

**UI College of Public Health  
FY2018 Strategic Initiative Progress Report**

Objectives	Tactical Initiatives	Activities	Accountabilities	FY2018 Annual Progress Report
<b>EDUCATION</b>				
<p><b>A curriculum of innovative, engaged teaching for undergraduate, master, and doctoral students to attract and retain highly-qualified students</b></p>	<p>Develop undergraduate program curriculum</p>	<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>	<p><input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2018 objective</p> <p><input type="checkbox"/> Completed FY2018 objective</p> <p><u>FY2018 activities included:</u></p> <ul style="list-style-type: none"> <li>• A working group was formed to further develop the capstone course, and this group will continue to meet in FY2019.</li> <li>• The CPH undergraduate program director has met with instructors for CPH:2230, CPH:2400, and CPH:2600 and will be meeting with instructors for CPH:2220 and CPH:4210.</li> <li>• The CPH undergraduate program director maintains regular communication with faculty whose courses are still in development. Also, all faculty who taught courses in FY2017 were invited to attend the second-annual Undergraduate Teaching Faculty Retreat. Additionally, faculty workshops focused on enhancing student learning, with an emphasis on undergraduate teaching. Topics included: <ul style="list-style-type: none"> <li>• Handling Academic Misconduct</li> <li>• ICON Gradebook</li> <li>• Peer Review and Peerceptiv</li> </ul> </li> <li>• A policy to define potential effort allocation models in team taught undergraduate courses was developed and shared with the CPH Executive Committee.</li> <li>• The CPH undergraduate program director and Associate Dean for Academic Affairs meet regularly with representatives from Kirkwood Community College to develop a public health transfer program.</li> </ul>

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	<p>Regularly communicate with UI and CPH leaders and CPH faculty, staff, and students about the development of the undergraduate program</p>	<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>		<p><input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective  <input type="checkbox"/> Completed FY2018 objective</p> <p><u>FY2018 activities included:</u></p> <ul style="list-style-type: none"> <li>• Regular undergraduate updates provided at Executive Committee Meetings. And at CPH Forums/Faculty Meetings as requested.</li> <li>• Regular meetings held with UI Admissions/Enrollment Management, Academic Advising Center, Office of Student Life, and CLAS, as needed.</li> </ul>
	<p>Successfully recruit and enroll students in the undergraduate program</p>	<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>		<p><input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective  <input type="checkbox"/> Completed FY2018 objective</p> <p><u>FY2018 activities included:</u></p> <ul style="list-style-type: none"> <li>• A volunteer undergraduate ambassador program was designed and implemented. Five public health majors served as ambassadors at on-campus events and also helped to maintain a presence on multiple social media platforms throughout FY2018.</li> <li>• A review and discussion of admission criteria led to the decision that a grade of B- or better in both pre-requisite courses (CPH:1400 and CPH:1600) would be easier to communicate to students and advisors and would not diminish the quality of standard admit students accepted into the program.</li> </ul>

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	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>		<p><input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2018 objective</p> <p><input type="checkbox"/> Completed FY2018 objective</p> <p><u>FY2018 activities included:</u></p> <ul style="list-style-type: none"> <li>• A group of second-year public health majors formed to lead the student body toward the development of an undergraduate student org. With the public health academic advisor serving as an advisor to the group, they drafted a constitution and by-laws, solicited feedback from the student body through multiple town hall-style meetings, and applied to CSIL for official student organization status. The group will hold its first official meeting in August 2018.</li> <li>• A proposal to create a public health living-learning community was approved in Spring 2017. Since then, the Undergraduate Program Office has worked with the Office of Residential Life to create programming for the LLC and to hire a Resident Assistant (RA) to serve LLC students. LLC programming will be implemented in FY2019.</li> <li>• Development of a comprehensive evaluation plan for the undergraduate program has been started by the Undergraduate Program Committee. Finalizing and implementing the plan will be a major focus of the committee's work in FY2019. CPH's Assessment and Evaluation Program Coordinator will assist the Undergraduate Program Committee.</li> </ul>
	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</p>	Associate Dean for Academic Affairs	<p><input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2018 objective</p> <p><input type="checkbox"/> Completed FY2018 objective</p> <p><u>FY2018 activities included:</u></p>

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		retention with the undergraduate-to-graduate program		<ul style="list-style-type: none"> <li>• CPH’s Assessment and Evaluation Coordinator conducted focus groups of current U2G students to understand students’ expectations for the program, connection to the College, connection to their individual departments, and gather insights into the unique needs of the new student population.</li> <li>• The Assessment and Evaluation Coordinator provided a report and presentations of recommendations to the MPH program and to the program coordinators and DGS’ for all departments.</li> </ul>
	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> <p>Develop and implement evaluation metrics for MPH practicum experiences</p> <p>Develop a professional development seminar requirement for MPH students</p>	Director of Master of Public Health Program	<p><input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2018 objective</p> <p><input type="checkbox"/> Completed FY2018 objective</p> <p><u>FY2018 activities included:</u></p> <ul style="list-style-type: none"> <li>• Over FY2018, the MPH director worked with the MPH program committee to review all of the core course competencies/objectives and map them to new 2016 CEPH competencies.</li> <li>• The MPH director and the College’s Assessment and Evaluation coordinator have worked with faculty for each core course to determine whether and how each of the foundational competencies can be integrated into their course as defined by CEPH (at the appropriate level, etc.).</li> <li>• The MPH director and Assessment and Evaluation Coordinator have also worked with each core course faculty member to review their current assessment methods and mapped each competency in the course to an appropriate assessment method.</li> <li>• All of these 2016 CEPH criteria based changes will go into effect in FY2019 with the fall 2018</li> </ul>

