

**UI College of Public Health  
FY2017 Strategic Initiative Work Plan Progress Report**

Strategies	FY 2017 Objectives	FY2017 Tactics	FY2017 Annual Progress Report	Accountabilities
<b>EDUCATION</b>				
<b>A curriculum of innovative, engaged teaching for undergraduates, masters, and doctoral students</b>	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 developing courses to ensure innovative teaching methods</p> <p>Develop policies for teaching assistant support</p>	<p><input type="checkbox"/> Completed FY2017 objective  <input checked="" type="checkbox"/> Satisfactory progress toward FY2017 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u>  On recommendation from the Curricular Innovation Undergraduate Subgroup (now Undergraduate Program Committee), CPH:4900 Practice of Evidence-Based Public Health and CPH:4999 Public Health Capstone have been combined into a single degree requirement, CPH:4999 Public Health Capstone: Practice of Evidence-Based Public Health. A working group was formed to further develop the capstone course, and this group will begin meeting in Fall 2017.</p> <p>A three-semester, professional development seminar series has been developed for undergraduate public health majors. CPH:1050 CPH Direct Admit Seminar was first offered in Fall 2016 by the undergraduate academic advisor. CPH:2050 Second Year Undergraduate Public Health Seminar will be offered for the first time in Fall 2017 and will be led by a faculty member. A content outline for CPH:3050 Third Year Undergraduate Public Health Seminar has been developed. CPH:3050 will be first offered in Fall 2018 (instructor TBD).</p> <p>Courses in development were reviewed and approved by CPH Curricular Innovation Undergraduate Subgroup and CPH Curriculum Committee, as needed.</p> <p>CPH undergraduate program director maintains regular communication with faculty whose courses are still in development.</p> <p>Met with instructors for CPH:1600, CPH:1800, and CPH:2200 to review courses after first offering with public health majors enrolled. Also met with instructor for CPH:1400.</p>	Maggie Chorazy Tanya Uden-Holman Executive Committee Undergraduate Program Committee

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			<p>Met with CPH Undergraduate Program Office staff, instructors, and CPH administrative staff to discuss enrollment management for future course offerings, with particular emphasis on CPH:1400 Fundamentals of Public Health which is required for majors and students wishing to join the major.</p> <p>The Curricular Innovation Undergraduate Subgroup developed expectations and policies related to the experiential learning degree requirement. The Undergraduate Program Office staff and undergraduate program director are packaging this information with additional resources for experiential learning placement on the undergraduate current student website.</p> <p>Faculty workshops focused on enhancing student learning, with an emphasis on undergraduate teaching. Topics included:</p> <ul style="list-style-type: none"> <li>• Teaching the Novice: How Novices and Experts Approach Learning Differently</li> <li>• Micro-aggressions in the College Classroom (panel discussion)</li> <li>• Facilitating and Evaluating Group Work in your Courses</li> <li>• Tools for Course Design</li> <li>• Creating an Effective Course Syllabus</li> <li>• Managing “Learning” Time In and Out of the Classroom</li> <li>• Managing Expectations for Appropriate Use of Technology in the Classroom</li> </ul> <p>Hosted first annual undergraduate teaching retreat for faculty and TAs teaching in the undergraduate program (August 2016).</p> <p>In partnership with CPH Human Resources, developed guidelines and hiring procedures for graduate TAs for undergraduate courses.</p>	

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	<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>	<p>✓ Completed FY2017 objective</p> <ul style="list-style-type: none"> <li>□ Satisfactory progress toward FY2017 objective</li> <li>□ Unsatisfactory progress toward FY2017 objective</li> </ul> <p><u>FY2017 activities included:</u> Regular undergraduate updates provided at Executive Committee Meetings and CPH Forums/Faculty Meetings, as invited.</p> <p>Regular meetings held with UI Admissions/Enrollment Management, Academic Advising Center, Office of Student Life, and the College of Liberal Arts and Sciences (CLAS), as needed.</p> <p>In Fall 2016 met with student leaders of departmental and collegiate student organizations to discuss undergraduate program, with specific emphasis on recruitment vs. outreach activities as they relate to undergraduate and K-12 students.</p>	
	<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> <p>Identify opportunities for K-12 outreach/public health education (pipeline programs for the undergraduate major and diversity recruitment)</p>	<ul style="list-style-type: none"> <li>□ Completed FY2017 objective</li> <li>✓ Satisfactory progress toward FY2017 objective</li> <li>□ Unsatisfactory progress toward FY2017 objective</li> </ul> <p><u>FY2017 activities included:</u> Fall 2016-Spring 2017 – Undergraduate Admissions Assistant/Recruiter attended the following recruitment and yield events and activities:</p> <ul style="list-style-type: none"> <li>• Hawkeye Visit Days (4), Junior Hawkeye/Transfer Visit Days</li> <li>• You@UI (3)</li> <li>• Admitted Majors VIP events (3)</li> <li>• Public Health Interest Information Sessions (2)</li> <li>• Pomerantz Career Center Health Science Careers Week presentation (1)</li> </ul> <p>Additional recruitment activities included:</p> <ul style="list-style-type: none"> <li>• Regular email and mailed communication with prospective and admitted students for direct and standard admission (i.e., postcards, mailed letters, email newsletters with video content).</li> <li>• Developed three new recruitment videos featuring public health majors and faculty.</li> </ul>	

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			<ul style="list-style-type: none"> <li>• Developed a plan to establish an undergraduate student ambassador program for recruitment activities during 2016-2017.</li> </ul> <p>Developed and implemented an MOU for double degree seeking students with CLAS.</p> <p>Admitted first cohort of students through standard admission (i.e., public health interest and other UI students).</p> <p>Revised admissions criteria for Fall 2018 standard admission process.</p> <p>Participated in public health educational/outreach activities (i.e., the Center for Disease Control and Prevention (CDC) Zombie Outbreak exercise was conducted 32 different times for on and off campus partners, including but not limited to the UI Center for Diversity and Enrichment, UI Pomerantz Career Center, Prairie Creek Middle School 6<sup>th</sup> graders, Girls Go Science, Technology, Engineering, and Math (STEM) @ UI for 6<sup>th</sup>-8<sup>th</sup> grade girls, STEM Institute for 7<sup>th</sup> graders, and Gaining Early Awareness and Readiness for Undergraduate Programs (GEAR UP) Program for 9<sup>th</sup> graders, and more).</p>	
	Develop a plan for services in support of undergraduate student success	<p>Develop student life activities and programs</p> <p>Evaluate student retention and progression</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed FY2017 objective</li> <li>✓ Satisfactory progress toward FY2017 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</li> </ul> <p><u>FY2017 activities included:</u></p> <p>Student life activities and programs included:</p> <ul style="list-style-type: none"> <li>• Held meetings with first-year public health students and developed plan to create a new undergraduate student organization in Fall 2017.</li> <li>• Submitted a proposal for creation of a public health living learning community (LLC). Proposal approved for public health LLC to begin Fall 2018.</li> <li>• Led orientation for 2017 direct admits.</li> </ul> <p>Monitored retention of students in the major and monitored student academic performance and instituted academic probation procedures for undergraduate majors.</p>	

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	Ensure certificate program curricula is consistent with curricula development and revisions	<p>Review existing undergraduate certificate in public health curricula as the undergraduate program develops</p> <p>Re-evaluate graduate certificate in public health to see if additional course work should be added to include all MPH core courses</p>	<p>Conducted formal focus group meetings as a part of the first-year/direct admit seminar in Fall 2016 and informal small-group meetings in Spring 2017 to obtain program-level feedback from students.</p> <p>✓ Completed FY2017 objective  <input type="checkbox"/> Satisfactory progress toward FY2017 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u>  The undergraduate certificate in public health was revised to include specific coursework from the undergraduate public health program. The curriculum now requires 18 sh including two core courses (CPH:1400 Fundamentals of Public Health and CPH:1600 Public Health Science) as well as 9 sh of required coursework (students choose 3 of 4 courses) and 3 sh of electives. Changes went into effect Fall 2017.</p> <p>The graduate certificate in public health was also reviewed and revised. Students are now required to take 18 sh which include all the MPH core courses. Because of changes in the Graduate College, students who complete the certificate and who apply and are admitted to the MPH program may count all 18 sh towards their MPH degree. This change went into effect Fall 2017.</p>	Tanya Uden-Holman Maggie Chorazy Anjali Deshpande
	Undergrad to Grad (U2G) program	<p>Expand U2G program with 1-2 off-campus partners</p> <p>Participate in recruitment events to promote the U2G program</p> <p>Monitor student success of U2G students including retention and progression</p>	<p><input type="checkbox"/> Completed FY2017 objective  ✓ Satisfactory progress toward FY2017 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u>  U2G agreement with Cornell College was finalized. U2G agreement with UNI will be finalized next fiscal year.</p> <p>Continue to target undergraduates from UI, Grinnell, Coe, and Cornell for CPH visit days and hold recruitment activities on respective campuses.</p> <p>Continue to track interest in U2G and encourage applications for students.</p> <p>Continue to monitor student success—first U2G student will graduate</p>	Tanya Uden-Holman

