

**UI College of Public Health  
FY2018 Strategic Initiative Work Plan  
(updated December 28, 2017)**

Strategies	Objectives	Tactics	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, public health interest group and certificate 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 faculty support in team teaching role after first two course offerings</p> <p>Develop and implement guidelines on best practices for teaching assistant evaluation</p>	<p>Maggie Chorazy</p> <p>Tanya Uden-Holman</p> <p>Executive Committee</p> <p>Undergraduate Program Committee</p>

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		Explore opportunities to develop partnerships with local community colleges interested in developing public health programs	
	Regularly communicate with UI leaders, CPH leaders, and CPH faculty, staff and students about the development of the undergraduate program	<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>	
	Successfully recruit and enroll students in the undergraduate program	<p>Participate in UI student recruitment activities</p> <p>Launch undergraduate ambassadors program to assist with recruitment activities</p> <p>Participate in Spring 2018 activities at UI and CPH for accepted students to increase yield rate</p> <p>Develop recruitment material (online and print)</p> <p>Review and revise as needed the admissions and enrollment management plan for students applying for standard admission (including but not limited to College of Liberal Arts and Sciences public health interest students)</p>	

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		Identify opportunities for K-12 outreach/public health education (pipeline programs for the undergraduate major and diversity recruitment)	
	Develop a plan for services in support of undergraduate student success	Develop student life activities and programs Evaluate student retention and progression Develop and implement a plan for evaluating student satisfaction with the undergraduate program	
	Undergrad to Grad (U2G) program	Meet with current U2G off-campus program partners to obtain their feedback on the program including strengths, opportunities for improvement and additional recruitment strategies Participate in recruitment events to promote the U2G program both on- and off-campus Monitor student success of U2G students including retention and progression Evaluate student satisfaction with the U2G program	Tanya Uden-Holman
	Enhance the MPH program	Review MPH core course competencies Review mapping of MPH core course competencies to course assessments Look for opportunities for integration of public health concepts across MPH core courses Develop and implement evaluation metrics	Anjali Deshpande

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		<p>for MPH practicum experiences</p> <p>Develop a professional development seminar requirement for MPH students to begin in Fall 2017</p> <p>Create new communication channels with prospective/current/former MPH students:</p> <ul style="list-style-type: none"> <li>• Initiate a Facebook Live series</li> <li>• Launch a From the MPH Director blogpost to highlight CPH events and public health issues</li> </ul> <p>Revise curriculum based on updated MPH Foundational Public Health Knowledge and MPH Foundational Competencies</p>	
	Enhance academic degree program student experience	Identify training needs and quantify the demand for specific statistical software packages	Keith Mueller Statistical Methods Taskforce Executive Committee
	Ensure faculty have the resources needed to be outstanding teachers and enhance student learning	Conduct a workshop series for faculty in the areas of undergraduate teaching, team teaching and other innovative teaching methods, including the use of technology	Tanya Uden-Holman Maggie Chorazy Anjali Deshpande
	Provide graduate and professional students with opportunities for interaction across disciplines to enhance professional development	<p>Evaluate current professional development/career readiness opportunities</p> <p>Conduct at least two professional development/career readiness activities per semester</p> <p>Continue Spotlight series</p>	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	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>Implement accreditation plan and timeline</p> <p>Complete preliminary self-study (November) and final self-study (March)</p> <p>Conduct successful site visit in April 2018</p> <p>Submit timeline to CEPH to meet new 2016 criteria</p> <p>Begin implementation of 2016 CEPH criteria according to timeline</p>	<p>Tanya Uden-Holman Anjali Deshpande 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>Prepare for 2018 accreditation cycle</p>	<p>Marcia Ward Dan Gentry</p>
	<p>Industrial Hygiene Program</p>	<p>Ensure a sufficient number of program faculty with appropriate expertise</p> <p>Maintain student enrollment at approximately 12 to 20 students (~ 60% MS, ~ 40% PhD students)</p> <p>Ensure that program educational objectives and student outcomes align with program stakeholders</p> <p>Continuously improve the program</p> <p>Revise curriculum to be up-to-date and assure that courses are delivered in an effective manner</p>	<p>Peter Thorne Tom Peters</p>