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				<p>departmental students.</p> <ul style="list-style-type: none"> <li>• Three new courses have been developed to meet 2016 CEPH criteria—Interprofessional Education, Applied Practice Experience and MPH Capstone Course.</li> <li>• During FY2018, the MPH director and MPH Practicum Director developed and implemented new assessments for the MPH Practicum. This included a quantitative student self-assessment of their competency in each public health domain and an assessment by the preceptor of each student for their competency in each public health domain.</li> <li>• Though a formal MPH professional development seminar has not been developed, in FY2018 the MPH program hosted monthly MPH seminars covering topics including preparation for the practicum, professionalism, poster preparation, resume writing, communication skills, involvement in professional organizations, and advocacy.</li> </ul>
	<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>Statistical Methods Taskforce Dean Executive Committee</p>	<p><input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective  <input type="checkbox"/> Completed FY2018 objective</p> <p><u>FY2018 activities included:</u></p> <ul style="list-style-type: none"> <li>• Reviewed existing survey data on use of statistical software among graduates.</li> <li>• Task force discussed variability in approaches to teaching introductory and multivariable modeling approaches and potential to merge courses with overlapping content.</li> <li>• Departments completed assessment of desired levels of competencies across various methods and degree objectives.</li> <li>• Instructors of courses teaching quantitative</li> </ul>

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				<p>methods assessed levels of competencies that students should achieve across each method. Instructors identified competencies students should achieve using statistical software in their courses.</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><input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective  <input type="checkbox"/> Completed FY2018 objective</p> <p><u>FY2018 activities included:</u></p> <ul style="list-style-type: none"> <li>• Faculty workshops supported by the Center for Teaching focused on enhancing student learning, with an emphasis on undergraduate teaching. Topics included:               <ul style="list-style-type: none"> <li>• Handling Academic Misconduct</li> <li>• ICON Gradebook</li> <li>• Peer Review and Peerceptiv</li> </ul> </li> <li>•</li> </ul>
<p><b>Strong training and education programs for practicing professionals</b></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><input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective  <input type="checkbox"/> Completed FY2018 objective</p> <p><u>FY2018 activities included:</u></p> <ul style="list-style-type: none"> <li>• IPHP staff held meetings with the IDPH Executive Director, as well as local public health administrators to identify priority workforce development training and resource needs. These meetings showed that the priority needs for workforce development training are systems thinking and health policy.</li> <li>• A three-part training/coaching program on systems thinking was conducted from May to July, with a cohort of 25 public health and healthcare professionals. In addition, a Health Policy Academy sponsored by the Midwestern Public Health Training Center (serving Iowa,</li> </ul>

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				<p>Nebraska, Kansas and Missouri) was held on August 1 and 2, in Omaha. Over 45 public health, health care and non-profit sectors attended this skill building event.</p> <ul style="list-style-type: none"> <li>• IPHP staff continues to work with local public health to identify workforce development training needs assessments to use for developing training plans to meet public health accreditation standards and measures. Staff completed assessments, and provided reports for Johnson County Public Health, Scott County Public Health, and Blackhawk County Health Departments.</li> </ul>
<p><b>The highest level of compliance with accreditation criteria</b></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><input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective  <input type="checkbox"/> Completed FY2018 objective</p> <p><u>FY2018 activities included:</u></p> <ul style="list-style-type: none"> <li>• All aspects of preparation for the CEPH site visit in April 2018 were achieved. Both the preliminary self-study and final self-study were prepared and posted as required.</li> <li>• Preparation for and completion of CEPH site visit in April 2018 were successfully achieved.</li> <li>• The Director of the MPH program has worked with the MPH program committee over FY2018 to map all of the 2016 CEPH criteria to current coursework. The MPH director and Assessment and Evaluation Coordinator have worked individually with instructors for each MPH core course to identify which foundational knowledge areas and competencies are covered in that course and develop appropriate assessments.</li> <li>• The Essentials of Public Health course was revised to align with public health knowledge areas for all graduate (non-MPH) degrees.</li> <li>• Three new courses have been developed:</li> </ul>

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				<p>Interprofessional Education, Applied Practice Experience, and the MPH Capstone course. The 6 core course structure will remain the same in FY2019.</p> <ul style="list-style-type: none"> <li>All new 2016 CEPH criteria will go into effect with incoming FA 2018 MPH departmental students.</li> </ul>
	<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>	<p><input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective  <input type="checkbox"/> Completed FY2018 objective</p> <p><u>FY2018 activities included:</u></p> <ul style="list-style-type: none"> <li>All materials needed for the self-study were archived.</li> <li>Course syllabi were modified to align with the current competencies used by CAHME.</li> </ul>
	<p>Maintain Industrial Hygiene Program (Accreditation Board for Engineering and Technology)</p>	<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>	<p>OEH DEO Program Director</p>	<p><input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective  <input type="checkbox"/> Completed FY2018 objective</p> <p><u>FY2018 activities included:</u></p> <ul style="list-style-type: none"> <li>Held semiannual advisory board meetings with stakeholders.</li> <li>Quarterly faculty meetings were held to review and revise curricular issues.</li> <li>A non-thesis IH option was added.</li> <li>Submitting Heartland ERC competing renewal that funds program in FY2019.</li> </ul>
	<p>Occupational Medicine Residency Program</p>	<p>Sustain funding for the Heartland ERC – competitive renewal due in FY2019</p> <p>Assess the quality of each training activity</p>	<p>OEH DEO Program Director</p>	<p><input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective  <input type="checkbox"/> Completed FY2018 objective</p> <p><u>FY2018 activities included:</u></p>