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			in AY2018.	
	Enhance the MPH program	<p>Review MPH core course competencies</p> <p>Review mapping of MPH core course competencies to course assessments</p> <p>Look for opportunities for integration of public health concepts across MPH core 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>	<p>✓ Completed FY2017 objective</p> <p><input type="checkbox"/> Satisfactory progress toward FY2017 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u>  A review of MPH core course competencies and a GAP analysis was performed ensuring alignment with 2016 Council on Education for Public Health (CEPH) criteria and to identify opportunities for integration of public health concepts across MPH core courses.</p> <p>A post-practicum assessment for the broad CEPH competency domains was developed and pilot tested Summer 2017 and will be evaluated and implemented in Fall 2017.</p> <p>An MPH professional development seminar in 2017-2018 will be pilot tested. It will be required but not credit bearing this year.</p>	Anjali Deshpande
	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>	<p><input type="checkbox"/> Completed FY2017 objective</p> <p>✓ Satisfactory progress toward FY2017 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u>  A workgroup has been convened and charged to discuss methods and statistical software packages. Several subgroups have been formed to focus on specific aspects of the curriculum.</p>	Keith Mueller Executive Committee Statistical Methods Taskforce
	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>✓ Completed FY2017 objective</p> <p><input type="checkbox"/> Satisfactory progress toward FY2017 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u>  Faculty workshops were held on enhancing student learning. Topics included:</p> <ul style="list-style-type: none"> <li>• Teaching the Novice: how novice and experts approach learning differently</li> <li>• Facilitating and Evaluating Group Work in Your Courses</li> <li>• Microaggressions in the College Classroom</li> </ul>	Tanya Uden-Holman Maggie Chorazy Anjali Deshpande

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	Provide graduate and professional students with opportunities for interaction across disciplines to enhance professional development	Evaluate current professional development/career readiness opportunities  Conduct at least two professional development/career readiness activities per semester	<ul style="list-style-type: none"> <li>• Using Rubrics to Grade Fairly and Efficiently</li> <li>• Managing Technology Use in the Classroom</li> <li>• Creating an Effective Syllabus</li> <li>• Managing Learning Time In and Out of the Classroom</li> </ul> <p>✓ Completed FY2017 objective</p> <p><input type="checkbox"/> Satisfactory progress toward FY2017 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u> Conducted a mixed methods survey of CPH students, faculty, and student services staff to gather information about professional development and career counseling service needs.</p> <p>In response to student identified needs, the following workshops were held as part of the CPH Spotlight Series:</p> <ul style="list-style-type: none"> <li>• Expectations of Topnotch Employers</li> <li>• Conference Survival Tips</li> <li>• Making an Effective Poster (offered twice)</li> <li>• Conference Presenting: Lessons Learned</li> <li>• Resume—Need a job? Then you need to perfect your resume!</li> <li>• Applying for an Academic Position</li> </ul>	Tanya Uden-Holman Executive Committee Graduate Program Coordinators
<b>Strong training and education programs for practicing professionals</b>	Continue and expand collaborative training programs	Identify training gaps and as applicable utilize innovative technology to deliver training and education	<p><input type="checkbox"/> Completed FY2017 objective</p> <p>✓ Satisfactory progress toward FY2017 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u> Institute for Public Health Practice (IPHP) staff held meetings with Iowa Department of Public Health (IDPH) Regional Health Consultants and local public health administrators to identify training and resource needs. Programming related to accreditation (workforce development assessments) and public health 3.0 have been identified as priority areas and programming/technical assistance have been provided to help public health departments meeting these needs.</p>	Tanya Uden-Holman Laurie Walkner

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<p><b>The highest level of compliance with accreditation criteria</b></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><input type="checkbox"/> Completed FY2017 objective  <input checked="" type="checkbox"/> Satisfactory progress toward FY2017 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u>            CPH:6100 Essentials of Public Health was revised in the summer of 2017 to address 11 of the 12 Foundational Public Health Knowledge areas in the 2016 CEPH criteria. The course has also been updated to provide 2 sh worth of content.</p> <p>The Associate Dean for Academic Affairs attended CEPH accreditation workshops including the rollout of the new criteria in October 2016 and site visitor training. Additionally, she will attend the CEPH 2016 Accreditation Orientation Workshop in August 2017.</p> <p>An accreditation plan and timeline was developed and implemented.</p> <p>The preliminary self-study was drafted and feedback from CEPH will be provided during a consultation call in mid-August.</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><input type="checkbox"/> Completed FY2017 objective  <input checked="" type="checkbox"/> Satisfactory progress toward FY2017 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u>            Following the UI MHA program's last accreditation visit in spring 2012, all partially met criteria were completed. The program received the maximum accreditation period of 7 years, with the next site visit scheduled for spring 2019.</p> <p>For academic year 2017-18, the Program is formally in self-study for CAHME reaccreditation, with a scheduled spring 2019 site visit. The program has accomplished or is working on the following:</p> <ul style="list-style-type: none"> <li>• During the formal self-study year (2017-18), the MHA/EMHA Quality improvement subcommittee is engaged in systematic reviews of the sections for Criterion I (Mission, Vision, Values, Goals and Objectives), Criterion II (Students and Alumni), and Criterion III (The Curriculum).</li> </ul>	<p>Keith Mueller Dan Gentry</p>



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			<ul style="list-style-type: none"> <li>The program used the 2016-17 year as a preparation year prior to going into formal self-study; the program gathered stakeholder input from students, faculty, alumni, UIHC leadership and other practitioners to revise the Program’s mission, vision, values, and competency statements; improve and relaunch the UI MHA iFolio system; implement a new standard syllabus template; map the required curriculum against the program’s set of competencies; and link the required MHA Internship to 10 of the 31 competencies.</li> </ul>	
	<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>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>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed FY2017 objective</li> <li><input checked="" type="checkbox"/> Satisfactory progress toward FY2017 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</li> </ul> <p><u>FY2017 activities included:</u> Four faculty are engaged in the Industrial Hygiene Program with additional support from other faculty.</p> <p>Current enrollment in Industrial Hygiene is MS=15 and PhD=4.</p> <p>The program undergoes continuous evaluation and improvement by faculty for the accreditation and for competitive renewals of the Heartland Education Research Center (ERC).</p> <p>Curriculum is reviewed annually and updated as needed.</p> <p>Facilities are available but inadequate. A CPH facilities planning exercise is in progress to improve laboratory instruction.</p>	<p>Peter Thorne Tom Peters</p>
	<p>Occupational Medicine Residency Program</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>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed FY2017 objective</li> <li><input checked="" type="checkbox"/> Satisfactory progress toward FY2017 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</li> </ul> <p><u>FY2017 activities included:</u> There are currently four Occupational Medicine Residency Training Program (OMRTP) faculty. Two new recruits to the Division of Pulmonary, Critical Care and Occupational Medicine will be added this year as OMRTP mentors.</p>	<p>Peter Thorne Fred Gerr Patrick O’Shaughnessy</p>

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		Annually develop and implement quality improvement plans based on assessments	<p>The Heartland ERC will re-compete with a due date of October 11, 2018. Planning for this re-competition is well underway.</p> <p>Most OMRTP Fellows complete the MPH program and specialty courses in Occupational Medicine are taught.</p> <p>The performance of residents is reviewed by the program faculty, rotation mentors, and the OMRTP Advisory Board.</p> <p>The quality of the OMRTP training activities are tracked to fulfill rubrics and competencies specified by the accrediting body, the Accreditation Council for Graduate Medical Education. The program is proud of its residents' 100% American Board of Preventive Medicine pass rate.</p> <p>The OMRTP is reviewed annually by its Advisory Board and the UIHC Graduate Medical Education office and is accountable to both bodies.</p>	
<b>Sustained success in post-graduate placement</b>	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>	<p>✓ Completed FY2017 objective</p> <p><input type="checkbox"/> Satisfactory progress toward FY2017 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u>            Conducted a mixed methods survey of CPH students, faculty, and student services staff to gather information about professional development and career counseling service needs.</p> <p>In response to student identified needs, the following workshops were held as part of the CPH Spotlight Series:</p> <ul style="list-style-type: none"> <li>• Expectations of Topnotch Employers</li> <li>• Conference Survival Tips</li> <li>• Making an Effective Poster (offered twice)</li> <li>• Conference Presenting: Lessons Learned</li> <li>• Resume—Need a job? Then you need to perfect your resume!</li> <li>• Applying for an Academic Position</li> </ul>	Tanya Uden-Holman Graduate Program Coordinators
	Expand and nurture relationships with employers	Expand the executive-in-residence program through the Iowa Institute of Public Health Research and Policy by increasing the pipeline of interested executives	<p><input type="checkbox"/> Completed FY2017 objective</p> <p>✓ Satisfactory progress toward FY2017 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p>	Vickie Miene Dan McMillan Executive Committee

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		<p>Host four executive-in-residence events annually that include student and faculty participation</p> <p>Develop new opportunities for students such as practicums or mini research projects through the executive-in-residence program</p>	<p><u>FY2017 activities included:</u>            Executives-in-Residence (XIR) were hosted at CPH on the following dates, either to plan or execute a planned XIR event as follows:</p> <ul style="list-style-type: none"> <li>• Scott Fowler, September 6, 2016 XIR event</li> <li>• Jennifer Musick, November, 2016 Planning</li> <li>• John Casco, December, 2016 Planning</li> <li>• Jennifer Musick, March, 2017, XIR event</li> <li>• John Casco, April 2017, XIR Event</li> </ul> <p>Three XIR events were held during the 2016-2017 academic year:</p> <ul style="list-style-type: none"> <li>• Scott Fowler, John Deere, September 2016</li> <li>• Jennifer Music, Health Solutions, March 2017</li> <li>• John Casco, IDx, LLC, April 2017</li> </ul> <p>John Deere funded three projects for the 2016-2017 academic year as follows:</p> <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 Safe Trek</li> <li>• Global Exposure for UI public Health Graduate Students</li> </ul> <p>John Deere also announced 2017-2018 funding of three projects as proposed:</p> <ul style="list-style-type: none"> <li>• Global Health Case Challenge Competition</li> <li>• Confined Space Monitor Education for Livestock Producers</li> <li>• Supporting Graduate Student Success through the Use of StrengthsFinder and Implicit Bias Assessment and Training</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	<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>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed FY2017 objective</li> <li><input checked="" type="checkbox"/> Satisfactory progress toward FY2017 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</li> </ul> <p><u>FY2017 activities included:</u>            Joined the Office of the Vice President for Research and Economic Development (OVPRED) Research Development Network to assist in identifying potential business and industry research partners:</p>	Corinne Peek-Asa Vickie Miene Amanda Jorgensen