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		Ensure that the facilities provide students with hands-on training with relevant tools	
	Occupational Medicine Residency Program	<p>Assure an adequate number of qualified faculty</p> <p>Sustain funding for the Heartland ERC</p> <p>Assure availability of coursework leading to the MPH degree</p> <p>Develop and maintain appropriate resident review mechanisms</p> <p>Assess the quality of each training activity</p> <p>Annually develop and implement quality improvement plans based on assessments</p>	Peter Thorne Fred Gerr Patrick O'Shaughnessy
<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>	Tanya Uden-Holman Graduate Program Coordinators
	Expand and nurture relationships with employers	<p>Expand the executive-in-residence program through the Iowa Institute of Public Health Research and Policy by increasing the pipeline of interested executives</p> <p>Develop new opportunities for students such as internship, practica or mini research projects through the executive-in-residence program</p> <p>Host four executive-in-residence events annually that include student and faculty participation</p>	Vickie Miene Dan McMillan Executive Committee
<b>RESEARCH</b>			

Strategies	Objectives	Tactics	Accountabilities
<p><b>Robust and sustained collaborative research partnerships</b></p>	<p>Build and sustain relationships with key stakeholders including business and industry, UI centers, colleges, research units, Institute for Clinical and Translational Science, cluster initiatives, state agencies, and community partners</p>	<p>Collaborate with the UI Research Foundation and the Office of the Vice President for Research to identify potential business and industry partners</p> <p>Explore entrepreneurial opportunities related to our research and expertise.</p> <p>Host synergy meetings, visits and collaborative meetings with executive-in-residence scholars and practitioners-in-residence</p> <p>Explore collaborations with executive-in-residence or Business Leadership Network members through the Iowa Institute of Public Health Research and Policy to apply in partnership for external research funding opportunities</p> <p>Match CPH faculty with potential collaborators both within and beyond the college by identifying potential collaborative requests for applications, hosting events to share ideas, and identifying emerging public health priority areas</p> <p>Identify and promote internal (e.g. pilot grants) and external funding sources</p> <p>Host research-focused skill-based seminars</p> <p>Conduct an assessment of CPH Centers as appropriate to identify opportunities for growth and expanded partnerships</p>	<p>Corinne Peek-Asa Vickie Miene Amanda Jorgensen Research Council</p>

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	Enhance research networks across CPH departments	<p>Integrate research topics into the UI CPH Spotlight Series</p> <p>Develop and fund at least one research 'collaboratory' via the Iowa Institute of Public Health Research and Policy</p>	
<b>Diversified funding of high impact research</b>	Build relationships with funding agencies	<p>Host 1-2 funding agency representatives annually</p> <p>Identify opportunities for CPH researchers to visit funding agencies</p> <p>Provide resources for CPH research community to identify potential funding opportunities (grant notice, Office of the Vice President for Research Limited Submission announcements, organize individual meetings with sponsored programs)</p>	
	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>	
	Identify new avenues for conducting high impact public health activities	<p>Identify opportunities for licensing of intellectual property</p> <p>Identify opportunities to expand public health research partnerships, such as state agencies, policymakers, and philanthropists</p> <p>Enhance relationships with the Iowa Department of Public Health, Iowa Department of Human Services, and other</p>	



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	<p>Stay abreast of compliance requirements</p>	<p>state agencies, plus statewide organizations such as the Iowa Hospital Association, 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 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><b>State-of-the-art research facilities</b></p>	<p>Plan for research wing with adjacency to CPHB in support of CPH facility master plan</p> <p>Construct, relocate and advocate for/assist with ongoing deferred maintenance for selected labs</p>	<p>Continue to engage UI Central Administration in discussions regarding the fundability and timing of a research facilities addition</p> <p>Hire an architect to create a concept rendering to explore the feasibility of fundraising and garnering donor funds to advance a new research wing</p> <p>Engage UI Facilities Management in a feasibility study</p> <p>Participate in the design and construction of space for faculty research groups</p> <p>Continue to engage UI Facilities Management on issues of deferred maintenance (e.g. Westlawn, IREH)</p> <p>Participate in planning for UI Facilities Management project to improve electrical arc flash/fire safety at IREH</p>	<p>Lori Cranston Kelli Grey DEOs</p>

