

	5-Year Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountable
<b>GOAL 1: EDUCATION</b>							
The UI College of Public Health aspires to provide outstanding public health education in academic degree programs, certificates, and continuous professional development. We achieve this goal through:							
<b>Objective 1: A curriculum of innovative, engaged teaching for undergraduate, master and doctoral students to attract and retain highly-qualified students.</b>							
<b>Performance Outcome Measures</b>							
<b>1.1</b>	<b>Student recruitment</b>						
	Number of undergraduate student applications received	Track	NA	Direct: 126 Standard: NA			Associate Dean for Academic Affairs
	Undergraduate student yield rate (number of enrollees to the number of acceptances)	Track	NA	Direct: 25% Standard: NA			
	Number of graduate student applications received	Track	467	445			
	Graduate student yield rate (number of enrollees to the number of acceptances)	60%	59	63			
<b>1.2</b>	<b>The quality of students we attract</b>						
	BA/BS ACT	26	NA	27.54			Associate Dean for Academic Affairs
	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			
	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>1.3</b>	<b>Student enrollment</b>						
	BA/BS direct admit student enrollment	FY16 = NA FY17 = 32 FY18 = 34 FY19 = 42 FY20 = 47	NA	32			Associate Dean for Academic Affairs
	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			

		5-Year Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountable
	Graduate certificate in public health enrollment	Track	17	13				
	Undergraduate certificate in public health enrollment	Track	21	23				
<b>1.4</b>	<b>Student Retention</b>							
	2nd year BA/BS student retention rate	80%	NA	NA				Associate Dean for Academic Affairs
	1st year MHA student retention rate	90%	92%	96%				
	1st year MPH student retention rate	90%	95%	92%				
	1st year MS student retention rate	90%	97%	90%				
	1st year PhD student retention rate	90%	90%	97%				
<b>Tactical Initiatives</b>								
<b>1.5</b>	Develop undergraduate program curriculum	<p>Offer capstone course in fall 2019</p> <p>Review new courses after first offering</p> <p>Provide training and resource opportunities for faculty while developing courses to ensure innovative teaching methods</p> <p>Implement policy for faculty support in team teaching role after first two course offerings in FY2018</p> <p>Implement developed guidelines on best practices for teaching assistant evaluation in FY2018</p> <p>Explore opportunities to develop partnerships with local community colleges interested in developing public health programs</p>						Director of Undergraduate Programs Associate Dean for Academic Affairs Executive Committee Undergraduate Program Committee
<b>1.6</b>	Regularly communicate with UI and CPH leaders and CPH faculty, staff, and students about the	Provide undergraduate program update at recurring Executive Committee meetings						

		5-Year Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountable
	development of the undergraduate program	Provide undergraduate program update at CPH faculty, staff, and student open forum each semester  Meet with UI leadership as needed						
1.7	Successfully recruit and enroll students in the undergraduate program	Launch undergraduate ambassadors program to assist with recruitment activities in FY2018  Annually review the admissions and enrollment management plan for standard and direct admission and revise as needed						
1.8	Develop a plan for services in support of undergraduate student success	Implement new undergraduate student organization in FY2018  Create a public health living learning community in fall 2018  Create a comprehensive evaluation plan for the undergraduate program and begin implementation in FY2018						
1.9	Monitor and evaluate the undergraduate-to-graduate program	Meet with current undergraduate-to-graduate program partners to obtain their feedback on the program strengths and opportunities  Evaluate student satisfaction and retention with the undergraduate-to-graduate program						
1.10	Enhance the MPH program	Review MPH core course competencies and map to course assessments  Review mapping of MPH core course competencies to course assessments  Explore opportunities for integration of public health concepts across MPH core courses						Director of Master of Public Health Program