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	<p>and Translational Science, cluster initiatives, state agencies, and community partners</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>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>	<p>Synergy meetings with XIR included Scott Fowler, Jennifer Musick, John Casco and Shane Cerone.</p> <p>Explored collaborations with XIR and BLN:</p> <ul style="list-style-type: none"> <li>• IIPHRP has explored external funding opportunities with Health Solutions in partnership with the Heartland Center</li> <li>• IIPHRP applied, as part of a collaborative team, to the Bloomberg Mayors Challenge grant, proposing an innovative child care incubation project, to improve overall health and wellbeing of children in select Iowa City neighborhoods</li> <li>• IIPHRP applied and received, as part of a collaborative team, external funding for a healthy homes initiative, to assess and provide resources for families in medical crisis due to asthma in select Iowa City neighborhoods</li> <li>• IIPHRP secured external funding from the John Deere foundation for the following CPH projects in the 2017-2018 academic year: <ul style="list-style-type: none"> <li>• Global Health Case Challenge Competition</li> <li>• Confined Space Monitor Education For Livestock Producers</li> <li>• Supported Graduate Student Success through the Use of StrengthsFinder and Implicit Bias Assessment and Training</li> </ul> </li> </ul> <p>Explored collaborations with the following:</p> <ul style="list-style-type: none"> <li>• Hosted College of Engineering to explore potential collaboration areas with CPH</li> <li>• Hosted College of Education to build a partnership around the Adult Health (ADD Health) Data</li> <li>• Hosted meetings to promote collaborations on rural cancer research</li> <li>• Explored Informatics and Biostatistics synergy opportunities</li> </ul> <p>Funding Opportunity Announcement is sent weekly to investigators to assist in identifying external funding sources.</p> <p>Hosted the following skill-based seminars:</p> <ul style="list-style-type: none"> <li>• Hosted College of Education to build a partnership around the Adult Health (ADD Health) Data and train researchers to use the database</li> <li>• Held Research Week Workshop on Building Great Research Teams</li> </ul>	

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			<p>Research Council completed five center assessments in FY2017:</p> <ul style="list-style-type: none"> <li>• Center for Emerging Infectious Diseases</li> <li>• Biostatistics Consulting Center</li> <li>• Heartland Center for Occupational Health and Safety</li> <li>• Iowa Superfund Research Program</li> <li>• Prevention Research Center for Rural Health</li> </ul>	
<b>Diversified funding of high impact research</b>	Build relationships with funding agencies	<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>	<p>✓ Completed FY2017 objective</p> <p><input type="checkbox"/> Satisfactory progress toward FY2017 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u> As part of CPH Research Week, incorporated two events into the UI CPH Spotlight Series.:</p> <ul style="list-style-type: none"> <li>• INVEST Health: Developing Strategies for a Healthier Iowa City – April 3, 2017</li> <li>• Keynote Speaker and Book Club Event: A Discussion with Matthew Desmond, Author of Evicted – April 5, 2017</li> </ul> <p>Launched the IIPHRP collaboratory program and supported two new collaboratories:</p> <ul style="list-style-type: none"> <li>• Human Exposure and Health Risks from Neonicotinoid Insecticides led by Dr. Bill Field, Occupational and Environmental Health</li> <li>• Iowa Perinatal Health Research Collaborative led by Dr. Kelli Ryckman, Epidemiology</li> </ul>	Corinne Peek-Asa Amanda Jorgensen
		<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>✓ Completed FY2017 objective</p> <p><input type="checkbox"/> Satisfactory progress toward FY2017 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u> Hosted Bob Croyle from the National Cancer Institute.</p> <p>Three faculty participated in funding agency visits to the National Institute of Child and Human Development, National Cancer Institute, and US Department of Agriculture.</p>	Corinne Peek-Asa Amanda Jorgensen

Strategies	FY 2017 Objectives	FY2017 Tactics	FY2017 Annual Progress Report	Accountabilities
			<p>The following resources were provided to identify potential funding opportunities:</p> <ul style="list-style-type: none"> <li>• Disseminated the Weekly Funding Opportunity Announcement and UI Limited Submission Announcements.</li> <li>• Provided collegiate funding updates to departments, OVPRED, and the UI Government Relations Office.</li> <li>• Supported faculty training for the Department of Defense (DOD) and the National Science Foundation (NSF) funding.</li> </ul>	
	Expand public-private partnerships	<p>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-residence events annually</p> <p>Develop and implement business model(s) for consulting</p>	<p><input type="checkbox"/> Completed FY2017 objective  <input checked="" type="checkbox"/> Satisfactory progress toward FY2017 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u>  Hosted three Executives-in-Residence:</p> <ul style="list-style-type: none"> <li>• Scott Fowler, John Deere, September 2016</li> <li>• Jennifer Music, Health Solutions, March 2017</li> <li>• John Casco, IDx, LLC, April 2017</li> </ul> <p>Possible executives for next year include leadership from the Robert Wood Johnson Foundation, Suma Health and Chicago Federal Reserve. IIPHRP continue to work with executives from John Deere, IDx, LLC and Health Solutions.</p> <p>A consulting center to provide professional services in the area of health services and policy research to UI researchers and departments and to outside stakeholders in the healthcare industry has been developed. This center will be launched in FY2018.</p> <p>The Center for Healthcare Executive Studies and Services (CHESS) is a fee-based center that provides education and training of working professionals.</p> <p>The CPH Research Office and CPH Administration continue to work with faculty and departments on consulting agreements as they arise and are developing a guide for faculty use.</p>	Vickie Miene Corinne Peek-Asa Amanda Jorgensen
	Identify new avenues for	Identify opportunities for licensing of intellectual property	<p><input type="checkbox"/> Completed FY2017 objective  <input checked="" type="checkbox"/> Satisfactory progress toward FY2017 objective</p>	Corinne Peek-Asa Amanda Jorgensen

Strategies	FY 2017 Objectives	FY2017 Tactics	FY2017 Annual Progress Report	Accountabilities
	<p>conducting high impact public health activities</p> <p>Stay abreast of compliance</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>Provide information to sponsored programs, human subjects and grant accounting office</p>	<p><input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u> The CPH Research Office continues to look for opportunities for licensing of intellectual property.</p> <p>Continued to expand partnership opportunities by collaborating with the Cedar Rapids cohort of violence prevention activists around using theater to give at-risk youth a voice and began discussions to create an entrepreneurial fellows program.</p> <p>As part of enhancing relationships with state agencies, the CPH Research Office supported data use and non-monetary agreements with the Iowa Department of Public Health.</p> <p>In FY2017, the IIPHRP has engaged state agencies in the following activities:</p> <ul style="list-style-type: none"> <li>• Partnered with the IDPH on a series of needs assessments and project implementations (recommended from the needs assessments) regarding the public health data needs of stakeholders. The work includes activities that enhance the Iowa Public Health Tracking Portal and the development of curriculum (in person and virtual) to provide specific training to the public health workforce regarding the collection, evaluation and use of public health data.</li> <li>• The IIPHRP accepted the invitation to be a representative of the Child Health and Wellbeing committee, a governor appointed committee led by the Iowa Department of Human Services. The charge of the committee is to improve child health and recommend improvements to the current system especially concerning mental health.</li> <li>• IIPHRP was contracted by the Iowa Hospital Association to evaluate the Iowa managed care experience to date for at-risk populations including the disabled, those with behavioral health issues, and those dual eligible for Medicare. A white paper, "Review of Medicaid Activities and Evaluative Results in States that have Transitioned to Managed Care" was produced.</li> </ul> <p><input checked="" type="checkbox"/> Completed FY2017 objective</p> <p><input type="checkbox"/> Satisfactory progress toward FY2017 objective</p>	

Strategies	FY 2017 Objectives	FY2017 Tactics	FY2017 Annual Progress Report	Accountabilities
	requirements	<p>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><input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u> Shared research office activities with the new OVPRED Grant Development Office and met with the Director of Sponsored Programs to increase efficiencies in research administration.</p> <p>To assist faculty in grants management, developed the Grant Writing Club and provided a Grant Proposal Checklist to investigators.</p> <p>The CPH Research Office conducted the following activities related to compliance:</p> <ul style="list-style-type: none"> <li>• The new faculty orientation group met with the Division of Sponsored Programs to familiarize them with the compliance process at the University of Iowa.</li> <li>• The departmental administrators attended NIH compliance training presentations and webinars hosted by the Division of Sponsored Programs and the Human Subjects Office.</li> </ul>	
<b>State-of-the-art research facilities</b>	Develop a CPH long-term research facility master plan	Continue to engage UI Facilities Management's assistance in developing a facility master plan for the college	<p><input type="checkbox"/> Completed FY2017 objective</p> <p>✓ Satisfactory progress toward FY2017 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u> Completed CPH Facilities Master Plan which recommended a research wing be added to the College of Public Health Building (CPHB).</p> <p>UI Campus Development Team has approved the plan and additional feasibility planning is pending due to facility management resource availability.</p>	Lori Cranston Kelli Grey DEOs
	Construct or relocate selected labs	Participate in the design and construction of space for faculty research groups	<p><input type="checkbox"/> Completed FY2017 objective</p> <p>✓ Satisfactory progress toward FY2017 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u> Schematic design of new lab space for Pulmonary Toxicology and Exposure Science Laboratories was completed with construction to begin in FY2018 and occupancy estimated in September 2018.</p>	