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				<ul style="list-style-type: none"> <li>• A strategic decision was made to not include this program in the Heartland ERC competing renewal.</li> <li>• Recruitment for OM RTP has been suspended, but the program will continue through June 2020.</li> <li>• The program could be re-opened pending funding.</li> </ul>
<b>Sustained success in post-graduate placement</b>	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	<input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective <input type="checkbox"/> Completed FY2018 objective  <u>FY2018 activities included:</u> <ul style="list-style-type: none"> <li>• As part of the undergraduate curriculum, CPH:2050 Second Year Undergraduate Public Health Seminar was offered for the first time in Fall 2017. The seminar prepared second-year students for experiential learning opportunities, including development of interpersonal, teamwork, leadership, and communication skills; ethical decision-making; understanding the cultural contexts in which professionals work; working with communities and the role of advocacy; and professionalism.</li> <li>• In FY2018 the MPH Program provided one Spotlight Series seminar each month focusing on professional development topics including preparation for the practicum, professionalism, poster presentation, resume writing, communication skills, involvement in professional organizations, and advocacy.</li> </ul>
<b>RESEARCH</b>				
<b>Robust and sustained collaborative research partnerships</b>	Identify and facilitate opportunities to be collaborative with key stakeholders	Explore entrepreneurial opportunities related to our research and expertise  Explore collaborations for external	Associate Dean for Research IIPHRP Deputy Director Research Council	<input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective <input type="checkbox"/> Completed FY2018 objective

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		<p>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> <p>Develop and fund at least one research 'collaboratory' through the IIPHRP</p>		<p><u>FY2018 activities included:</u></p> <ul style="list-style-type: none"> <li>• Hosted collaborative meetings with the College of Engineering, CLAS, and Education on research collaborations and specific funding opportunities bringing together faculty from around the UI.</li> <li>• Based on our collaborative meetings, we co-hosted with the OVPR the Opioid Ideas Lab in an effort to position CPH faculty for opioid funding opportunities.</li> <li>• Awarded two New Faculty Research Awards to Anjali Deshpande and Ryan Cho to promote new faculty research initiatives.</li> <li>• Conducted center assessments on 4 CPH centers, concluding the first 5 year assessment cycle.</li> <li>• Met with the Center for Advancement to identify opportunities to grow industry and foundation partnerships.</li> <li>• Through the Visiting Scholar program, several collaborative meet and greet as well as informational sharing meetings through IIPHRP have been supported for CPH faculty with visiting scholars of similar interests.</li> <li>• IIPHRP Collaboratory "The Iowa Perinatal Health Research Collaboratory (IPHRC)" continues its work on Perinatal Health Research. The collaboratory has applied for \$1.6M in additional grant funding and received \$75,000 in new philanthropic donations to support the collaboratory. 13 papers are in various states of publication.</li> <li>• IIPHRP Collaboratory "Iowa Neonicotinoid Collaborative" continues to progress. The collaboratory has tripled the scope of the pilot research and has received over \$280,000 in in-kind support. The group has applied for \$220,000 in external grants. 5 papers are in various stages of publication.</li> <li>• IIPHRP Collaboratory "Iowa Substance Use Data</li> </ul>

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				Set: Preventing Overdose through Actionable Data” was selected for implementation in FY2019.
<b>Diversified funding of high impact research</b>	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>		<input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective <input type="checkbox"/> Completed FY2018 objective  <u>FY2018 activities included:</u> <ul style="list-style-type: none"> <li>Continued weekly funding opportunity announcements to faculty via email.</li> <li>Conducted specialized searches for grant applications.</li> <li>Hosted grant writing club, which led to two submissions.</li> <li>Helped organize external grant reviews for two investigators.</li> <li>Provided input and resources for grant proposal submissions, including strategies for engaging with program project officers, identifying collaborative teams, and strategizing grant writing to align with institute mission.</li> </ul>
	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>		<input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective <input type="checkbox"/> Completed FY2018 objective  <u>FY2018 activities included:</u> <ul style="list-style-type: none"> <li>Hosted John Casco, Vice President of Development at IDx.</li> <li>Hosted Jenelle Krishnamoorthy, Associate Vice President, U.S. Policy Communications and Population Health, Merck.</li> <li>Hosted Laurie Zelnio, Director, Environment, Health, Safety, Standards &amp; Sustainability, John Deere (Retired).</li> <li>Hosted Angela Mingo, Director Community</li> </ul>