		5-Year Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountable
		Develop and implement evaluation metrics for MPH practicum experiences  Develop a professional development seminar requirement for MPH students						
1.11	Enhance the academic degree program student experience	Identify training needs and quantify the demand for specific statistical software packages  Conduct at least two professional development/career readiness activities per semester						Dean Statistical Methods Taskforce Executive Committee
1.12	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						Associate Dean for Academic Affairs Director of Undergraduate Programs Director of Master of Public Health Program
<b>Objective 2: Strong training and education programs for practicing professionals.</b>								
<b>Performance Outcome Measures</b>								
2.1	Non-degree/continuing education activities	20,000	19,229	>26,000				Associate Dean for Academic Affairs
<b>Tactical Initiatives</b>								
2.2	Continue and expand collaborative training programs	Identify training gaps and as applicable utilize innovative technology to deliver training and education						Associate Dean for Academic Affairs
<b>Objective 3: The highest level of compliance with accreditation criteria.</b>								
<b>Performance Outcome Measures</b>								
3.1	BA/BS students graduating within 4 years	80%	NA	NA				Associate Dean for Academic Affairs
3.2	MHA students graduating within 2 years	80%	86%	96%				
3.3	MPH students graduating within 5 years	80%	94%	70%				
3.4	MS students graduating within 3 years	80%	81%	81%				
3.5	PhD students graduating within 7 years	70%	50%	86%				

		5-Year Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountable
3.6	PhD degrees annually conferred	20	22	12				
<b>Tactical Initiatives</b>								
3.7	Maintain collegiate accreditation (CEPH)	Complete preliminary self-study (November) and final self-study (March)  Conduct successful site visit in April 2018  Implement 2016 CEPH criteria in FY2019						Associate Dean for Academic Affairs Director of Master of Public Health Program Assistant to the Dean
3.8	Maintain MHA Program (CAHME)	Operationalize Commission on the Accreditation of Healthcare Management Education (CAHME) implementation report to ensure accreditation criteria are met  Prepare for 2018 accreditation cycle						HMP DEO MHA Program Director
3.9	Maintain Industrial Hygiene Program (Accreditation Board for Engineering and Technology)	Ensure that program educational objectives and student outcomes align with program stakeholders  Review and revise curriculum to assure that courses are delivered in an effective manner						OEH DEO Program Director
3.10	Occupational Medicine Residency Program	Sustain funding for the Heartland ERC – competitive renewal due in FY2019  Assess the quality of each training activity						OEH DEO Program Director
<b>Objective 4: Sustained success in post-graduate placement.</b>								
<b>Performance Outcome Measures</b>								
4.1	Funding support for full-time PhD students	90%	96%	96%				Associate Dean for Academic Affairs
4.2	Graduate students participating on funded research projects	Track	170	200				
4.3	All graduate student alumni with job placement (including internships and fellowships) at 12 months post-graduation or	90%	92%	98%				

		5-Year Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountable
	pursuing further education							
<b>Tactical Initiatives</b>								
4.4	Ensure undergraduate and graduate students attain career readiness skills needed to obtain post-graduate placement and succeed in their careers	Evaluate current professional development/career readiness opportunities  Conduct at least two professional development/career readiness activities per semester						Associate Dean for Academic Affairs Graduate Program Coordinators
<b>GOAL 2: RESEARCH</b>								
The UI College of Public Health aspires to conduct innovative, collaborative, interdisciplinary research that advances the knowledge base for public health theory, methods, and practice. We achieve this goal through:								
<b>Objective 1: Robust and sustained collaborative research partnerships.</b>								
<b>Performance Outcome Measures</b>								
1.1	<b>Cross-departmental (includes co-investigators from multiple departments)</b>							
	Cross-departmental external grants	44	37	33				Associate Dean for Research
	Proportion of all grants	25%	20%	14%				
	Total dollars of grants	\$27,069,315	\$18,367,904	\$16,452,311				
	Proportion of total grant dollars	53%	44%	43%				
1.2	<b>Cross-collegiate (includes co-investigators from multiple colleges)</b>							
	Cross-collegiate grants	44	28	26				Associate Dean for Research
	Proportion of all grants	25%	15%	11%				
	Total dollars of cross-collegiate grants	\$27,366,792	\$16,795,498	\$15,008,787				
	Proportion of total grant dollars	54%	40%	39%				
1.3	<b>External (includes co-investigators from other agencies or institutions)</b>							
	Externally collaborative grants	35	25	20				Associate Dean for Research
	Proportion of all grants	20%	14%	9%				
	Total dollars of externally collaborative grants	\$22,929,147	\$24,282,166	\$13,506,743				
	Proportion of total grant dollars	45%	58%	35%				
1.4	<b>Collaborative grants (includes grants with any of the above collaborations)</b>							
	With CPH PI	69	81	45				Associate Dean for Research
	With CPH PI (% of all grants)	50%	45%	19%				
	With CPH Co-I	\$30,713,223	\$32,329,708	\$23,680,991				
<b>Tactical Initiatives</b>								
1.5	Identify and facilitate opportunities to be	Explore entrepreneurial opportunities related to our research and expertise						Associate Dean for Research

