ul>
<b>High-quality and diverse students, faculty, and staff</b>	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</p>	<p><input type="checkbox"/> Completed FY2016 objective</p> <p>✓ Satisfactory progress toward FY2016 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</p> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• Reviewed annual retention data provided by Central HR.</li> </ul>

Strategies	FY2016 Objectives	FY2016 Tactics	FY2016 Annual Progress Report
		key areas of responsibilities	<ul style="list-style-type: none"> <li>Reviewed student retention data provided by Student Services.</li> <li>Supported new opportunities for staff via University Shared Services reorganization.</li> </ul>
<b>Strong engagement with alumni</b>	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 alumni relations initiatives	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed FY2016 objective</li> <li><input checked="" type="checkbox"/> Satisfactory progress toward FY2016 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</li> </ul> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>DEOs identified key potential alumni council members and two members from each department were selected. Additionally, the council will include CPH representative on the UI Alumni Association Board.</li> <li>The inaugural meeting of the CPH Alumni Relations Advisory Council was held in April. The group will continue to meet each fall and spring semester.</li> </ul>
	Sustain communication with alumni	<p>Deliver a monthly collegiate newsletter for alumni</p> <p>Enhance the CPH alumni website</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed FY2016 objective</li> <li><input checked="" type="checkbox"/> Satisfactory progress toward FY2015 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2015 objective</li> </ul> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>The InSight e-newsletter is emailed out monthly to all CPH alumni and friends.</li> <li>CPH alumni website has been reformatted for better navigation. Alumni news is now viewable on the alumni homepage and InSight magazine and e-newsletter archives were added to the site.</li> </ul>
		Regular communication from departments to their alumni	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed FY2016 objective</li> <li><input checked="" type="checkbox"/> Satisfactory progress toward FY2016 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</li> </ul> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>Biostatistics: <ul style="list-style-type: none"> <li>➤ In conjunction with the UI Department of Statistics</li> </ul> </li> </ul>

Strategies	FY2016 Objectives	FY2016 Tactics	FY2016 Annual Progress Report
			<p>and Actuarial Science, the Department of Biostatistics held an alumni reception at the annual Joint Statistical Meetings in Chicago.</p> <ul style="list-style-type: none"> <li>• Community and Behavioral Health: <ul style="list-style-type: none"> <li>➤ Send quarterly e-mail to alumni to keep them updated on departmental news and to highlight alumni awards and achievements.</li> <li>➤ Regularly invite alumni to present in classes, and/or collaborate on research projects.</li> <li>➤ Network with alumni at conferences and other meetings, including APHA and the Iowa Governor’s Conference.</li> </ul> </li> <li>• Epidemiology: <ul style="list-style-type: none"> <li>➤ Established Streed Scholarship.</li> <li>➤ Alumnus Brian Chiu invited to campus for lecture.</li> <li>➤ Alumni Networking Series with students will continue.</li> <li>➤ Maintain announcements via Iowa Epidemiology Facebook page.</li> </ul> </li> <li>• Health Management and Policy: <ul style="list-style-type: none"> <li>➤ Activities include an annual publication, Alumni Board meeting twice per year, and maintaining communication as part of other functions such as the Samuel Levey Iowa Healthcare Executive Symposium, on-site training events for MHA students, and student trips to healthcare organizations where alumni are in leadership positions.</li> <li>➤ Department leaders reach out to specific alumni as appropriate.</li> </ul> </li> <li>• Occupational and Environmental Health: <ul style="list-style-type: none"> <li>➤ The OEH Newsletter is sent to all alums semi-annually</li> </ul> </li> </ul>

Strategies	FY2016 Objectives	FY2016 Tactics	FY2016 Annual Progress Report
			<ul style="list-style-type: none"> <li>➤ OEH faculty, staff and students network with alumni at national meetings including our hosted receptions at AIHA, SOT, and SAVIR Conferences</li> <li>➤ Alumni serve on our external advisory boards for centers and training programs</li> <li>➤ The DEO engages with alumni donors in person and via email and regular post</li> </ul>
	<p>On-campus and national group and individual meetings with alumni</p>	<p>Identify areas with sufficient numbers of alumni to host group gatherings</p> <p>Participate in Presidential Outreach activities</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed FY2016 objective</li> <li>✓ Satisfactory progress toward FY2016 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2016 objective</li> </ul> <p><u>FY2016 activities included:</u></p> <ul style="list-style-type: none"> <li>• Worked with UIF prospect research team to identify geographic areas with larger numbers of CPH alumni.</li> <li>• Attended UI Presidential Outreach events in IA, FL, AZ, CA, and introduced new UI President to CPH alumni and donors.</li> </ul>

**ASPIRATIONAL GOALS**

The UI College of Public Health has three primary, aspirational goals to:

- Provide outstanding public health education for both academic degree programs and non-academic training and education programs
- Conduct innovative, collaborative, interdisciplinary research that advances public-health theory, methods, and practice
- Enhance community health and improve quality of life in Iowa, nationally, and internationally through the translation and promotion of CPH’s education and research programs, public service, and creative partnerships.