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	Identify funding sources for research lab build out and remodeling	Submit funding proposals and receive funding in support of faculty startup packages and other research, as needed	
<b>Effective translation and dissemination of research results</b>	Target dissemination research results to peers, professionals, public, and policymakers	<p>Collect success stories and identify opportunities to promote these to the CPH community and stakeholders</p> <p>Assist faculty in developing impact-based materials, such as policy briefs, articles for professional journals, or public education materials through the Iowa Institute of Public Health Research and Policy's Policy Fellows Program</p> <p>Assist faculty in communicating research results through the development of targeted dissemination action plans through the Iowa Institute of Public Health Research and Policy Fellow Program</p>	Corinne Peek-Asa Dan McMillan Vickie Miene Amanda Jorgensen
	Promote research impact	<p>Host events to celebrate research impact</p> <p>Partner with community and stakeholder groups to promote public health and public policy impact</p>	
<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>Implement additional scholar- and practitioners-in-residence components through the Iowa Institute of Public Health Research and Policy</p> <p>Tap into existing resources to identify potential industry partners</p>	Vickie Miene Dan McMillan Cori Peek-Asa Christine Scheetz

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		Host at least one new potential industry/company partner at CPH to explore opportunities	
	Disseminate high impact research results to multiple audiences (peers, professionals, policymakers, general public)	Develop social media capacities to target communications  Identify new communication avenues  Hold a workshop on developing information pages and policy briefs from research  Host a legislative forum to identify public health topics that are a legislative priority  Support faculty through the Iowa Institute of Public Health Research and Policy's Policy Fellow Program to create policy briefs and targeted dissemination plans for impact materials  Host journalists-in-residence to provide faculty training and insight to using media to disseminate research results	Cori Peek-Asa Dan McMillan Vickie Miene
	Promote faculty recognition through nominations for national awards and national service	Create infrastructure/process for obtaining and submitting nominations	Jeff Dawson Becky Toner Executive Committee
	Continue and expand collaborative training programs	Identify training gaps and as applicable utilize innovative technology to deliver training and education	Tanya Uden-Holman Laurie Walkner

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<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>Keith Mueller Cori Peek-Asa Vickie Miene</p>
	<p>Improve awareness of public health policy activities within the college</p>	<p>Charge a work group with developing a plan to capture, publicize and coordinate interaction and/or activities with policy-makers (eg, state or federal testimony, white papers, congressional visits, advisory committee work)</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 initiatives highlighting key public health themes and priorities (e.g., excellence in education, innovative research, community partnerships, diversity, social justice, etc.)</p>	<p>Dan McMillan Mitch Overton John Choate</p>
	<p>Video storytelling initiative</p>	<p>Develop in-house video production capabilities and expand platforms for sharing collegiate videos</p> <p>Collaborate with CPH colleagues (e.g., CPH Research Office, Student Services, Global Public Health Committee, departments) to identify and develop collegiate story ideas</p> <p>Engage current students in communications and external relations functions that both</p>	<p>Dan McMillan John Choate</p>

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		highlight the college and provide beneficial learning opportunities for students	
	Ensure content of CPH website is current and user-friendly	Regularly report updates and corrections to the departmental staff member responsible for maintaining the departmental website	Dan McMillan Patrick Riepe DEOs Graduate Program Coordinators
		Report important departmental accomplishments, developments and events to the CPH Communications Office to create appropriate content for dissemination	
		Ensure departmental web pages serve departmental needs in the areas of student recruitment and alumni relations	
<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 Program Committee	Anjali Deshpande
	Continue to grow the Business Leadership Network	Continue to grow the Business Leadership Network	Keith Mueller Edith Parker Tara McKee Dan McMillan
<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	Ensure collegiate and departmental P&T guidelines include recognition of professional, graduate and undergraduate teaching and innovative teaching formats  Formalize peer review of teaching policy to achieve more consistency in process and to accommodate diversity of teaching mission	Jeff Dawson Faculty Council Becky Toner DEOs
	Make appropriate use of faculty tracks	Consider adopting and developing policies for Professor of Practice track  Clarify promotion procedures for clinical track	
	Ensure college-wide committees are operating effectively and efficiently	Perform a review of college-wide committee goals and membership  Develop a template for committee annual reports	

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		<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>Evaluate opportunities to streamline functions and technology across the college to increase efficiency</p>	<p>Implement and evaluate TIER innovations</p> <p>Evaluate server virtualization and cloud services to determine whether there are opportunities to decrease hardware costs</p> <p>In conjunction with the OneIT initiative, evaluate whether UI ITS is interested in using the CPH data center location/equipment to store data from other UI colleges and, if so, whether UI ITS would share in the annual costs</p> <p>Develop a system to track non-capitalized equipment that could be utilized across the college</p> <p>Identify required training by position and utilize UI Compliance system for tracking purposes</p>	<p>Lori Cranston Executive Committee Administration Department Administrators Graduate Program Coordinators</p>