		5-Year Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountable
	collaborative with key stakeholders	<p>Explore collaborations for external research funding opportunities</p> <p>Match CPH faculty with potential collaborators outside the CPH</p> <p>Identify and promote internal pilot grants and external funding sources to enhance collaborations</p> <p>Conduct an assessment of CPH centers as appropriate to identify opportunities for growth and expanded partnerships</p> <p>Develop and fund at least one research 'collaboratory' through the IIPHRP</p>						IIPHRP Deputy Director Research Council
<b>Objective 2: Diversified funding of high impact research.</b>								
<b>Performance Outcome Measures</b>								
<b>2.1</b>	<b>Applications by source</b>							
	NIH	53	44	65				Associate Dean for Research
	Direct	\$22,040,149	\$18,447,546	\$17,651,861				
	F&A	\$8,582,336	\$7,395,315	\$7,515,888				
	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>2.2</b>	<b>Applications by type</b>							
	New and competing	155	128	158				Associate Dean for Research
	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>2.3</b>	<b>Awards by source</b>							

		5-Year Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountable
	NIH	28	20	29				Associate Dean for Research
	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	\$10,647,192	\$9,813,610				
	F&A	\$3,159,506	\$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	\$2,044,556	\$2,587,556				
	Total funding	\$12,984,325	\$9,760,751	\$12,933,824				
<b>2.4</b>	<b>Awards by type</b>							
	New and competing	68	65	90				Associate Dean for Research
	Direct	\$11,889,289	\$7,036,421	\$9,968,159				
	F&A	\$3,760,316	\$2,230,912	\$3,190,328				
	Total funding	\$15,649,605	\$9,367,332	\$13,158,487				
	Non-competing renewal	109	117	145				
	Direct	\$26,784,744	\$24,188,804	\$19,265,154				
	F&A	\$8,221,458	\$8,424,505	\$5,661,499				
	Total funding	\$35,006,202	\$32,613,309	\$24,926,652				
<b>2.5</b>	<b>Success rate submitted 2013 and funded by 6/30/2016</b>							
	Total	65%	65%					Associate Dean for Research
	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%					
<b>2.6</b>	<b>Success rate submitted 2014 and funded by 6/30/2017</b>							
	Total	65%		64%				Associate Dean for Research
	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%				



		5-Year Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountable
	Non-federal new and competing only	44%		53%				
<b>Tactical Initiatives</b>								
2.7	Build new relationships with funding agencies to facilitate opportunities for high impact research	Host 1-2 funding agency representatives annually  Identify opportunities for CPH researchers to visit funding agencies  Provide resources for CPH research community to identify potential funding opportunities						Associate Dean for Research IIPHRP Deputy Director Research Council
2.8	Expand public-private partnerships	Expand the IIPHRP executive-in-residence program to diversify organizations and individual participants  Develop and implement business model(s) for consulting						
2.9	Identify new avenues for conducting high impact public health activities	Identify opportunities for licensing of intellectual property  Identify opportunities to expand public health research partnerships  Enhance relationships with state agencies and statewide organizations to develop new research collaborations and program evaluation opportunities						
2.10	Identify opportunities to improve research grants management	Develop resources to assist faculty members in grants management  Host annual meetings with departmental administrators and compliance units						
<b>Objective 3: State-of-the-art research facilities.</b>								
<b>Performance Outcome Measures</b>								
3.1	Research expenditures per full-time-equivalent faculty	\$500,000	\$535,847	\$572,782				Associate Dean for Research
3.2	<b>Primary faculty as PI on funded grant</b>							
	% all faculty as PI	70%	62%	66%				Associate Dean