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	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>		<p>Engagement and Relations, Nationwide Children’s Hospital, Columbus, Ohio.</p> <p><input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective  <input type="checkbox"/> Completed FY2018 objective</p> <p><u>FY2018 activities included:</u></p> <ul style="list-style-type: none"> <li>• Served on committee to realign UI intellectual property policies.</li> <li>• Facilitated meetings with faculty to discuss copyright and patent opportunities.</li> <li>• IIPHRP expanded work with IDPH to include developing enhancements and content for the Iowa Public Health Tracking Portal, and to provide statewide training options for public health workers and community partners to better understand and utilize public health data effectively.</li> <li>• Providing data analysis related to the Child Care Cliff Effect in partnership with the Harkin Institute.</li> </ul>
	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>		<p><input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective  <input type="checkbox"/> Completed FY2018 objective</p> <p><u>FY2018 activities included:</u></p> <ul style="list-style-type: none"> <li>• Offered new faculty research orientation for faculty new to CPH.</li> <li>• Hosted DSP and HSO to update CPH faculty and administrators on new compliance regulations for NIH clinical trials.</li> <li>• Held grant writing club to assist with proposal development.</li> <li>• Provided input on grant submission strategy (see first objective).</li> </ul>

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				<ul style="list-style-type: none"> <li>• Attended departmental administrative meetings to discuss compliance issues.</li> <li>• Hosted seminars and lectures about new compliance issues.</li> <li>• Assisted faculty and HSO with single IRB requirements.</li> </ul>
<b>State-of-the-art research facilities</b>	Plan for research wing with adjacency to CPHB in support of CPH facility master plan	<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 support to advance a new research wing</p> <p>Engage UI Facilities Management in a feasibility study</p>	Associate Dean for Administration Facility Manager DEOs	<input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective <input type="checkbox"/> Completed FY2018 objective  <u>FY2018 activities included:</u> <ul style="list-style-type: none"> <li>• Hired architect; concept rendering completed.</li> <li>• Wing included on UI major project plan forecast but not yet an active project.</li> <li>• Feasibility study begun; put on hold due to project moratorium.</li> </ul>
	Construct, relocate and advocate for/assist with ongoing deferred maintenance for selected labs	<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</p>		<input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective <input type="checkbox"/> Completed FY2018 objective  <u>FY2018 activities included:</u> <ul style="list-style-type: none"> <li>• Pulmonary Toxicology and Exposomics Research Laboratory renovation in construction phase.</li> <li>• Relocated HERCe within Westlawn.</li> <li>• Ongoing advocacy regarding deferred maintenance and other facilities related issues.</li> </ul>
<b>Effective translation and dissemination of research results</b>	Disseminate research results	<p>Collect success stories and identify opportunities to promote these to the CPH community and stakeholders</p> <p>Assist faculty in developing and communicating impact-based materials</p>	Associate Dean for Research Strategic Communications Director IIPHRP Deputy Director	<input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective <input type="checkbox"/> Completed FY2018 objective  <u>FY2018 activities included:</u> <ul style="list-style-type: none"> <li>• Compiled CPH success stories, sharing them with</li> </ul>

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		Partner with community and stakeholder groups to promote public health and public policy impact		<p>the Communications Office.</p> <ul style="list-style-type: none"> <li>• Created and disseminated 16 videos highlighting CPH research and researchers.</li> <li>• Identified grants to highlight on collegiate digital signage.</li> <li>• Communicated success stories to university officials to spread knowledge of CPH research.</li> <li>• Contributed six student research success stories to OVPRED “Dare to Discover” banner campaign.</li> <li>• Held workshops on persuasive writing.</li> <li>• Created content for 35 stories published in ASPPH Friday Letter highlighting CPH research and researchers.</li> <li>• Hosted Research Week to celebrate research successes.</li> <li>• Through IIPHRP’s policy fellowship program, a variety of materials have been developed and disseminated that translate research into policy and practice: <ul style="list-style-type: none"> <li>• The impact of housing and health</li> <li>• Make your home a healthy home</li> <li>• Cancer reporting modernization</li> <li>• The importance of newborn screening</li> <li>• Increasing bicycle safety</li> <li>• Social host liability laws</li> <li>• Improving safe farm practices through partnerships with agricultural lenders</li> </ul> </li> <li>• INVEST Health; an Iowa City collaboration of stakeholders continues to build their local network while collaborating with other cities to influence the relationship between housing and health. The group, jointly led by IIPHRP and the City of Iowa City accomplished the following: <ul style="list-style-type: none"> <li>• Received a supplemental grant with the cities of Missoula, MT and Eu Claire, WI to host a peer exchange (data sharing and community engagement strategies).</li> </ul> </li> </ul>

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				<ul style="list-style-type: none"> <li>Received a supplemental grant with cities of Des Moines and Roseville, CA (development of San Antonio housing system and community organizing).</li> <li>Hosted the Healthy Neighborhoods Symposium for Iowa City area participants who have an interest in the intersection of health and housing. The audience of over 100 participants (architects, housing inspectors, health providers, administrators, government employees and nonprofit orgs) helped to develop the next phase in the pipeline.</li> </ul>
<b>IMPACT</b>				
<b>Sustained recognition as a highly-sought resource for education, training, policy, and research</b>	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	<input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective <input type="checkbox"/> Completed FY2018 objective  <u>FY2018 activities included:</u> <ul style="list-style-type: none"> <li>Encouraged departments to nominate faculty for national awards and improved publication of successful nominations. Working towards more formal infrastructure and process.</li> <li>Faculty continue to be very competitive for UI awards.</li> </ul>
	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	<input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective <input type="checkbox"/> Completed FY2018 objective  <u>FY2018 activities included:</u> <ul style="list-style-type: none"> <li>IPHP staff held meetings with the IDPH Executive Director, as well as local public health administrators to identify priority workforce development training and resource needs. These meetings showed that the priority needs for workforce development training are systems</li> </ul>