Strategies	FY 2017 Objectives	FY2017 Tactics	FY2017 Annual Progress Report	Accountabilities
			<p>Completed relocation of Addiction Technology Transfer Center to CPHB.</p> <p>Explored options for relocation of Department of Epidemiology research group within Westlawn.</p> <p><input type="checkbox"/> Completed FY2017 objective  <input checked="" type="checkbox"/> Satisfactory progress toward FY2017 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u>  Secured funding support towards molecular epidemiology faculty recruitment in the Department of Epidemiology.</p> <p>Carver Trust grant awarded to support Pulmonary Toxicology and Exposure Science Laboratories relocation.</p> <p>Collaborated with departmental administrators and impacted faculty with labs at Multi-Tenant Facility (MTF) to replace critical research equipment.</p> <p>Assisted with final occupation of IIPHRP 5<sup>th</sup> floor space.</p>	
<p><b>Effective translation and dissemination of research results</b></p>	<p>Target dissemination research results to peers, professionals, public, and policymakers</p>	<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>	<p><input type="checkbox"/> Completed FY2017 objective  <input checked="" type="checkbox"/> Satisfactory progress toward FY2017 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u>  Collected 2016 Success Stories and shared with UI Director of Federal Relations during visit to CPH.</p> <p>Identified and encouraged faculty to participate in campus communication activities, such as the OVPRED Communicating Ideas workshop.</p> <p>The IIPHRP supported three policy fellowships this year. The selected Policy Fellows (primary faculty in the CPH) focused on translating research into policy/practice. The fellows developed issue briefs, policy briefs, and educational materials. They led stakeholder groups and</p>	<p>Corinne Peek-Asa  Dan McMillan  Vickie Miene  Amanda Jorgensen</p>

Strategies	FY 2017 Objectives	FY2017 Tactics	FY2017 Annual Progress Report	Accountabilities
			<p>collaborated with entities such as the Iowa Medical Society, the Iowa Hospital Association, the IDPH, The Iowa Bicycle Coalition and others. Policy projects were featured by local news media, the Big 10 Network, Iowa NOW, the CPH Insight magazine, and the CPH Digest. In addition, IIPHRP created a website and quarterly newsletter which disseminates information to a wide audience.</p>	
	<p>Promote research impact</p>	<p>Host events to celebrate research impact</p> <p>Partner with community and stakeholder groups to promote public health and public policy impact</p>	<p>✓ Completed FY2017 objective  <input type="checkbox"/> Satisfactory progress toward FY2017 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u>  Organized annual CPH Research Week in April 2017 including the following activities:</p> <ul style="list-style-type: none"> <li>• Spotlight Series Seminar: INVEST Health: Developing Strategies for a Healthier Iowa City</li> <li>• Poster session and awards ceremony</li> <li>• Keynote speaker: Matthew Desmond, Author of Evicted</li> <li>• Panel discussion: Building Great Research Teams: The Science of Success</li> <li>• GPEID Conference Keynote Address: Antibiotic Resistance: Past, Present and Future, Karen Bush, Indiana University</li> <li>• Held annual Distinguished Faculty Lecture event in August 2016 – Marcia Ward, Telehealth in the Rural Emergency Department: Using Mixed Methods to Explore Benefits</li> </ul> <p>Collaboration with community and stakeholder groups on the following activities:</p> <ul style="list-style-type: none"> <li>• Collaborated with Riverside Theatre using their plays to start community discussions around public health topics like police brutality and mental health.</li> <li>• Hosted Michael Benning, UI Social Media Director, to guide CPH researchers in promoting their research impact via social media.</li> </ul> <p>The CPH Research Office collaborated with external groups on the following activities:</p>	

Strategies	FY 2017 Objectives	FY2017 Tactics	FY2017 Annual Progress Report	Accountabilities
			<ul style="list-style-type: none"> <li>Partnered with INVEST Health, the IIPHRP presented during Research Week to highlight their role in the RWJF funded effort to improve neighborhoods.</li> <li>IIPHRP secured funding to host a Global Case Challenge Competition event for students in Spring 2018.</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>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>Host at least one new potential industry/company partner at CPH to explore opportunities</p> <p>Implement additional scholar- and practitioners-in-residence components through the Iowa Institute of Public Health Research and Policy</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed FY2017 objective</li> <li>✓ Satisfactory progress toward FY2017 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</li> </ul> <p><u>FY2017 activities included:</u> Three Executives-in-Residence were hosted in FY2017:</p> <ul style="list-style-type: none"> <li>Scott Fowler, John Deere, September 2016</li> <li>Jennifer Music, Health Solutions, March 2017</li> <li>John Casco, IDx, LLC, April 2017</li> </ul> <p>Possible executives for next year include leadership from the Robert Wood Johnson Foundation, Suma Health and the Chicago Federal Reserve. IIPHRP continue to work with executives from John Deere, IDx, LLC and Health Solutions.</p> <p>Plans for hosting a scholar-in-residence in Fall 2017 are underway.</p>	Vickie Miene Dan McMillan Cori Peek-Asa Christine Scheetz
	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</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed FY2017 objective</li> <li>✓ Satisfactory progress toward FY2017 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</li> </ul> <p><u>FY2017 activities included:</u> IIPHRP created a website and quarterly newsletter which disseminates information to a wide audience. IIPHRP is exploring social media opportunities to broaden the audience.</p> <p>Through CPH Research Week, held workshops on effective and persuasive communication.</p> <p>Will look at opportunities to host a legislative forum in FY2018.</p>	Cori Peek-Asa Dan McMillan Vickie Miene

Strategies	FY 2017 Objectives	FY2017 Tactics	FY2017 Annual Progress Report	Accountabilities
		<p>Fellow Program to create policy briefs and targeted dissemination plans for impact materials</p> <p>Host journalists-in-residence to provide faculty training and insight to using media to disseminate research results</p>	<p>The IIPHRP supported three policy fellowships this year. The selected Policy Fellows (primary faculty in the CPH) are focused on translating research into policy/practice. The fellows developed issue briefs, policy briefs, and educational materials. They led stakeholder groups and collaborated with entities such as the Iowa Medical Society, the Iowa Hospital Association, the IDPH, The Iowa Bicycle Coalition and others. Policy projects were featured by local news media, the Big 10 Network, Iowa NOW, the CPH Insight magazine, and the CPH Digest.</p> <p>CPH hosted journalist and author Jonathan Katz as a Journalist-in-Residence. Jonathan provided a lecture and met with small groups of students and faculty to share how to build partnership with media experts.</p>	
	Promote faculty recognition through nominations for national awards and national service	Create infrastructure/process for obtaining and submitting nominations	<p><input type="checkbox"/> Completed FY2017 objective  <input checked="" type="checkbox"/> Satisfactory progress toward FY2017 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u>  A list of American Association of Universities (AAU) and ASPPH awards has been assembled and disseminated to DEOs. The process for discipline-specific awards will be developed in FY2018.</p>	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	<p><input type="checkbox"/> Completed FY2017 objective  <input checked="" type="checkbox"/> Satisfactory progress toward FY2017 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u>  IPHP staff held meetings with IDPH Regional Health Consultants as well as local public health administrators to identify training and resource needs. Programming related to accreditation (workforce development assessments) and public health 3.0 have been identified as priority areas and programming/technical assistance have been provided to help public health departments meeting these needs.</p>	Tanya Uden-Holman Laurie Walkner

Strategies	FY 2017 Objectives	FY2017 Tactics	FY2017 Annual Progress Report	Accountabilities
<p><b>Awareness of and timely response to critical public health issues to inform decision-making</b></p>	<p>Facilitate bringing together decision-makers with topic experts to address timely critical public health issues</p>	<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>	<p><input type="checkbox"/> Completed FY2017 objective  <input checked="" type="checkbox"/> Satisfactory progress toward FY2017 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u>  Bicycling Safety Forum was held in December 2016 to recommend legislative changes to increase bicycling safety. A policy brief was written using meeting feedback.</p> <p>IIPHRP presented an educational session at the Iowa Governors Conference entitled, “INVEST Health – Strategies for a Healthier City”.</p> <p>Specific coalitions were brought together to address critical public health issues as follows:</p> <ul style="list-style-type: none"> <li>• INVEST Health stakeholders have met continuously over the past 10 months and a community engagement and planning process has been implemented. A white paper is currently underway documenting the engagement, planning and networking processes.</li> <li>• Guidelines for screening of preterm, low birth weight and sick newborns. Stakeholders gathered in June, 2017 to finalize new guidelines and recommend implementation plans. Educational materials were developed from the meeting.</li> </ul> <p>The CPH participated in the planning of Rebalancing Health Care in the Heartland 9: Delivering the Vision of Comprehensive Health Services in Rural Iowa held on December 1, 2016 and had representation on the planning committee for the Iowa Governor’s Conference on Public Health: Building Health Equity: Where We Work, Live and Play held April 12, 2017.</p>	<p>Keith Mueller  Cori Peek-Asa  Vickie Miene</p>
<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 highlighting key public health themes and priorities (e.g., excellence in education, innovative research, community partnerships, diversity, social justice, etc.)</p>	<p><input checked="" type="checkbox"/> Completed FY2017 objective  <input type="checkbox"/> Satisfactory progress toward FY2017 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u>  Executed a social media (e.g., Facebook Live) video initiative showcasing examples of student success, research innovation, and community engagement activities.</p>	<p>Dan McMillan  Patrick Riepe  Mitch Overton</p>

