

**UI College of Public Health
FY2018 Strategic Initiative Work Plan
(updated March 20, 2018)**

Objectives	Tactical Initiatives	Activities	Accountabilities
EDUCATION			
A curriculum of innovative, engaged teaching for undergraduate, master, and doctoral students to attract and retain highly-qualified students	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>	<p>Director of Undergraduate Programs</p> <p>Associate Dean for Academic Affairs</p> <p>Executive Committee</p> <p>Undergraduate Program Committee</p>
	Regularly communicate with UI and CPH leaders and CPH faculty, staff, and students about the development of the undergraduate program	<p>Provide undergraduate program update at recurring Executive Committee meetings</p> <p>Provide undergraduate program update at CPH faculty, staff, and student open forum each semester</p> <p>Meet with UI leadership as needed</p>	

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	Successfully recruit and enroll students in the undergraduate program	<p>Launch undergraduate ambassadors program to assist with recruitment activities in FY2018</p> <p>Annually review the admissions and enrollment management plan for standard and direct admission and revise as needed</p>	
	Develop a plan for services in support of undergraduate student success	<p>Implement new undergraduate student organization in FY2018</p> <p>Create a public health learning community in fall 2018</p> <p>Create a comprehensive evaluation plan for the undergraduate program and begin implementation in FY2018</p>	
	Monitor and evaluate the undergraduate-to-graduate program	<p>Meet with current undergraduate-to-graduate program partners to obtain their feedback on the program strengths and opportunities</p> <p>Evaluate student satisfaction and retention with the undergraduate-to-graduate program</p>	Associate Dean for Academic Affairs
	Enhance the MPH program	<p>Review MPH core course competencies and map to course assessments</p> <p>Review mapping of MPH core course competencies to course assessments</p> <p>Explore opportunities for integration of public health concepts across MPH core courses</p>	Director of Master of Public Health Program

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		<p>Develop and implement evaluation metrics for MPH practicum experiences</p> <p>Develop a professional development seminar requirement for MPH students</p>	
	<p>Enhance the academic degree program student experience</p>	<p>Identify training needs and quantify the demand for specific statistical software packages for graduate students</p> <p>Conduct at least two professional development/career readiness activities per semester</p>	<p>Dean Statistical Methods Taskforce Executive Committee</p>
	<p>Ensure faculty have the resources needed to be outstanding teachers and enhance student learning</p>	<p>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>	<p>Associate Dean for Academic Affairs Director of Undergraduate Programs Director of Master of Public Health Program</p>
<p>Strong training and education programs for practicing professionals</p>	<p>Continue and expand collaborative training programs</p>	<p>Identify training gaps and as applicable utilize innovative technology to deliver training and education</p>	<p>Associate Dean for Academic Affairs</p>
<p>The highest level of compliance with accreditation criteria</p>	<p>Maintain collegiate accreditation (CEPH)</p>	<p>Complete preliminary self-study (November) and final self-study (March)</p> <p>Conduct successful site visit in April 2018</p> <p>Implement 2016 CEPH criteria in FY2019</p>	<p>Associate Dean for Academic Affairs Director of Master of Public Health Program Assistant to the Dean</p>
	<p>Maintain MHA Program (CAHME)</p>	<p>Operationalize Commission on the Accreditation of Healthcare Management Education (CAHME) implementation report to ensure accreditation criteria are met</p> <p>Prepare for 2018 accreditation cycle</p>	<p>HMP DEO MHA Program Director</p>

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	Maintain Industrial Hygiene Program (Accreditation Board for Engineering and Technology)	<p>Ensure that program educational objectives and student outcomes align with program stakeholders</p> <p>Review and revise curriculum to assure that courses are delivered in an effective manner</p>	OEH DEO Program Director
	Occupational Medicine Residency Program	<p>Sustain funding for the Heartland ERC – competitive renewal due in FY2019</p> <p>Assess the quality of each training activity</p>	OEH DEO Program Director
Sustained success in post-graduate placement	Ensure undergraduate and 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>	Associate Dean for Academic Affairs Graduate Program Coordinators
RESEARCH			
Robust and sustained collaborative research partnerships	Identify and facilitate opportunities to be collaborative with key stakeholders	<p>Explore entrepreneurial opportunities related to our research and expertise</p> <p>Explore collaborations for external research funding opportunities</p> <p>Match CPH faculty with potential collaborators outside 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>	Associate Dean for Research IIPHRP Deputy Director Research Council

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		Develop and fund at least one research 'collaboratory' through the IIPHRP	
Diversified funding of high impact research	Build new relationships with funding agencies to facilitate opportunities for high impact research	<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</p>	
	Expand public-private partnerships	<p>Expand the IIPHRP executive-in-residence program to diversify organizations and individual participants</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</p> <p>Enhance relationships with state agencies and statewide organizations to develop new research collaborations and program evaluation opportunities</p>	
	Identify opportunities to improve research grants management	<p>Develop resources to assist faculty members in grants management</p> <p>Host annual meetings with departmental administrators and compliance units</p>	