Objectives	Tactical Initiatives	Activities	Accountabilities	FY2018 Annual Progress Report
				<p>thinking and health policy.</p> <ul style="list-style-type: none"> <li>• A three-part training/coaching program on systems thinking was conducted from May to July, with a cohort of 25 public health and healthcare professionals. In addition, a Health Policy Academy sponsored by the Midwestern Public Health Training Center (serving Iowa, Nebraska, Kansas and Missouri) was held on August 1 and 2, in Omaha. Over 45 public health, health care and non-profit sectors attended this skill building event.</li> <li>• IPHP staff continues to work with local public health to identify workforce development training needs assessments to use for developing training plans to meet public health accreditation standards and measures. Staff completed assessments, and provided reports for Johnson County Public Health, Scott County Public Health, and Blackhawk County Health Departments.</li> </ul>
<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>Develop issue-specific coalitions for the IIPHRP Policy Fellow Program</p>	<p>Dean Associate Dean for Research IIPHRP Deputy Director</p>	<p><input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective  <input type="checkbox"/> Completed FY2018 objective</p> <p><u>FY2018 activities included:</u></p> <ul style="list-style-type: none"> <li>• Routinely communicated with OVPR, funding agencies, and HSO to communicate changes in compliance issues.</li> <li>• Held workshops about new compliance guidelines.</li> <li>• Provided sample language about new policies to faculty, including clinical trials definition and new forms, single IRB letters.</li> <li>• Continued the support of the Bicycle Safety coalition developed through Policy Fellow Cara Hamann to increase bicycle safety.</li> <li>• Developing a stakeholder group among bankers</li> </ul>



Objectives	Tactical Initiatives	Activities	Accountabilities	FY2018 Annual Progress Report
				<p>and agricultural and safety experts through policy fellow Brandi Janssen to improve safe farm practices.</p> <ul style="list-style-type: none"> <li>• Stakeholders are emerging around the Iowa’s cancer reporting policies.</li> <li>• INVEST Health continues to influence Iowa City regarding the intersection of health and environment.</li> </ul>
	<p>Improve awareness of public health policy activities within the CPH</p>	<p>Charge a work group with developing a plan to capture, publicize, and coordinate interaction and/or activities with policy-makers</p>		<p><input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective  <input type="checkbox"/> Completed FY2018 objective</p> <p><u>FY2018 activities included:</u></p> <ul style="list-style-type: none"> <li>• Sponsored meetings with Leanne Hotek related to research advocacy and helped coordinate advocacy visits.</li> <li>• A group formed to consider how to educate elected officials on public health issues. An event “public health 101 for elected officials” was proposed and tabled for the present time.</li> </ul>
<p><b>State-of-the-art communications that underscore the importance of public health</b></p>	<p>Implement a social media initiative</p>	<p>Plan, implement, and evaluate a college-wide social media campaign highlighting key public health themes and priorities</p>	<p>Strategic Communications Director</p>	<p><input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective  <input type="checkbox"/> Completed FY2018 objective</p> <p><u>FY2018 activities included:</u></p> <ul style="list-style-type: none"> <li>• Planned and executed a live social media video series (Facebook Live) highlighting MPH core courses and instructors, as well the annual “Cancer in Iowa” news media briefing.</li> </ul>
	<p>Implement a video storytelling initiative</p>	<p>Engage current students in communications and external relations functions that both highlight the CPH and provide beneficial learning opportunities for students</p>	<p>Strategic Communications Director</p>	<p><input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective  <input type="checkbox"/> Completed FY2018 objective</p> <p><u>FY2018 activities included:</u></p>

Objectives	Tactical Initiatives	Activities	Accountabilities	FY2018 Annual Progress Report
				<ul style="list-style-type: none"> <li>Collaborated with CPH Student Ambassadors to: participate in Public Health Day on the Hill activities at the State Capitol; develop and implement a Facebook Live video program (see above); develop and implement a new podcast, "From the Front Row," highlighting student perspectives on public health.</li> </ul>
<b>Strong engagement with practitioners, communities, organizations, and alumni</b>	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	<input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective <input type="checkbox"/> Completed FY2018 objective  <u>FY2018 activities included:</u> <ul style="list-style-type: none"> <li>The MPH Program worked directly with the Alumni Relations Coordinator and the Alumni Advisory Council to identify opportunities for networking with students and alumni, development and launch of the alumni directory, and identification of MPH alumni to serve on the Advisory Council.</li> </ul>
	Continue to grow the Business Leadership Network	Continue to expand community partners and programming	Dean Faculty Advisor BLN Coordinator	<input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective <input type="checkbox"/> Completed FY2018 objective  <u>FY2018 activities included:</u> <ul style="list-style-type: none"> <li>BLN Community Grants Program in its third year, funded six organizations for 2018. Awareness of the program is growing significantly with double the number of community proposals received for the 2018 funding cycle compared to the previous two years.</li> <li>Community forums were held in Clarinda, Sioux City, and twice in Oelwein.</li> <li>The number of people to date who have engaged with the BLN is more than 1,000.</li> </ul>