Strategies	FY 2017 Objectives	FY2017 Tactics	FY2017 Annual Progress Report	Accountabilities
	Video storytelling initiative	<p>Develop in-house video production capabilities</p> <p>Collaborate with CPH colleagues (e.g., 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>	<p><input type="checkbox"/> Completed FY2017 objective</p> <p>✓ Satisfactory progress toward FY2017 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u> Established a new videographer position by converting an open staff position; hired a staff member to fill this position; purchased initial video equipment; and identified initial project priorities.</p> <p>In cooperation with CPH Research Office, Student Services, academic departments, and administrative units, produced and disseminated 31 video stories highlighting CPH faculty, students, alumni, and community partners.</p> <p>Collaborated with UI communications partners to plan, execute, and share collegiately produced videos through University channels, including social media, websites, and online newsletters.</p>	Dan McMillan John Choate
	Ensure content of CPH website is current and website is user-friendly	<p>Identify and update collegiate web pages relating to current and prospective students</p> <p>Identify and update collegiate web pages relating to global public health activities</p>	<p>✓ Completed FY2017 objective</p> <p><input type="checkbox"/> Satisfactory progress toward FY2017 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u> Updates continue to be made to the website for both undergraduate and graduate students. There are now dropdown menus for both prospective and current undergraduate and graduate students. Additionally, significant updates have been made to the MPH current student page. Revisions will continue to be made based on analytics data and input from students/faculty/staff.</p> <p>✓ Completed FY2017 objective</p> <p><input type="checkbox"/> Satisfactory progress toward FY2017 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u> Website was updated and revamped, increasing accessibility and available content. Website includes global events page, Minority Health and Health Disparities International (MHIRT) program information, online contact form, and application information.</p>	Tanya Uden-Holman Nick May Patrick Riepe  Edith Parker Global Public Health Committee Patrick Riepe

Strategies	FY 2017 Objectives	FY2017 Tactics	FY2017 Annual Progress Report	Accountabilities
		Ensure departmental web pages serve departmental needs in the areas of student recruitment and alumni relations	<input type="checkbox"/> Completed FY2017 objective <input checked="" type="checkbox"/> Satisfactory progress toward FY2017 objective <input type="checkbox"/> Unsatisfactory progress toward FY2017 objective  <u>FY2017 activities included:</u> Department of Epidemiology will review their website in FY2018.  Department of Health Management and Policy maintains student information and reviewed their research portion of the HMP website to update information and make recent research activities more prominent.	DEOs Graduate Program Coordinators
		Enhance faculty and staff web page	<input checked="" type="checkbox"/> Completed FY2017 objective <input type="checkbox"/> Satisfactory progress toward FY2017 objective <input type="checkbox"/> Unsatisfactory progress toward FY2017 objective  <u>FY2017 activities included:</u> Human Resource website updated with new design and content.  Faculty/Staff main website content and design modifications drafted, awaiting rollout.	Lori Cranston Patrick Riepe
<b>Strong engagement with practitioners, communities, organizations, and alumni</b>	Increase engagement of practitioners, community partners, organizations and alumni with the MPH program	Expand the MPH Steering Committee	<input type="checkbox"/> Completed FY2017 objective <input checked="" type="checkbox"/> Satisfactory progress toward FY2017 objective <input type="checkbox"/> Unsatisfactory progress toward FY2017 objective  <u>FY2017 activities included:</u> The MPH Steering Committee was not reconvened this year. Instead practitioners and MPH students were incorporated onto the Curricular Innovations Committee. The MPH Director is working with the CPH Office of Communications and External Relations on multiple networking events and programs for students and alumni at CPH and during American Public Health Association (APHA) and Governor's Public Health Conferences. A new GRA position with Johnson County Public Health was created and are in the process of creating a permanent practicum placement with the Maternal and Child Health Bureau at IDPH.	Anjali Deshpande
	Continue to grow the Business Leadership	Continue the Business Leadership Network Community Grant Program: develop, advertise,	<input type="checkbox"/> Completed FY2017 objective <input checked="" type="checkbox"/> Satisfactory progress toward FY2017 objective	Keith Mueller Edith Parker

Strategies	FY 2017 Objectives	FY2017 Tactics	FY2017 Annual Progress Report	Accountabilities
	Network (BLN)	<p>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><input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u> The number of people to-date who have engaged with the BLN is more than 800.</p> <p>BLN Community Grants Program in its second year, funded seven organizations for 2017.</p> <p>Community forums were held in Mason City and Ottumwa. President Bruce Harreld was a featured speaker at the Mason City forum. The Ottumwa forum had a regional focus, drawing attendance from eight Iowa counties.</p>	Dan McMillan Tara McKee
<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>	<p><input type="checkbox"/> Completed FY2017 objective</p> <p><input checked="" type="checkbox"/> Satisfactory progress toward FY2017 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u> A short document for CPH P&amp;T guidelines, which emphasizes all aspects of our classroom teaching, has been prepared and will soon be voted on.</p> <p>The peer review of teaching form has been updated and a policy is nearing completion.</p>	Jeff Dawson Faculty Council Becky Toner DEOs
	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>	<p><input type="checkbox"/> Completed FY2017 objective</p> <p><input checked="" type="checkbox"/> Satisfactory progress toward FY2017 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u> A Professor of Practice track remains a possibility; however, our clinical track is still deemed the appropriate track for our non-tenure track faculty.</p> <p>The clinical track will be revisited again in November of 2017.</p>	
	Ensure college-wide committees are	Perform a review of college-wide committee goals and membership	<p><input type="checkbox"/> Completed FY2017 objective</p> <p><input checked="" type="checkbox"/> Satisfactory progress toward FY2017 objective</p>	



Strategies	FY 2017 Objectives	FY2017 Tactics	FY2017 Annual Progress Report	Accountabilities
	operating effectively and efficiently	<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 the dean attend a faculty, student, research and staff council meeting once per semester</p> <p>Continue to have faculty council updates at each executive committee meeting</p>	<p><input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u> The review of college-wide committee goals and membership has been done to some extent, but may need more formalization.</p> <p>The template for committee annual reports has been done and is being used.</p> <p>The dean attended council meetings and council representatives attend Executive Committee meetings once per semester.</p> <p>The Faculty Council Chair is an ex officio member of the CPH Executive Committee and gives updates at each meeting.</p>	
	Evaluate opportunities to streamline functions across the college to increase efficiency	<p>Implement and evaluate TIER innovations</p> <p>Develop a collaborative college-wide mechanism for tracking and reporting on the life cycle of our students from application to alumni</p> <p>Evaluate shared services</p> <p>Implement building-wide cash handling procedures</p> <p>Automate student building access and de-provisioning process</p>	<p><input type="checkbox"/> Completed FY2017 objective</p> <p><input checked="" type="checkbox"/> Satisfactory progress toward FY2017 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u> TIER-related activities included:</p> <ul style="list-style-type: none"> <li>• Finalized and implemented Transparent Inclusive Efficiency Review (TIER) HR-01 recommendation to add supervisory relationships with Senior Human Resources Representative.</li> <li>• Finalized TIER Ad Astra classroom ownership; planning for Summer 2018 implementation.</li> <li>• Additional OneIT@Iowa initiatives were completed (IT Staff Reporting Relationship, Digital Signage Migration, Data Center Migration, Home File Storage, Print Queue Consolidation, Papercut Print Accounting Consolidation, Time Tracking/Reporting).</li> <li>• Streamlined staff support in OEH/HR; Student Services/EPI admissions; and mail services.</li> </ul> <p>CPH participation on Information Technology Services (ITS) student tracking database development and pilot for implementation.</p> <p>Participated in ongoing evaluation of University Shared Service.</p>	Lori Cranston Executive Committee CPH Administration Department Administrators Graduate Program Coordinators

Strategies	FY 2017 Objectives	FY2017 Tactics	FY2017 Annual Progress Report	Accountabilities
			Finalized a building-wide cash handling policy & developed a standard invoice for college wide use.  Automated building access for students.	
	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 and meets instruction method needs	<ul style="list-style-type: none"> <li>✓ Completed FY2017 objective</li> <li><input type="checkbox"/> Satisfactory progress toward FY2017 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</li> </ul> <u>FY2017 activities included:</u> Secured recurring GEF funding to support undergraduate program infrastructure support.  Finalized CPH assignment of teaching assistants guidelines for undergraduate courses and implemented processes for recruiting and hiring TAs to support undergraduate courses.  Reviewed and revised classroom utilization policies.	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 approved by executive committee based on actual revenue and teaching loads  Obtain feedback and consensus from faculty on alternative compensation and expectation models  Develop a timeline process for implementation	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed FY2017 objective</li> <li>✓ Satisfactory progress toward FY2017 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</li> </ul> <u>FY2017 activities included:</u> Continued to work with Undergraduate Program Director to project the number of courses/sections as well as incremental costs.  Actively engaged in UI budget model discussions. Activities related to the consensus model will be suspended until the UI budget model has been determined.	Keith Mueller Lori Cranston Executive Committee
<b>Targeted growth in the number of faculty based on education, research, and service priorities</b>	Plan for new faculty hires	Evaluate full-time-equivalent requirements per department based on current and projected student enrollment, external funding opportunities, and projected attrition	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed FY2017 objective</li> <li>✓ Satisfactory progress toward FY2017 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</li> </ul> <u>FY2017 activities included:</u> Identified faculty positions for targeted growth.	Lori Cranston Keith Mueller DEOs