		5-Year Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountable
	% faculty who have been here >5 years	75%	67%	57%				for Research
<b>3.3</b>	<b>All applications</b>							
	Total	283	252	323				Associate Dean for Research
	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>3.4</b>	<b>All awards</b>							
	Total	176	182	235				Associate Dean for Research
	Direct	\$38,674,033	\$31,225,224	\$29,233,313				
	F&A	\$11,981,775	\$10,655,417	\$8,851,826				
	Total funding	\$50,665,808	\$41,880,642	\$38,085,140				
<b>Tactical Initiatives</b>								
<b>3.5</b>	Plan for research wing with adjacency to CPHB in support of CPH facility master plan	Continue to engage UI Central Administration in discussions regarding the fundability and timing of a research facilities addition  Hire an architect to create a concept rendering to explore the feasibility of fundraising and garnering donor support to advance a new research wing  Engage UI Facilities Management in a feasibility study						Associate Dean for Administration Facility Manager DEOs
<b>3.6</b>	Construct, relocate, and advocate for/assist with ongoing deferred maintenance for selected labs	Participate in the design and construction of space for faculty research groups  Continue to engage UI Facilities Management on issues of deferred maintenance						
<b>Objective 4: Effective translation and dissemination of research results.</b>								
<b>Performance Outcome Measures</b>								
<b>4.1</b>	Number of times CPH-based publications referenced (using ISI Web of Knowledge reference tracking database)	1000	989	1006				Associate Dean for Faculty Affairs
<b>4.2</b>	Percent of faculty presenting at CE/professional development activities	Track	26%	29%				

		5-Year Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountable
<b>Tactical Initiatives</b>								
4.3	Disseminate research results	Collect success stories and identify opportunities to promote these to the CPH community and stakeholders  Assist faculty in developing and communicating impact-based materials  Partner with community and stakeholder groups to promote public health and public policy impact						Associate Dean for Research Strategic Communications Director IIPHRP Deputy Director
<b>GOAL 3: IMPACT</b>								
The UI College of Public Health aspires to enhance community health and improve quality-of-life in Iowa, nationally, and internationally. We achieve this goal through:								
<b>Objective 1: Sustained recognition as a highly-sought resource for education, training, policy, and research.</b>								
<b>Performance Outcome Measures</b>								
1.1	Nominations of faculty for national awards	Track	3	3				Associate Dean for Faculty Affairs
1.2	Nominations of faculty for fellow status in professional or scientific societies	Track	3	1				
1.3	Faculty nominated for honors and awards using AAU metric <sup>1</sup>	4	0	0				
1.4	Faculty receiving honors and awards using AAU metric <sup>1</sup>	2	0	0				
1.5	National Academy Members (NAM)	7	3	3				
<b>Tactical Initiatives</b>								
1.6	Promote faculty recognition through nominations for national awards and national service	Create infrastructure/process for obtaining and submitting nominations						Associate Dean for Faculty Affairs Executive Committee
1.7	Continue and expand collaborative training programs	Identify training gaps and as applicable utilize innovative technology to deliver training and education						Associate Dean for Academic Affairs