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	Evaluate alternative models of faculty compensation and expectations	<p>Continue to evaluate consensus model approved by executive committee based on actual revenue and teaching loads</p> <p>Evaluate which courses have value added when team taught</p> <p>Obtain feedback and consensus from faculty on alternative compensation and expectation models</p> <p>Update CPH Teaching Load Policy to address changing pedagogy and consideration for alternative effort allocation models</p>	Keith Mueller Lori Cranston Jeff Dawson 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	Lori Cranston Keith Mueller DEOs
<b>An environment for all students, faculty, and staff that is supportive and rich in diversity and inclusion</b>	Participate in university-wide initiatives	<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>	Tanya Uden-Holman Diversity and Inclusion Committee Office of Communications and External Relations
Maintain an active and engaged diversity and inclusion committee	<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>		
Enhance a culture supportive of diversity and inclusion	Have faculty complete unconscious bias training through attending departmental faculty meetings	Tanya Uden-Holman Executive Committee Diversity and Inclusion Committee	

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		Identify additional training opportunities	
<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>	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 content</p>	
	Highlight global health student learning opportunities for CPH students	<p>Maintain appealing and up-to-date website with information on global 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>	
	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, practica and internships</p>	



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<p><b>Effective philanthropy that enhances collegiate resources</b></p>	<p>Coordinate the We Are Phil campaign</p>	<p>Work closely with a CPH volunteer committee to develop and implement a campaign that is more inclusive and fits CPH well</p>	<p>Christine Scheetz Keith Mueller Executive Committee</p>
	<p>Enhance and expand outreach and engagement with alumni, non-alumni, non-profit organizations, and others</p>	<p>Assess interests of Dean’s Club members to provide appropriate communication and engagement</p> <p>Expand stewardship of donors who supported the CPH building fund and named scholarships</p> <p>Engage DEOs in donor/prospect correspondence and/or visits to strengthen affiliation</p> <p>Work closely with CPH communications and external relations staff on alumni and other outreach and engagement activities</p> <p>Identify and reach out to new potential allies/partners and donors from non-traditional sources</p> <p>Work with DEOs and others on opportunities to invite alumni and others to CPH</p>	<p>Christine Scheetz Keith Mueller Dan McMillan Executive Committee</p>
	<p>Develop and implement fundraising strategy to support undergraduate program</p>	<p>Work closely with the Undergraduate Program Director to develop materials to present to potential donors/funders</p> <p>Review other colleges’ approaches to undergraduate fundraising</p> <p>Identify possible matching funding sources from UI and elsewhere</p>	<p>Christine Scheetz Keith Mueller Maggie Chorazy</p>

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	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>	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 collaboratory initiative in the Iowa Institute of Public Health Research and Policy	Vickie Miene
	Promote collaborative and innovative teaching	Provide training and resource opportunities for faculty to ensure innovative teaching methods	Tanya Uden-Holman Maggie Chorazy Anjali Deshpande
<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 faculty and staff to gain additional knowledge, skills and abilities</p> <p>Develop and implement an on-boarding program for faculty and staff</p>	Lori Cranston Tanya Uden-Holman Jeff Dawson Cori Peek-Asa Kay Shie DEOs Staff Council
<b>Strong engagement with alumni</b>	Further develop the CPH Alumni Advisory Council	Identify alumni leadership for the council, host semi-annual meetings, and collaborate with CPH departments to sustain council membership and implement alumni relations priorities (eg, provide mentoring and networking opportunities, facilitate communications between alumni and new graduates, and engage current students)	Dan McMillan DEOs Tara McKee
	Sustain communication with alumni	Ensure regular collegiate-level engagement with alumni (eg, monthly collegiate newsletter, alumni directory, alumni recognition programs)	Keith Mueller DEOs Christine Scheetz Dan McMillan

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		Maintain regular communication from departments to their alumni with regard to important departmental events	Tara McKee
		Partner with other UI departments on alumni events (eg, reception at the annual Joint Statistical Meetings in Chicago, UI Student Life's Hungry Hawkeyes Program, etc)	
	On-campus and national group and individual meetings with alumni	Identify areas with sufficient numbers of alumni to host group gatherings  Participate in Presidential Outreach activities	Keith Mueller Christine Scheetz Dan McMillan Tara McKee