Strategies	FY 2017 Objectives	FY2017 Tactics	FY2017 Annual Progress Report	Accountabilities
			<p>Reviewed student credit hour trends, extramural funding trends, faculty salary offset and upcoming attrition with DEOs as part of annual budget meeting.</p> <p>Established a standard process for DEOs to request new faculty hires that documents need based on the needs of the academic programs and the potential for advancing knowledge, discovery, cross-disciplinary work and its importance to the discipline.</p>	
<p><b>An environment for all students, faculty, and staff that is supportive and rich in diversity and inclusion</b></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>✓ Completed FY2017 objective</p> <ul style="list-style-type: none"> <li>□ Satisfactory progress toward FY2017 objective</li> <li>□ Unsatisfactory progress toward FY2017 objective</li> </ul> <p><u>FY2017 activities included:</u></p> <p>Programming during Human Rights week included a CPH Community Potluck and “Place Matters”—a Documentary Film Screening and Panel Discussion.</p> <p>Programming offered in addition to the CPH Spotlight Series included:</p> <ul style="list-style-type: none"> <li>• 8th Annual Welcome Luncheon for Students of Color in the Health Sciences (co-sponsor).</li> <li>• 8th Annual Health Sciences LGBTQ &amp; Allies Fall Welcome Reception (co-sponsor).</li> <li>• “Latino: The Changing Face of America” film screening and panel discussion. Co-sponsored with UI Latino Council.</li> <li>• Microaggressions in the College Classroom: A Panel Discussion.</li> <li>• Racial Equity Workshop: Phase I—Foundational Training in Historical and Institutional Racism. This two-day workshop 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. This is the 2<sup>nd</sup> year the college has sponsored this training. This year more than 40 faculty, staff, students, and external partners participated.</li> <li>• Future Directions of LGBT Public Health Symposium: Comprehensively Meeting the Needs of Diverse Communities. CPH wrote letter of support for the symposium proposal submitted by the LGBT Advocates for PH Equity, which received a Diversity Catalyst Award Seed Grant, and provided breakfast and lunch for participants.</li> </ul>	<p>Tanya Uden-Holman CPH Diversity and Inclusion Committee CPH Communications and External Relations Office</p>

Strategies	FY 2017 Objectives	FY2017 Tactics	FY2017 Annual Progress Report	Accountabilities
			<ul style="list-style-type: none"> <li>• Culturally Responsive Health Care in Iowa Conference—co-sponsor and on conference planning committee.</li> <li>• Held viewing of webinar, “Equipping Search Committees: Tools, Technology, and Training Essentials”.</li> <li>• The Diversity Committee offered twelve (12) recruitment scholarships to incoming graduate students for AY18 (two of which are GRAs which are renewable for a second year). Eleven (11) of those offered scholarships (including the two individuals offered GRAs) accepted admission.</li> </ul> <p>The College was an active participant in the Robert Wood Johnson Foundation (RWJF) funded Summer Health Professions Program which aims to strengthen the academic proficiency and career development of students underrepresented in health care. 80 students participated in the program, with 9 in the public health track. A faculty panel with representatives from the five departments presented to the overall student group and the Associate Dean for Academic Affairs took the lead role in the interprofessional education content. The nine public health track students had the opportunity to interact with faculty and students from across the college.</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>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed FY2017 objective</li> <li>✓ Satisfactory progress toward FY2017 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</li> </ul> <p><u>FY2017 activities included:</u> An initial review of CPH curriculum for diversity and inclusions-related content was conducted. All academic and professional students receive content via required coursework including CPH:6100 Essentials of Public Health (MS, PhD, MHA) and CBH:4105 Intro to Health Promotion and Disease Prevention (MPH). Diversity and inclusion-related content is also included in components of other required and elective courses.</p> <p>The following were part of the CPH Spotlight Series:</p> <ul style="list-style-type: none"> <li>• “Black and Blue”—an original production that explored the relationship between law enforcement and African American communities. The CPH hosted members of the cast as they performed</li> </ul>	<p>CPH Diversity and Inclusion Committee</p>

Strategies	FY 2017 Objectives	FY2017 Tactics	FY2017 Annual Progress Report	Accountabilities
			<p>scenes from the play which was followed by discussion and Q&amp;A with the writer and director.</p> <ul style="list-style-type: none"> <li>• Native Heritage—Understanding American Indian/Alaska Native Behavioral Health: Pursuing the Cause of the Causes. Co-sponsored with National American Indian &amp; Alaska Native Addiction Technology.</li> <li>• Addressing Issues of Cultural Diversity in Providing Care to LGBT Individuals. Part of CPH Spotlight Series.</li> <li>• Health Equity Community Engaged Research and Outcomes from North Carolina (sponsored by Health Equity Advancement Lab).</li> <li>• “Place Matters”—Documentary Film Screening and Panel Discussion.</li> <li>• “Evicted: Poverty and Profit in the American City” (CPH Research Week).</li> </ul>	
<b>Robust, focused, and sustained global partnerships</b>	Practicum and internship placements for CPH students	<p>Identify strong, potential global partner sites which can serve as hosts for student experiences</p> <p>Establish relationships with at least three of these identified sites representing geographical diversity</p> <p>Explore funding opportunities for sustainable global public health program</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed FY2017 objective</li> <li>✓ Satisfactory progress toward FY2017 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</li> </ul> <p><u>FY2017 activities included:</u>            Finalizing MOU with Child Family Health International to provide students with public health internship opportunities in 10 different global locations.</p> <p>Created CPH section of Xicotepec service-learning course, and updated MHIRT website and recruitment efforts.</p> <p>Preliminary efforts undertook to establish institutional MOUs with two academic institutions.</p> <p>Will continue to explore sustainable funding for global public health program in FY2018.</p>	Edith Parker Global Public Health Committee
	Identify opportunities for increased global topics in our curricular content	<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</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed FY2017 objective</li> <li>✓ Satisfactory progress toward FY2017 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</li> </ul> <p><u>FY2017 activities included:</u>            A report and recommendations for the inclusion of information in courses regarding global public health is planned for FY2018.</p>	

Strategies	FY 2017 Objectives	FY2017 Tactics	FY2017 Annual Progress Report	Accountabilities
		content	<p>Introducing basic global content in Intro to Public Health and Essentials of Public Health courses.</p> <p>Graduate-level public health course to be introduced in 2018.</p> <p>Scheduled to present at all departmental faculty meetings in fall 2017 to receive ideas and input.</p>	
	Highlight global public health student learning opportunities for CPH students	<p>Maintain appealing and up-to-date website with information on global public health activities at CPH</p> <p>Hold inaugural CPH Global Public Health Week</p> <p>Host 1-2 events per semester to highlight global public health activities and engage students</p>	<p><input type="checkbox"/> Completed FY2017 objective</p> <p><input checked="" type="checkbox"/> Satisfactory progress toward FY2017 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u> Website has been updated to current usability standards and features up-to-date content.</p> <p>Inaugural CPH Global Public Health Week was held November 14-18, 2016. Events included student research experience spotlight, career opportunity panel, Jonathan Katz lecture, and funding opportunities fair.</p> <p>Presented to students during pre-class times about CPH global opportunities. Will expand our global public health activities in FY2018.</p>	
	Identify opportunities for faculty, students and staff to engage in international activities	<p>Provide faculty grant opportunities focused on international research and partnership building</p> <p>Provide student travel grant opportunities to encourage international research, practicums and internships</p>	<p><input type="checkbox"/> Completed FY2017 objective</p> <p><input checked="" type="checkbox"/> Satisfactory progress toward FY2017 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u> Faculty grant opportunities are encouraged and continue to be solicited.</p> <p>Threes student travel grants were awarded for travel to Kenya, Nicaragua, and Romania.</p> <p>Partnership with John Deere resulted in practicum for CPH student.</p>	
<b>Effective philanthropy that</b>	Coordinate the We Are Phil campaign	Work closely with a CPH volunteer committee to develop and implement a campaign that is	<p><input checked="" type="checkbox"/> Completed FY2017 objective</p> <p><input type="checkbox"/> Satisfactory progress toward FY2017 objective</p>	Christine Scheetz Keith Mueller