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State-of-the-art research facilities	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
	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	
Effective translation and dissemination of research results	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
IMPACT			
Sustained recognition as a highly-sought resource for education, training, policy, and research	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

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	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
Awareness of and timely response to critical public health issues to inform decision-making	Facilitate bringing together decision-makers with topic experts to address timely critical public health issues	Develop issue-specific coalitions for the IIPHRP Policy Fellow Program	Dean Associate Dean for Research IIPHRP Deputy Director
	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	
State-of-the-art communications that underscore the importance of public health	Implement a social media initiative	Plan, implement, and evaluate a college-wide social media campaign highlighting key public health themes and priorities	Strategic Communications Director
	Implement a video storytelling initiative	Engage current students in communications and external relations functions that both highlight the CPH and provide beneficial learning opportunities for students	Strategic Communications Director
Strong engagement with practitioners, communities, organizations, and alumni	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
	Continue to grow the Business Leadership Network	Continue to expand community partners and programming	Dean Faculty Advisor BLN Coordinator
CROSS CUTTING			
Best practices in collegiate governance, infrastructure support, and professional development	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	Associate Dean for Faculty Affairs Faculty Council DEOs

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		Formalize peer review of teaching policy to achieve more consistency in process and to accommodate diversity of teaching mission	
	Review current and potential faculty tracks	Consider adopting and developing policies for Professor of Practice track Clarify promotion procedures for clinical track	
	Ensure college-wide committees have opportunities for engagement with collegiate leadership	Continue to have student, research, and staff council updates at the Executive Committee meetings once per semester Continue to have the dean attend a faculty, student, research, and staff council meetings once per semester Continue to have faculty council updates at each Executive Committee meeting	
	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
	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

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Targeted growth in the number of faculty based on education, research, and service priorities	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
An environment for all students, faculty, and staff that is supportive and rich in diversity and inclusion	Participate in university-wide initiatives	Offer programs during Human Rights Week, Theme Semester, and as other opportunities to partner are identified Participate in the Robert Wood Johnson Foundation-funded Health Sciences-led Summer Health Professions Education Program	Associate Dean for Academic Affairs Diversity and Inclusion Committee Office of Communications and External Relations
	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
Robust, focused, and sustained global partnerships	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 partnerships building	Global Public Health Chair Global Public Health Committee
	Identify opportunities for increased global topics in our curricular content	Develop and implement a plan to increase global content in our curricular offerings	

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	Identify opportunities for faculty, students, and staff to engage in international activities	<p>Hold the Annual CPH Global Public Health Week</p> <p>Host 1-2 events per semester to highlight global public health activities and engage students</p>	
Effective philanthropy that enhances collegiate resources	Engage faculty and staff in fundraising activities	Participate in We Are Phil Week	Director of Development Dean Executive Committee
	Enhance and expand outreach and engagement with alumni, non-alumni, non-profit organizations, and others	<p>Assess interests of Dean's Club members to provide appropriate communication and engagement</p> <p>Engage DEOs in donor/prospect correspondence and/or visits to strengthen affiliation</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>	Director of Development Dean Strategic Communications Director Executive Committee

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	Develop and implement fundraising strategy to support undergraduate program	<p>Work closely with the Undergraduate Program Director to develop materials to present to potential donors/funders</p> <p>Review other colleges' approaches to undergraduate fundraising</p> <p>Identify possible matching funding sources from UI and elsewhere</p>	<p>Director of Development Dean Director of Undergraduate Programs</p>
Creativity and collaboration in education, research, and service	Incentivize aspirational and innovative research collaboration	Implement at least one collaboratory initiative through the IIPHRP	IIPHRP Deputy Director
	Promote collaborative and innovative teaching	Provide training and resource opportunities for faculty to ensure innovative teaching methods	<p>Associate Dean for Academic Affairs Director of Undergraduate Programs Director of Master of Public Health Program</p>
High-quality faculty and staff	Maintain positive faculty and staff engagement and retention	<p>Review retention data for faculty and staff and develop a plan, if needed</p> <p>Provide opportunities for faculty and staff to gain additional knowledge, skills, and abilities</p> <p>Review results of Working@Iowa survey and make and implement recommendations as needed</p>	<p>Associate Dean for Administration Associate Dean for Academic Affairs Associate Dean for Faculty Affairs Associate Dean for Research HR Director DEOs Staff Council</p>
Strong engagement with alumni	Ensure regular communication with alumni	Communicate with alumni at least once per month at the collegiate and/or department levels	<p>Alumni and Constituent Relations Coordinator Dean DEOs</p>

Objectives	Tactical Initiatives	Activities	Accountabilities
	Increase alumni-graduate student engagement	Explore opportunities for an alumni mentoring program for graduate students	Director of Development Strategic Communications Director
	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