Objectives	Tactical Initiatives	Activities	Accountabilities	FY2018 Annual Progress Report
<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>	Associate Dean for Faculty Affairs Faculty Council DEOs	<input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective <input type="checkbox"/> Completed FY2018 objective  <u>FY2018 activities included:</u> <ul style="list-style-type: none"> <li>• New CPH policy for P&amp;T tenure track approved by Faculty Council and Executive Committee; emphasizing importance of all areas of teaching.</li> <li>• New CPH policy for peer review of teaching approved by Faculty Council and Executive Committee; evaluation form modified to accommodate different formats of courses.</li> </ul>
	Review current and potential faculty tracks	<p>Consider adopting and developing policies for Professor of Practice track</p> <p>Clarify promotion procedures for clinical track</p>		<input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective <input type="checkbox"/> Completed FY2018 objective  <u>FY2018 activities included:</u> <ul style="list-style-type: none"> <li>• Clinical track promotion procedures document updated and approved by Faculty Council and Executive Committee.</li> <li>• Cap of non-tenure tracks combined into one overall cap of 30%.</li> <li>• Professor of Practice track will continue to be discussed in FY2019.</li> </ul>
	Ensure college-wide committees have opportunities for engagement with collegiate leadership	<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 meetings once per semester</p> <p>Continue to have faculty council updates at each Executive Committee meeting</p>		<input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective <input type="checkbox"/> Completed FY2018 objective  <u>FY2018 activities included:</u> <ul style="list-style-type: none"> <li>• Student, research, and staff councils met with Executive Committee each semester.</li> <li>• Dean met with faculty, student, research, and staff councils each semester.</li> </ul>

Objectives	Tactical Initiatives	Activities	Accountabilities	FY2018 Annual Progress Report
	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	<ul style="list-style-type: none"> <li>Faculty council updates added to standing update section of Executive Committee agenda.</li> </ul> <input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective <input type="checkbox"/> Completed FY2018 objective  <u>FY2018 activities included:</u> <ul style="list-style-type: none"> <li>Transitioned 3 FTE to OneIT End User Support.</li> <li>IT needs assessment ongoing for UCC Centers.</li> <li>Oakdale IT support in transition.</li> </ul>
	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	<input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective <input type="checkbox"/> Completed FY2018 objective  <u>FY2018 activities included:</u> <ul style="list-style-type: none"> <li>Continued to work with Undergraduate Program Director to project the number of courses/sections as well as incremental costs.</li> <li>Actively engaged in UI budget model discussions. Evaluation of consensus model will need to take place now that the UI budget model has been determined.</li> <li>Discussed more flexible allocation. No formal action pursued due to new UI budget uncertainty.</li> <li>Began analysis of overload compensation levels.</li> </ul>
<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	Associate Dean for Administration Dean DEOs	<input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective <input type="checkbox"/> Completed FY2018 objective  <u>FY2018 activities included:</u> <ul style="list-style-type: none"> <li>Reviewed student credit hour trends, extramural funding trends, faculty salary offset and projected attrition with DEO's as part of annual budget</li> </ul>

Objectives	Tactical Initiatives	Activities	Accountabilities	FY2018 Annual Progress Report
				meeting. <ul style="list-style-type: none"> <li>• DEO's proposed new faculty recruitments via new process with documented need based on the academic programs and the potential for advancing knowledge, discovery, cross-disciplinary work and its importance to the discipline.</li> <li>• Drafted faculty course equivalents by department based on current/projected headcount and instructional needs to assist in the evaluation of FTE requirements.</li> </ul>
<b>An environment for all students, faculty, and staff that is supportive and rich in diversity and inclusion</b>	Participate in university-wide initiatives	<p>Offer programs during Human Rights Week, 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>	Associate Dean for Academic Affairs Diversity and Inclusion Committee Office of Communications and External Relations	<input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective <input type="checkbox"/> Completed FY2018 objective  <u>FY2018 activities included:</u> <ul style="list-style-type: none"> <li>• Utilized CPH communications channels (e.g., social media, video, website, etc.) to showcase the college's commitment to diversity and inclusion.</li> <li>• The Associate Dean for Academic Affairs promoted the University faculty and staff diversity, equity, and inclusion survey.</li> <li>• The Associate Dean for Academic Affairs promoted the SERU and Grad SERU surveys for students.</li> <li>• A list of diversity events was sent to the CPH list-serve each month promoting University wide events.</li> <li>• The College participated in the Robert Wood Johnson Foundation (RWJF) funded Summer Health Professions Education Program which aims to strengthen the academic proficiency and career development of students underrepresented in health care. A faculty panel with representatives from the five departments presented to the overall student group.</li> </ul>

Objectives	Tactical Initiatives	Activities	Accountabilities	FY2018 Annual Progress Report
	Promote a culture of diversity and inclusion	<p>Sponsor or co-sponsor at least two events per semester as part of the CPH Spotlight Series</p> <p>Develop unconscious bias activities for all graduate students</p> <p>Include unconscious bias training as part of new faculty orientation</p>	Associate Dean for Academic Affairs Executive Committee Diversity and Inclusion Committee	<input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective <input type="checkbox"/> Completed FY2018 objective  <u>FY2018 activities included:</u> <ul style="list-style-type: none"> <li>• The Spotlight series included a celebration of heritage months (i.e. Black History Month).</li> <li>• A two-part unconscious bias seminar for students was conducted during Spotlight sessions: <ul style="list-style-type: none"> <li>• Part 1: Students took Harvard Implicit Bias Test</li> <li>• Part 2: What is Unconscious Bias Presentation</li> </ul> </li> <li>• Faculty training in unconscious bias was facilitated in departmental faculty meetings by the Assistant Provost for Faculty.</li> </ul>
<b>Robust, focused, and sustained global partnerships</b>	Increase opportunities for CPH students and faculty	<p>Identify and establish relationships with three global partner sites which can serve as hosts for student experiences</p> <p>Provide student travel grant opportunities to encourage international research, practica, and internships</p> <p>Provide faculty grant opportunities focused on international research and partnerships building</p>	Global Public Health Chair Global Public Health Committee	<input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective <input type="checkbox"/> Completed FY2018 objective  <u>FY2018 activities included:</u> <ul style="list-style-type: none"> <li>• Four global partner sites were established : Xicotepec (MX) Project (CPH4755: International Perspectives: Xicotepec), Child Family Health International (CFHI) signed MOU for global internship placements (sites in 10 countries), Injury Prevention Workshop in Romania (2D43 TW007261, Peek-Asa), Pulitzer Center Global Fellowship for CPH student in Summer 2019.</li> </ul>