Strategies	FY 2017 Objectives	FY2017 Tactics	FY2017 Annual Progress Report	Accountabilities
enhances collegiate resources		more inclusive and fits CPH well	<input type="checkbox"/> Unsatisfactory progress toward FY2017 objective  <u>FY2017 activities included:</u> Committee has faculty and staff representatives and completed a successful campaign in fall 2016.	Executive Committee
	Enhance and expand outreach and engagement with alumni, non-alumni, non-profit organizations, and others	Expand outreach to Dean’s Club members  Expand stewardship of donors who supported the CPH building fund and named scholarships  Engage DEOs in donor/prospect correspondence and/or visits to strengthen affiliation  Work closely with CPH alumni relations staff on alumni outreach activities, including development of a college-wide alumni advisory board  Identify and reach out to new potential allies/partners and donors from non-traditional sources  Work with DEOs and others on opportunities to invite alumni and others to CPH	<input type="checkbox"/> Completed FY2017 objective <input checked="" type="checkbox"/> Satisfactory progress toward FY2017 objective <input type="checkbox"/> Unsatisfactory progress toward FY2017 objective  <u>FY2017 activities included:</u> Dean’s Club event held in June 2017. Expansion will be reviewed in FY2018.  Stewardship plans implemented throughout FY2017 and updated in June 2017.  DEOs have been engaged with donor/prospect correspondence.  Held first alumni reception in conjunction with Governor’s Conference on Public Health. Held two college-wide alumni advisory board meetings.  Working with UI Foundation Corporate and Foundation Relations to develop plan for contacting and meeting with new potential allies/partners and donors in FY2018.  In concert with DEOs, developing top alumni engagement/prospect list for FY2018 and FY2019.	Christine Scheetz Keith Mueller Tara McKee Executive Committee
	Develop and implement fundraising strategy to support undergraduate program	Work closely with the Undergraduate Program Director to develop materials to present to potential donors/funders  Review other colleges’ approaches to undergraduate fundraising  Identify possible matching funding sources from UI and elsewhere	<input type="checkbox"/> Completed FY2017 objective <input type="checkbox"/> Satisfactory progress toward FY2017 objective <input checked="" type="checkbox"/> Unsatisfactory progress toward FY2017 objective  <u>FY2017 activities included:</u> A case statement for undergraduate scholarships was developed early in FY2017. Fundraising for the undergraduate program will be further developed in FY2018.	Christine Scheetz Keith Mueller Maggie Chorazy

Strategies	FY 2017 Objectives	FY2017 Tactics	FY2017 Annual Progress Report	Accountabilities
	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 FY2017 objective  <input checked="" type="checkbox"/> Satisfactory progress toward FY2017 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u>  Worked with CPH alumni relations staff to identify alumni in geographical areas to visit.</p> <p>To assist in plans for new prospect development, the Director of Development participated in Plus Delta Discipline of Frontline Fundraising training and using Donor Engagement Process to engage new prospects.</p> <p>Funding proposals were developed as needed.</p>	Christine Scheetz Keith Mueller DEOs
<b>Creativity and collaboration in education, research, and service</b>	Incentivize aspirational and innovative research collaboration	Implement at least one collaborative initiative in the Iowa Institute of Public Health Research and Policy	<p><input checked="" type="checkbox"/> Completed FY2017 objective  <input type="checkbox"/> Satisfactory progress toward FY2017 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u>  IIPHRP awarded two collaboratories in April, 2017. The awards are for \$75,000 each and are intended to be used over a 15-month time frame to develop a new sustainable research initiative. The applicants were required to partner with other departments and University entities.</p> <p>The awards are as follows:</p> <ul style="list-style-type: none"> <li>• Human Exposure and Health Risks from Neonicotinoid Insecticides led by Dr. Bill Field, Occupational and Environmental Health</li> <li>• Iowa Perinatal Health Research Collaborative led by Dr. Kelli Ryckman, Epidemiology</li> </ul> <p>In addition to the IIPHRP funded collaboratory, The UI OVPRED office funded the Strategic Leadership Research Project; Population Prescriptions: A learning Population Health System for Reducing the Burden of Cancer led by Dr. Betsy Chrischilles, Epidemiology.</p>	Vickie Miene Betsy Chrischilles
	Promote collaborative and innovative teaching	Reward development of interdisciplinary, team-taught courses	<p><input type="checkbox"/> Completed FY2017 objective  <input checked="" type="checkbox"/> Satisfactory progress toward FY2017 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p>	Tanya Uden-Holman Maggie Chorazy Anjali Deshpande



Strategies	FY 2017 Objectives	FY2017 Tactics	FY2017 Annual Progress Report	Accountabilities
		Provide training and resource opportunities for faculty to ensure innovative teaching methods	<p><u>FY2017 activities included:</u> Seven of the ten required courses for the BA/BS are team taught, six across departments. An incentive plan was implemented in AY 2017.</p> <p>Faculty workshops were held on enhancing student learning. Topics included:</p> <ul style="list-style-type: none"> <li>• Teaching the Novice: how novice and experts approach learning differently</li> <li>• Facilitating and Evaluating Group Work in Your Courses</li> <li>• Microaggressions in the College Classroom</li> <li>• Using Rubrics to Grade Fairly and Efficiently</li> <li>• Managing Technology Use in the Classroom</li> <li>• Creating an Effective Syllabus</li> <li>• Managing Learning Time In and Out of the Classroom</li> </ul>	
<b>High-quality and diverse students, faculty, and staff</b>	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 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>	<p><input type="checkbox"/> Completed FY2017 objective  <input checked="" type="checkbox"/> Satisfactory progress toward FY2017 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u> Student retention data was reviewed by the Associate Dean for Academic Affairs. CPH Administration monitored faculty and staff retention.</p> <p>CPH Staff Council focus on offering staff professional development with the support from We Are Phil fundraising efforts. (Joe Tye, Pickle Pledge)</p> <p>Standard onboarding procedures for new faculty and staff have been drafted.</p> <p>The faculty and staff web site was successfully redesigned and launched in FY2017.</p>	Lori Cranston Tanya Uden-Holman Jeff Dawson Cori Peek-Asa Kay Shie DEOs CPH Communications and External Relations Office
<b>Strong engagement with alumni</b>	Further develop the CPH Alumni Advisory Council	Identify priorities and implement recommendations of the CPH Alumni Advisory Council (e.g., online directory, “pop-up” mentoring, networking events)	<p><input checked="" type="checkbox"/> Completed FY2017 objective  <input type="checkbox"/> Satisfactory progress toward FY2017 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p>	Dan McMillan DEOs Tara McKee

Strategies	FY 2017 Objectives	FY2017 Tactics	FY2017 Annual Progress Report	Accountabilities
			<p><u>FY2017 activities included:</u>            Implemented an online alumni directory in consultation with UI Alumni Records; hosted 60-minute alumni/student mentoring session in partnership with MPH program; convened first Des Moines-area alumni/friends reception in April 2017.</p>	
	Sustain communication with alumni	Deliver a monthly collegiate newsletter for alumni  Enhance the CPH alumni website	<p>✓ Completed FY2017 objective  <input type="checkbox"/> Satisfactory progress toward FY2017 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u>  <i>InSight</i> newsletter is distributed monthly during the academic year to alumni and friends of the college.</p> <p>Newly developed alumni website features include access to the online alumni directory, updated alumni profiles and feature content on the 2017 Outstanding Alumni Award recipients, regularly updated alumni news sections and Class Notes.</p>	Dan McMillan Keith Mueller Tara McKee
		Regular communication from departments to their alumni	<p><input type="checkbox"/> Completed FY2017 objective            ✓ Satisfactory progress toward FY2017 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u>            Department of Biostatistics activities: The Graduate Program Administrator maintains a list of alumni and their contact information, and communicates with alumni with regard to important departmental events. Alumni also receive regular communications from the College (e.g., <i>InSight</i>, CPH News Digest). In conjunction with the UI Department of Statistics and Actuarial Science, the Department of Biostatistics held an alumni reception on August 2, 2016, at the annual Joint Statistical Meetings in Chicago.</p> <p>Department of Community and Behavioral Health: The department regularly communicates news through email and social media networks. Alumni frequently visit campus to guest lecture and participate in professional development and networking events to help current students as they begin their public health careers.</p>	DEOs Christine Scheetz

Strategies	FY 2017 Objectives	FY2017 Tactics	FY2017 Annual Progress Report	Accountabilities
			<p>Department of Epidemiology activities: Regular communication of news is done through social media (Facebook and Twitter) including calls for nominations of alumni awards. Alumni lectures are done annually.</p> <p>Department of Health Management and Policy activities: The department convened the HMP Alumni Association Board for two face-to-face meetings, in October 2016 in Iowa City, and March 2017 in Chicago, in which HMP and MHA program leadership were in attendance, along with student representation. A new e-bulletin was launched, specifically for MHA alumni and students, "The Iowa MHA Huddle". HMP Alumni Association Board members were included in major email communications regarding student recruitment, new student orientation and onboarding, MHA resume books, announcements for case competition teams, and other major milestones. An outside creative consultant was hired to begin work on a new twice yearly, department newsletter, for HMP alumni, students, faculty, staff, and friends of the MHA program and HMP department. The HMP faculty and staff, led by Executive- in-Residence and EMHA Director Ian Montgomery, worked closely with alumni to transition the annual Samuel Levey Symposium from fall to spring semester for 2017-18, and launched a new fall event, "The HMP Drive In"; both events are aligned with major student professional development events—the Speed Networking event in the fall and the Fellowship Fair in the spring.</p> <p>Department of Occupational and Environmental Health: The department regularly communicates news to alumni through the website, newsletter, and are invited to special events.</p>	
	<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>	<p><input type="checkbox"/> Completed FY2017 objective  <input checked="" type="checkbox"/> Satisfactory progress toward FY2017 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2017 objective</p> <p><u>FY2017 activities included:</u>  Continue hosting HMP alumni reception in Chicago during American College of Healthcare Executives (ACHE) Congress.</p> <p>Geographical assessment will be completed in FY2018 for each department.</p>	<p>Christine Scheetz  Keith Mueller  Tara McKee</p>

**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	445				Uden-Holman
Graduate student yield rate (number of enrollees to the number of acceptances) (%)	60	59	63				
<b>The quality of the students we attract</b>							
BA/BS ACT	26	NA	27.54				
BA/BS GPA	3.60	NA	3.46				
MHA GRE	305	305	308				
MHA GPA	3.25	3.45	3.43				
MPH GRE	305	307	306				