**OUTCOME MEASURES**

In addition to our strategic initiative’s sustaining and incremental strategies, objectives and tactics, the outcome measures below are used as general indicators that we are achieving our educational, research, and public health impact goals and ensures the balance of people, culture, priorities and infrastructure.

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
<b>EDUCATION</b>							
<b>Student recruitment</b>							
Number of graduate student applications received (#)	Track	467					Uden-Holman
Graduate student yield rate (number of enrollees to the number of acceptances) (%)	60	59 (258 enrolled; 267 accepted)					
<b>The quality of the students we attract</b>							
BA/BS ACT	26	NA					
BA/BS GPA	3.60	NA					

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
MHA GRE	305	305					
MHA GPA	3.25	3.45					
MPH GRE	305	307					
MPH GPA	3.25	3.44					
MS GRE	305	311					
MS GPA	3.25	3.51					
PhD GRE	305	311					
PhD GPA	3.33	3.55					
<b>Student enrollment</b>							
BA/BS direct admit student enrollment (#)	FY16 = NA FY17 = 25 FY18 = 75 FY19 = 125 FY20 = 175 FY20 = 225	NA					
BA/BS standard admit student enrollment (#)	FY16 = NA FY17 = NA FY18 = 50 FY19 = 100 FY20 = 150	NA					
MHA student enrollment (#)	74	77					
MPH student enrollment (#)	185	185					

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
MS student enrollment (#)	75	67					
PhD student enrollment (#)	100	97					
Graduate certificate in public health enrollment (#)	Track	17					
Undergraduate certification in public health enrollment (#)	Track	21					
<b>Student funding</b>							
Funding support for full-time PhD students (%)	90	96					
Students participating on funded research projects (#)	Track	170					
<b>Student outcomes</b>							
FT MHA students graduating within 2 years (%)	80	86					
FT and PT MPH students graduating within 5 years (%)	80	94					
MS students graduating within 3 years (%)	80	81					
PhD students graduating within 7 years (%)	70	50					
PhD degrees annually conferred (#)	20	22					

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
All graduates with job placement (including internships & fellowships) at 12 months post-graduation or pursuing further education (%)	90	92					
1 <sup>st</sup> year BA/BS student retention rate (%)	80	NA					
1 <sup>st</sup> year MHA student retention rate (%)	90	92					
1 <sup>st</sup> year MPH student retention rate (%)	90	95					
1 <sup>st</sup> year MS student retention rate (%)	90	97					
1 <sup>st</sup> year PhD student retention rate (%)	90	90					
<b>RESEARCH</b>							
Primary faculty as PI on funded grant							
% all faculty as PI	70	62					Peek-Asa
% faculty who have been here >3 years	100	67					
<b>Applications</b>							
Total (#)	283	252					
Direct (\$)	52,371,362	43,504,913					
F&A (\$)	16,661,062	14,777,567					

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
Total funding (\$)	69,032,424	58,282,480					
<b>Applications by source</b>							
NIH (#)	53	44					
Direct (\$)	22,040,149	18,447,546					
F&A (\$)	8,582,336	7,395,315					
Total funding (\$)	30,622,485	25,842,861					
Other federal (#)	54	52					
Direct (\$)	15,648,075	13,803,357					
F&A (\$)	3,930,255	3,720,304					
Total funding (\$)	19,578,330	17,523,661					
Non-federal (#)	175	156					
Direct (\$)	14,680,936	11,254,010					
F&A (\$)	4,148,470	3,661,948					
Total funding (\$)	18,829,406	14,915,958					
<b>Applications by type</b>							
New and competing (#)	155	128					
Direct (\$)	24,584,091	20,615,580					
F&A (\$)	7,371,673	7,251,195					
Total funding (\$)	31,955,764	27,866,775					
Non-competing renewal (#)	120	124					

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
Direct (\$)	27,437,631	22,889,333					
F&A (\$)	8,889,262	7,526,372					
Total funding (\$)	36,326,893	30,415,705					
<b>Awards</b>							
Total (#)	176	182					
Direct (\$)	38,674,033	31,225,224					
F&A (\$)	11,981,775	10,655,417					
Total funding (\$)	50,655,808	41,880,642					
<b>Awards by source</b>							
NIH (#)	28	20					
Direct (\$)	16,489,398	12,851,839					
F&A (\$)	6,230,846	5,535,514					
Total funding (\$)	22,720,244	18,387,353					
Other federal (#)	41	43					
Direct (\$)	11,791,732	10,657,192					
F&A (\$)	3,159,507	3,075,346					
Total funding (\$)	14,951,239	13,732,538					
Non-federal (#)	108	119					
Direct (\$)	10,392,904	7,716,194					
F&A (\$)	2,591,421	2,044,557					