		5-Year Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountable
<b>Objective 2: Awareness of and timely response to critical public health issues to inform decision-making.</b>								
<b>Performance Outcome Measures</b>								
2.1	Implement Policy Fellow Program through the IIPHRP	3 fellows/yr	3	3				
2.2	The IIPHRP will host or co-sponsor one conference per year focused on a critical public health issue with an outcome, such as a white paper	1 conference/yr	1	1				
<b>Tactical Initiatives</b>								
2.3	Facilitate bringing together decision-makers with topic experts to address timely critical public health issues	Develop issue-specific coalitions for the IIPHRP Policy Fellow Program						Dean Associate Dean for Research IIPHRP Deputy Director
2.4	Improve awareness of public health policy activities within the CPH	Charge a work group with developing a plan to capture, publicize, and coordinate interaction and/or activities with policy-makers						
<b>Objective 3: State-of-the-art communications that underscore the importance of public health.</b>								
<b>Performance Outcome Measures</b>								
3.1	ASPPI Friday Letter stories published	Track	79	69				Strategic Communications Director
3.2	<b>Engagement using Twitter as a social media outlet</b>							
	Tweets initiated	Track	NA	217				Strategic Communications Director
	How many people received the tweet (impressions)	Track	NA	229,114				
	Profile visits	Track	NA	14,961				
	People who mention CPH in their tweets	Track	NA	470				
	New followers	Track	NA	221				
	Total followers	Track	NA	1708				
3.3	<b>Engagement using Facebook as a social media outlet</b>							
	Posts initiated	Track	NA	308				Strategic Communications Director
	Total accounts reached	Track	NA	296,414				
	Accounts that engaged with post	Track	NA	6939				
	New page likes	Track	NA	317				
	Total page likes	Track	NA	2039				

		5-Year Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountable
<b>Tactical Initiatives</b>								
3.4	Implement a social media initiative	Plan, implement, and evaluate a college-wide social media initiative highlighting key public health themes and priorities						Strategic Communications Director
3.5	Implement a video storytelling initiative	Collaborate with colleagues to identify and develop collegiate story ideas  Engage current students in communications and external relations functions that both highlight the CPH and provide beneficial learning opportunities for students						Strategic Communications Director
<b>Objective 4: Strong engagement with practitioners, communities, organizations, and alumni.</b>								
<b>Performance Outcome Measures</b>								
4.1	Primary faculty serving as a peer reviewer, journal editorial board member, or ad hoc reviewer	85%	84%	88%				Associate Dean for Faculty Affairs
4.2	Primary faculty serving on advisory panels, study sections, or review panels	50%	45%	42%				
4.3	Primary faculty are members of, or are providing service to, national or international boards, committees, or professional associations	60%	64%	61%				
4.4	Primary faculty are members of, or are providing service to, state committees, boards, or professional associations	20%	22%	23%				
4.5	Primary faculty providing consultations, testimonies, or technical support	25%	23%	23%				
4.6	Primary faculty providing service as members of community-based organizations, community advisory boards, or other groups	15%	19%	18%				

		5-Year Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountable
<b>Tactical Initiatives</b>								
4.7	Increase engagement of practitioners, community partners, organizations, and alumni	Continue to explore and expand opportunities for alumni engagement  Continue to engage the Alumni Advisory Council and Board of Advisors						Director of Master of Public Health Program
4.4	Continue to grow the Business Leadership Network	Continue to expand community partners and programming						Dean Faculty Advisor BLN Coordinator
<b>ALL GOALS: CROSS-CUTTING</b>								
<b>Our efforts in education, research, and impact are enhanced through:</b>								
<b>Objective 1: Best practices in collegiate governance, infrastructure support, and professional development.</b>								
<b>Performance Outcome Measures</b>								
1.1	Primary faculty serving on departmental, collegiate, or university committees	90%	88%	94%				Associate Dean for Faculty Affairs
1.2	Review collegiate committee goals and membership	Every 3 years	NA	Completed				
<b>Tactical Initiatives</b>								
1.3	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						Associate Dean for Faculty Affairs Faculty Council DEOs
1.4	Review current and potential faculty tracks	Consider adopting and developing policies for Professor of Practice track  Clarify promotion procedures for clinical track						
1.5	Ensure college-wide committees have opportunities for engagement with collegiate leadership	Continue to have student, research, and staff council updates at Executive Committee meetings once per semester						