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
MPH GPA	3.25	3.44	3.46				
MS GRE	305	311	308				
MS GPA	3.25	3.51	3.52				
PhD GRE	305	311	311				
PhD GPA	3.33	3.55	3.67				
<b>Student enrollment</b>							
BA/BS direct admit student enrollment (#)	FY16 = NA FY17 = 32 FY18 = 34 FY19 = 42 FY20 = 47	NA	32				
BA/BS standard admit student enrollment (#)	FY16 = NA FY17 = NA FY18 = 18 FY19 = 35 FY20 = 60	NA	NA				
MHA student enrollment (#)	74	77	76				
MPH student enrollment (#)	185	185	177				
MS student enrollment (#)	75	67	66				
PhD student enrollment (#)	100	97	94				
Graduate certificate in public health enrollment (#)	Track	17	13				

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
Undergraduate certificate in public health enrollment (#)	Track	21	23				
<b>Student funding</b>							
Funding support for full-time PhD students (%)	90	96	96				
Students participating on funded research projects (#)	Track	170	200				
<b>Student outcomes</b>							
MHA students graduating within 2 years (%)	80	86	96				
MPH students graduating within 5 years (%)	80	94	70				
MS students graduating within 3 years (%)	80	81	81				
PhD students graduating within 7 years (%)	70	50	86				
PhD degrees annually conferred (#)	20	22	12				
All graduates with job placement (including internships & fellowships) at 12 months post-graduation or pursuing further education (%)	90	92	98				
1 <sup>st</sup> year BA/BS student retention rate (%)	80	NA	NA				

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
1 <sup>st</sup> year MHA student retention rate (%)	90	92	96				
1 <sup>st</sup> year MPH student retention rate (%)	90	95	92				
1 <sup>st</sup> year MS student retention rate (%)	90	97	90				
1 <sup>st</sup> year PhD student retention rate (%)	90	90	97				
<b>RESEARCH</b>							
Primary faculty as PI on funded grant							
% all faculty as PI	70	62	66				Peek-Asa
% faculty who have been here >5 years	75	38	41				
<b>Applications</b>							
Total (#)	283	252	323				
Direct (\$)	52,371,362	43,504,913	46,494,131				
F&A (\$)	16,661,062	14,777,567	15,292,872				
Total funding (\$)	69,032,424	58,282,480	61,787,003				
<b>Applications by source</b>							
NIH (#)	53	44	65				
Direct (\$)	22,040,149	18,447,546	17,651,861				
F&A (\$)	8,582,336	7,395,315	7,515,888				

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability	
Total funding (\$)	30,622,485	25,842,861	25,167,749					
Other federal (#)	54	52	61					
Direct (\$)	15,648,075	13,803,357	13,659,924					
F&A (\$)	3,930,255	3,720,304	3,766,280					
Total funding (\$)	19,578,330	17,523,661	17,426,204					
Non-federal (#)	175	156	197					
Direct (\$)	14,680,936	11,254,010	15,182,345					
F&A (\$)	4,148,470	3,661,948	4,010,704					
Total funding (\$)	18,829,406	14,915,958	19,193,050					
<b>Applications by type</b>								
New and competing (#)	155	128	158					
Direct (\$)	24,584,091	20,615,580	17,144,290					
F&A (\$)	7,371,673	7,251,195	6,049,659					
Total funding (\$)	31,955,764	27,866,775	23,193,949					
Non-competing renewal (#)	120	124	165					
Direct (\$)	27,437,631	22,889,333	29,349,841					
F&A (\$)	8,889,262	7,526,372	9,243,213					
Total funding (\$)	36,326,893	30,415,705	38,593,054					
<b>Awards</b>								
Total (#)	176	182	235					



Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
Direct (\$)	38,674,033	31,225,224	29,233,313				
F&A (\$)	11,981,775	10,655,417	8,851,826				
Total funding (\$)	50,655,808	41,880,642	38,085,140				
<b>Awards by source</b>							
NIH (#)	28	20	29				
Direct (\$)	16,489,398	12,851,839	9,073,435				
F&A (\$)	6,230,846	5,535,514	3,761,452				
Total funding (\$)	22,720,244	18,387,353	12,834,888				
Other federal (#)	41	43	50				
Direct (\$)	11,791,732	10,657,192	9,813,610				
F&A (\$)	3,159,507	3,075,346	2,502,818				
Total funding (\$)	14,951,239	13,732,538	12,316,428				
Non-federal (#)	108	119	156				
Direct (\$)	10,392,904	7,716,194	10,346,268				
F&A (\$)	2,591,421	2,044,557	2,587,556				
Total funding (\$)	12,984,325	9,760,751	12,933,824				
<b>Awards by type</b>							
New and competing (#)	68	65	90				
Direct (\$)	11,889,289	7,036,421	9,968,159				
F&A (\$)	3,760,316	2,230,912	3,190,328				

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
Total funds (\$)	15,649,605	9,267,332	13,158,487				
Non-competing renewal (#)	109	117	145				
Renewal direct (\$)	26,784,744	24,188,804	19,265,154				
F&A (\$)	8,221,458	8,424,505	5,661,499				
Total funds (\$)	35,006,202	32,613,309	24,926,652				
<b>Collaborations</b>							
Cross-departmental							
Grants (#)	44	37	33				
All grants (%)	25	20	14				
Total dollars (\$)	27,069,315	18,367,904	16,452,311				
Total dollars (%)	53	44	43				
Cross-Collegiate							
Grants (#)	44	28	26				
All grants (%)	25	15	11				
Total dollars (\$)	27,366,792	16,795,498	15,008,787				
Total dollars (%)	54	40	39				
External							
Grants (#)	35	25	20				
All grants (%)	20	14	9				
Total dollars (\$)	22,929,147	24,282,166	13,506,743				

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
Total dollars (%)	45	58	35				
Collaborative grants with CPH PI (#)	69	81	45				
Collaborative grants with CPH PI (% of All Grants)	50	45	19				
Collaborative grants with CPH Co-I (\$)	30,713,223	32,329,708	23,680,991				
<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					
Non-federal new and competing only (%)	44	44					
Submitted 2014 and funded by 6/30/2017							

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
Total (%)	65		64				
NIH (%)	60		48				
Other federal (%)	76		70				
Non-federal (%)	77		68				
Total new and competing only (%)	45		44				
NIH new and competing only (%)	41		8				
Other federal new and competing only (%)	64		47				
Non-federal new and competing only (%)	44		53				
<b>IMPACT</b>							
Publications where authors are from different departments/colleges	250	188	165				Dawson
Publications in peer reviewed journals	500	453	427				
Publications in peer reviewed journals that include student authors (#)	Track	159	112				
Number of times CPH-based publications referenced (using ISI Web of Knowledge reference tracking database) (#)	1000	989	1006				

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
Percent of faculty presenting at CE/professional development activities (%)	Track	26	29				
Departmental, collegiate and university committees on which primary faculty serve (#)	Track	415	540				
Primary faculty state, national and international leadership activities (#)	Track	191	195				
Nominations of faculty for national awards (#)	Track	3	3				
Nominations of faculty for fellow status in professional or scientific societies (#)	Track	3	1				
Faculty nominated for honors and awards using AAU metric <sup>1</sup> (#)	4	0	0				
Faculty receiving honors and awards using AAU metric <sup>1</sup> (#)	2	0	0				
National Academy Members (NAM) (#)	7	3	3				
Non-degree/continuing education activities (#)	20,000	19,229	26,000				Uden-Holman
Alumni participating in the collegiate online directory (%)	95%	NA	96				McMillan
CPH-funded faculty field experiences at global public health sites (#)	Track	5	2				Parker

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
CPH-funded student field experiences at global public health sites (#)	Track	3	3				
<b>CROSS-CUTTING</b>							
<b>Fundraising</b>							
Fundraising campaign total (\$M/cumulative) <sup>2</sup>	25	37.26	40.05				Scheetz
Gifts (\$M)	Track	17.26	18.00				
Grants (\$M)	Track	20	22.60				
Philanthropic support total (\$M/fiscal year) <sup>2</sup>	2	2.63	3.60				
Gifts (\$)	Track	427,321	1,040,000				
Grants (\$M)	Track	2.2	2.56				
Alumni giving rate (%/fiscal year)	8	5	5				
Funded undergraduate student scholarships	10	6	6				
<b>Diversity</b>							
Minority undergraduate student enrollment (%)	Track	NA	37.5				Uden-Holman
Minority graduate student enrollment (%)	16	19	20				
Minority primary faculty (%)	16	17	14				Dawson
Minority staff (%)	10	9	9				Cranston

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
Minorities in executive or high-level administrative positions (%)	5	2	4				
International graduate student enrollment (%)	12	9	9				Uden-Holman
Female primary faculty (%)	45	43	41				Dawson
Females in executive or high-level administrative positions (%)	50	54	54				Cranston
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	BIO=14 CBH=10 EPI=19 HMP=18 OEH=18 TOTAL=79				Dawson
Secondary faculty as of June 30 (#)	Track	58	59				
Adjunct faculty as of June 30 (#)	Track	82	87				
<i>Teaching</i> adjunct, secondary, or other as of fall semester (#)	Track	24	31				Uden-Holman
Graduate and professional student credit hours taught (#)	6900	6872	6906				Cranston

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
Undergraduate student credit hours taught (#)	7150	1677	2325				
Primary tenure-track faculty salary offset through external funding (%)	50	58	60				
Research expenditures per full-time-equivalent faculty (\$)	500,000	535,847	572,782				
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	83	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)

<sup>2</sup>Fundraising totals include: revocable and irrevocable gifts, pending planned gifts, cash/credit card gifts, gifts-in-kind, pledges, trusts and grants that are processed through the UI Center for Advancement or UI Sponsored Programs based on funding sponsor.