Objectives	Tactical Initiatives	Activities	Accountabilities	FY2018 Annual Progress Report
				<ul style="list-style-type: none"> <li>• 13 students traveled to 7 countries, totaling \$40,250 in grant funding (5 PhD, 2 MS, 6 MPH).</li> <li>• Three faculty traveled to 1 country (Togo) and 1 faculty was funded to bring a visiting scholar to campus (Eric Sarriott of Save the Children U.S.).</li> <li>• Developed promotional materials for faculty travel grant and visiting scholar program to be disseminated in FY2019.</li> </ul>
	Identify opportunities for increased global topics in our curricular content	Develop and implement a plan to increase global content in our curricular offerings		<input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective <input type="checkbox"/> Completed FY2018 objective  <u>FY2018 activities included:</u> <ul style="list-style-type: none"> <li>• Identified resources for global case studies, media stories, and datasets to use in classroom.</li> <li>• Created tiered ranking system for CPH courses, review of syllabi for global content is ongoing.</li> <li>• Met with MPH director to coordinate inclusion of global content in coursework.</li> </ul>
	Identify opportunities for faculty, students, and staff to engage in international activities	Hold the Annual CPH Global Public Health Week  Host 1-2 events per semester to highlight global public health activities and engage students		<input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective <input type="checkbox"/> Completed FY2018 objective  <u>FY2018 activities included:</u> <ul style="list-style-type: none"> <li>• Hosted Global Public Health Week during the week of September 18 and included 1 faculty spotlight speaker, 1 guest spotlight speaker from Pulitzer Center, a global health information fair, a culturally-relevant food drive, and a community-based global service project.</li> <li>• Hosted 9 global visitors from China/India, Malawi, Israel, Romania, Bosnia, and the U.S.</li> <li>• Hosted inaugural Global Case Competition with IIPHRP.</li> </ul>

Objectives	Tactical Initiatives	Activities	Accountabilities	FY2018 Annual Progress Report
<b>Effective philanthropy that enhances collegiate resources</b>	Engage faculty and staff in fundraising activities	Participate in We Are Phil Week	Director of Development Dean Executive Committee	<input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective <input type="checkbox"/> Completed FY2018 objective  <u>FY2018 activities included:</u> <ul style="list-style-type: none"> <li>• Highlighted importance of philanthropy through internal communications to faculty and staff, including tagging of named spaces, emails, notes, and events.</li> <li>• Achieved faculty and staff participation rate of 30.5% for contribution of \$48,721.</li> <li>• CPH Communications developed video highlighting engagement and impact of philanthropy.</li> </ul>
	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	<input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective <input type="checkbox"/> Completed FY2018 objective  <u>FY2018 activities included:</u> <ul style="list-style-type: none"> <li>• Met with DEOs to discuss departmental priorities.</li> <li>• Included DEOs in donor/prospect communications.</li> <li>• Qualified 15 new major gift prospects from CPH prospect pool.</li> <li>• Identified 14 new corporate prospects.</li> <li>• Engaged HMP alumni and friends in reaching the endowment level for the George Caldwell Scholarship.</li> <li>• Participated in two visits from Japanese consulting firm to support ongoing collaboration and secure major gift.</li> <li>• Alumni representatives from each CPH department are appointed to CPH Alumni Advisory Council and attend bi-annual meetings, participate in mentoring activities, and connect</li> </ul>



Objectives	Tactical Initiatives	Activities	Accountabilities	FY2018 Annual Progress Report
	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>	<p>with current students.</p> <p><input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective  <input type="checkbox"/> Completed FY2018 objective</p> <p><u>FY2018 activities included:</u></p> <ul style="list-style-type: none"> <li>• Updated case statement for undergraduate program support.</li> <li>• Shared priority and case statements with UICA Health Sciences Regional Gifts Team.</li> <li>• Began presenting opportunity to select prospects.</li> <li>• Reviewed other UI unit approaches to undergraduate fundraising and identified two undergraduate public health programs to review.</li> <li>• The Director of Development and the Undergraduate Program Director met quarterly to discuss opportunities for and approaches to undergraduate fundraising.</li> </ul>
<b>Creativity and collaboration in education, research, and service</b>	Incentivize aspirational and innovative research collaboration	Implement at least one collaborative initiative through the IIPHRP	IIPHRP Deputy Director	<p><input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective  <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective  <input type="checkbox"/> Completed FY2018 objective</p> <p><u>FY2018 activities included:</u></p> <ul style="list-style-type: none"> <li>• IIPHRP Collaboratory "The Iowa Perinatal Health Research Collaboratory (IPHRC)" continues its work on Perinatal Health Research. The collaboratory has applied for \$1.6M in additional grant funding and received \$75,000 in new philanthropic donations to support the collaboratory. 13 papers are in various states of publication.</li> <li>• IIPHRP Collaboratory "Iowa Neonicotinoid</li> </ul>