		5-Year Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountable
		Continue to have the dean attend faculty, student, research, and staff council meetings once per semester  Continue to have faculty council updates at each Executive Committee meeting						
1.6	Evaluate opportunities to streamline functions and technology across the CPH	As part of the OneIT initiative, continue to evaluate collegiate IT activities						Associate Dean for Administration Executive Committee Administrators Graduate Program Coordinators
1.7	Evaluate alternative models of faculty compensation and expectations	Consider an alternative allocation model to allow for effort flexibility						Dean Associate Dean for Administration Associate Dean for Faculty Affairs Executive Committee
<b>Objective 2: Targeted growth in the number of faculty based on education, research, and service priorities.</b>								
<b>Performance Outcome Measures</b>								
2.1	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				Associate Dean for Faculty Affairs
2.2	Secondary faculty as of June 30	Track	58	59				
2.3	Adjunct faculty as of June 30	Track	82	87				
2.4	Teaching adjunct, secondary, or other as of fall semester	Track	24	31				Associate Dean for Academic Affairs
2.5	Graduate and professional student credit hours taught	6900	6872	6906				Associate Dean for Administration
2.6	Undergraduate student credit hours taught	7150	1677	2325				
2.7	Primary tenure-track faculty salary offset through external funding	50%	58%	60%				

		5-Year Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountable
<b>Tactical Initiatives</b>								
2.8	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						Associate Dean for Administration Dean DEOs
<b>Objective 3: An environment for all students, faculty, and staff that is supportive and rich in diversity and inclusion.</b>								
<b>Performance Outcome Measures</b>								
3.1	Minority undergraduate student enrollment	Track	NA	38%				Associate Dean for Academic Affairs
3.2	Minority graduate student enrollment	16%	19%	20%				
3.3	Minority primary faculty	16%	17%	14%				Associate Dean for Faculty Affairs
3.4	Minority staff	10%	9%	9%				Associate Dean for Administration
3.5	Minorities in executive or high-level administrative positions	5%	2%	4%				
3.6	International graduate student enrollment	12%	9%	9%				Associate Dean for Academic Affairs
3.7	Female primary faculty	45%	43%	41%				Associate Dean for Faculty Affairs
3.8	Females in executive or high-level administrative positions	50%	54%	54%				Associate Dean for Administration
3.9	Promote participation in UI diversity survey; CPH results reviewed and recommendations implemented as needed	15% participation rate	*	*				Associate Dean for Academic Affairs
3.10	Faculty complete unconscious bias training every 3 years; new faculty complete unconscious bias training during first year of employment and every 3 years after	100% participation rate	NA	NA				Associate Dean for Faculty Affairs
<b>Tactical Initiatives</b>								
3.11	Participate in university-wide initiatives	Offer programs during Human Rights Week, Theme Semester, and as other opportunities to partner are identified						Associate Dean for Academic Affairs



		5-Year Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountable
		Participate in the Robert Wood Johnson Foundation-funded Health Sciences-led Summer Health Professions Education Program						Diversity and Inclusion Committee Office of Communications and External Relations
3.12	Promote a culture of diversity and inclusion	Sponsor or co-sponsor at least two events per semester as part of the CPH Spotlight Series  Develop unconscious bias activities for all graduate students  Include unconscious bias training as part of new faculty orientation						Associate Dean for Academic Affairs Executive Committee Diversity and Inclusion Committee
<b>Objective 4: Robust, focused, and sustained global partnerships.</b>								
<b>Performance Outcome Measures</b>								
4.1	CPH-funded faculty field experiences at global public health sites	Track	5	2				Global Public Health Chair
4.2	CPH-funded student field experiences at global public health sites	Track	3	3				
<b>Tactical Initiatives</b>								
4.3	Increase opportunities for CPH students and faculty	Identify and establish relationships with three global partner sites which can serve as hosts for student experiences  Provide student travel grant opportunities to encourage international research, practica, and internships  Provide faculty grant opportunities focused on international research and partnership building						Global Public Health Chair Global Public Health Committee
4.4	Identify opportunities for increased global topics in our curricular content	Develop and implement a plan to increase global content in our curricular offerings						
4.5	Identify opportunities for faculty, students, and staff to engage in international activities	Hold the Annual CPH Global Public Health Week						