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
Total funding (\$)	12,984,325	9,760,751					
<b>Awards by type</b>							
New and competing (#)	68	65					
Direct (\$)	11,889,289	7,036,421					
F&A (\$)	3,760,316	2,230,912					
Total funds (\$)	15,649,605	9,267,332					
Non-competing renewal (#)	109	117					
Renewal direct (\$)	26,784,744	24,188,804					
F&A (\$)	8,221,458	8,424,505					
Total funds (\$)	35,006,202	32,613,309					
<b>Collaborations</b>							
Cross-departmental							
Grants (#)	44	37					
All grants (%)	25	20					
Total dollars (\$)	27,069,315	18,367,904					
Total dollars (%)	53	44					
Cross-Collegiate							
Grants (#)	44	28					
All grants (%)	25	15					
Total dollars (\$)	27,366,792	16,795,498					

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
Total dollars (%)	54	40					
External							
Grants (#)	35	25					
All grants (%)	20	14					
Total dollars (\$)	22,929,147	24,282,166					
Total dollars (%)	45	58					
Collaborative grants with CPH PI (#)	69	81					
Collaborative grants with CPH PI (% of All Grants)	50	45					
<b>Success rate</b>							
Submitted 2013 and funded by 6/30/2016							
Total (%)	65	65					
NIH (%)	60	68					
Other federal (%)	76	83					
Non-federal (%)	77	61					
Total new and competing only (%)	45	45					
NIH new and competing only (%)	41	41					
Other federal new and competing only (%)	64	64					

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
Non-federal new and competing only (%)	44	44					
<b>PUBLIC HEALTH IMPACT</b>							
Publications where authors are from different departments/colleges	250	188					Dawson
Publications in peer reviewed journals	500	453					
Publications in peer reviewed journals that include student authors (#)	Track	159					
Number of times CPH-based publications referenced (using ISI Web of Knowledge reference tracking database) (#)	1000	989					
Percent of faculty presenting at CE/professional development activities (%)	Track	26%					
Departmental, collegiate and university committees on which primary faculty serve (#)	Track	415					
Primary faculty state, national and international leadership activities (#)	Track	191					
Nominations of faculty for national awards (#)	Track	3					

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
Nominations of faculty for fellow status in professional or scientific societies (#)	Track	3					
Faculty nominated for honors and awards using AAU metric <sup>1</sup> (#)	4	0					
Faculty receiving honors and awards using AAU metric <sup>1</sup> (#)	2	0					
National Academy Members (NAM) (#)	7	3					
Non-degree/continuing education activities (#)	20,000	19,229					Uden-Holman
Alumni participating in the collegiate online directory (%)	95%	NA					McMillan
CPH-funded faculty field experiences at global public health sites (#)	Track	5					Parker
CPH-funded student field experiences at global public health sites (#)	Track	3					
<b>CROSS-CUTTING</b>							
<b>Fundraising</b>							
Fundraising campaign total (\$M/cumulative)	25	37.26					TBD
Gifts (\$M)	Track	17.26					
Grants (\$M)	Track	20					

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
Philanthropic support total (\$M/fiscal year)	2	2.63					
Gifts (\$)	Track	427,321					
Grants (\$M)	Track	2.2					
Alumni giving rate (%/fiscal year)	8	5.2					
Funded undergraduate student scholarships	10	6					
<b>Diversity</b>							
Minority undergraduate student enrollment (%)	Track	NA					Uden-Holman
Minority graduate student enrollment (%)	16	19					
Minority primary faculty (%)	16	17.2%					Dawson
Minority staff (%)	10	9					Cranston
Minorities in executive or high-level administrative positions (%)	5	2					
International graduate student enrollment (%)	12	9					Uden-Holman
Female primary faculty (%)	45	43.2%					Dawson
Females in executive or high-level administrative positions (%)	50	54					Cranston

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
Conduct CPH diversity climate survey every 2 years (%)	Participation rate of 40%	21	NA		NA		Uden-Holman
<b>Faculty and Staff</b>							
Primary faculty as of June 30 (#)	Track	BIO=13 CBH=11 EPI=19 HMP=18 OEH=20 TOTAL=81					Dawson
Secondary faculty as of June 30 (#)	Track	58					
Adjunct faculty as of June 30 (#)	Track	82					
<i>Teaching</i> adjunct, secondary, or other as of fall semester (#)	Track	24					Uden-Holman
Graduate student credit hours taught per teaching faculty (#)	6900	6872					Cranston
Undergraduate student credit hours taught per teaching faculty (#)	7150	1677					
Primary tenure-track faculty salary offset through external funding (%)	50	58					
Research expenditures per full-time-equivalent faculty (\$)	500,000	535,847					

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
Faculty/staff retention rate for calendar year (%)	90	91					
Employee engagement survey conducted every 2 years by the UI (Working@Iowa); CPH results reviewed and recommendations implemented during following FY	Participation rate of 80%	NA		NA		NA	

<sup>1</sup>AAU metrics are used as a comparison to other AAU member institutions in regard to nominations to and receipt of highly prestigious honors and awards as identified by the National Academies. These awards are in the fields of arts and humanities; social sciences; physical sciences and engineering; and life sciences. A list of eligible awards can be found at: [http://sites.nationalacademies.org/pga/resdoc/pga\\_044718](http://sites.nationalacademies.org/pga/resdoc/pga_044718)