		5-Year Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountable
		Host 1-2 events per semester to highlight global public health activities and engage students						
<b>Objective 5: Effective philanthropy that enhances collegiate resources.</b>								
<b>Performance Outcome Measures</b>								
5.1	Fundraising campaign total (\$M/cumulative) <sup>2</sup> Gifts (\$M) Grants (\$M)	\$25M Track Track	\$37.26M \$17.26M \$20M	\$40.05M \$18M \$22.60M				Director of Development
5.2	Philanthropic support total (\$M/fiscal year) <sup>2</sup> Gifts (\$) Grants (\$M)	\$2M Track Track	\$2.63M \$427,321 \$2.2M	\$3.60M \$1.04M \$2.56M				
5.3	Alumni giving rate (fiscal year)	8%	5%	5%				
5.4	Funded undergraduate student scholarships	10	6	6				
<b>Tactical Initiatives</b>								
5.5	Engage faculty and staff in fundraising activities	Participate in We Are Phil Week						Director of Development Dean Executive Committee
5.6	Enhance and expand outreach and engagement with alumni, non-alumni, non-profit organizations, and others	Assess interests of Dean's Club members to provide appropriate communication and engagement  Engage DEOs in donor/prospect correspondence and/or visits to strengthen affiliation  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						Director of Development Dean Strategic Communications Director Executive Committee
5.7	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						Director of Development Dean Director of Undergraduate Programs

		5-Year Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountable
		Review other colleges' approaches to undergraduate fundraising  Identify possible matching funding sources from UI and elsewhere						
<b>Objective 6: Creativity and collaboration in education, research, and service.</b>								
<b>Performance Outcome Measures</b>								
6.1	Publications where authors are from different departments/colleges	250/yr	188	165				Associate Dean for Faculty Affairs
6.2	Publications in peer reviewed journals	500/yr	453	427				
6.3	Publications in peer reviewed journals that include student authors	Track	159	112				
<b>Tactical Initiatives</b>								
6.4	Incentivize aspirational and innovative research collaboration	Implement at least one collaborative initiative through the IIPHRP						IIPHRP Deputy Director
6.5	Promote collaborative and innovative teaching	Provide training and resource opportunities for faculty to ensure innovative teaching methods						Associate Dean for Academic Affairs Director of Undergraduate Programs Director of Master of Public Health Program
<b>Objective 7: High-quality faculty and staff.</b>								
<b>Performance Outcome Measures</b>								
7.1	Employee engagement survey conducted every 2 years by the UI (Working@Iowa)	80% participation rate	NA	83%				Associate Dean for Administration
<b>Tactical Initiatives</b>								
7.2	Maintain positive faculty and staff engagement and retention	Review retention data for faculty and staff and develop a plan, if needed  Provide opportunities for faculty and staff to gain additional knowledge, skills, and abilities						Associate Dean for Administration Associate Dean for Academic Affairs Associate Dean for Faculty Affairs Associate Dean for Research

		5-Year Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountable
		Review results of Working@Iowa survey and make and implement recommendations as needed						HR Director DEOs Staff Council
<b>Objective 8: Strong engagement with alumni.</b>								
<b>Performance Outcome Measures</b>								
8.1	Alumni participation in CPH online alumni directory	95% participation rate	NA	96%				Alumni and Constituent Relations Coordinator Strategic Communications Director
8.2	Hold CPH Alumni Advisory Council meetings	2/year	Completed	Completed				
<b>Tactical Initiatives</b>								
8.3	Ensure regular communication with alumni	Communicate with alumni at least once per month at the collegiate and/or department levels						Alumni and Constituent Relations Coordinator Dean DEOs Director of Development Strategic Communications Director
8.4	Increase alumni-graduate student engagement	Explore opportunities for an alumni mentoring program for graduate students						
8.5	Develop a plan for undergraduate alumni	Explore best practices for undergraduate alumni programming						Alumni and Constituent Relations Coordinator Director of Undergraduate Programs Director of Development

<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.