Objectives	Tactical Initiatives	Activities	Accountabilities	FY2018 Annual Progress Report
				<p>Collaborative” continues to progress. The collaboratory has tripled the scope of the pilot research and has received over \$280,000 in in-kind support. The group has applied for \$220,000 in external grants. 5 papers are in various stages of publication.</p> <ul style="list-style-type: none"> <li>• IIPHRP Collaboratory “Iowa Substance Use Data Set: Preventing Overdose through Actionable Data” was selected for implementation in FY 2019</li> </ul>
	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	<input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective <input type="checkbox"/> Completed FY2018 objective  <u>FY2018 activities included:</u> <ul style="list-style-type: none"> <li>• Faculty workshops supported by the Center for Teaching focused on enhancing student learning, with an emphasis on undergraduate teaching. Topics included:               <ul style="list-style-type: none"> <li>• Handling Academic Misconduct</li> <li>• ICON Gradebook</li> <li>• Peer Review and Peerceptiv</li> </ul> </li> </ul>
<b>High-quality faculty and staff</b>	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 HR Director DEOs Staff Council	<input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective <input type="checkbox"/> Completed FY2018 objective  <u>FY2018 activities included:</u> <ul style="list-style-type: none"> <li>• DEOs &amp; Dean engaged drafted goals and strategies regarding faculty retention, satisfaction &amp; productivity.</li> <li>• Student retention data was reviewed by Academic Affairs.</li> <li>• Faculty and staff retention data was monitored.</li> <li>• CPH Staff Council offered activities focused on wellness and professional development. Events</li> </ul>

Objectives	Tactical Initiatives	Activities	Accountabilities	FY2018 Annual Progress Report
				<p>funded in part with support from We Are Phil Professional Staff Development fundraising efforts.</p> <ul style="list-style-type: none"> <li>• Faculty development opportunities were provided by the college (e.g. instruction; unconscious bias).</li> <li>• Board of Advisors breakout sessions focused on diversity.</li> <li>• Spotlight Series regularly provides opportunities and workshops to aid faculty and staff development.</li> </ul>
<b>Strong engagement with alumni</b>	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	<input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective <input type="checkbox"/> Completed FY2018 objective  <u>FY2018 activities included:</u> <ul style="list-style-type: none"> <li>• <i>Insight</i> e-newsletter emailed monthly to CPH alumni and friends.</li> <li>• Alumni contacted annually to update CPH alumni directory listing.</li> <li>• Personalized congratulatory postcard to new graduates from CPH Alumni Council members.</li> <li>• <i>Insight</i> magazine mailed to alumni bi-annually.</li> </ul>
	Increase alumni-graduate student engagement	Explore opportunities for an alumni mentoring program for graduate students		<input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective <input type="checkbox"/> Completed FY2018 objective  <u>FY2018 activities included:</u> <ul style="list-style-type: none"> <li>• Pilot mentoring program for graduate students was developed and will be implemented in FY2019.</li> </ul>
	Develop a plan for undergraduate alumni	Explore best practices for undergraduate alumni programming	Alumni and Constituent Relations Coordinator Director of Undergraduate	<input checked="" type="checkbox"/> Satisfactory progress toward FY2018 objective <input type="checkbox"/> Unsatisfactory progress toward FY2018 objective

Objectives	Tactical Initiatives	Activities	Accountabilities	FY2018 Annual Progress Report
			Programs Director of Development	<input type="checkbox"/> Completed FY2018 objective  <u>FY2018 activities included:</u> <ul style="list-style-type: none"> <li>• Explored possibilities of CPH undergraduate student organization participation on CPH Alumni Advisory Council.</li> <li>• Reviewed other college's undergraduate activities.</li> <li>• The Alumni and Constituent Relations Coordinator and the Undergraduate Program Director met periodically to discuss strategies for engaging undergraduates while they are students and to highlight the special status of the first class to graduate in Spring 2020.</li> </ul>

## ASPIRATIONAL GOALS

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

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

## OUTCOME MEASURES

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

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
<b>EDUCATION</b>							
<b>Student recruitment</b>							
Number of graduate student applications received (#)	Track	467	445	482			Uden-Holman
Graduate student yield rate (number of enrollees to the number of acceptances) (%)	60	59	63	64			
<b>The quality of the students we attract</b>							
BA/BS ACT	26	NA	Direct: 28.81 Standard: NA	Direct: 28 Standard: 25.2			
BA/BS GPA	3.60	NA	Direct: 4.03 Standard: NA	Direct: 3.94 Standard: 3.78			

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
MHA GRE	305	305	308	306			
MHA GPA	3.25	3.45	3.43	3.46			
MPH GRE	305	307	306	308			
MPH GPA	3.25	3.44	3.46	3.53			
MS GRE	305	311	308	313			
MS GPA	3.25	3.51	3.52	3.58			
PhD GRE	305	311	311	316			
PhD GPA	3.33	3.55	3.67	3.62			
<b>Student enrollment</b>							
BA/BS direct admit student enrollment (#)	FY16 = NA FY17 = 32 FY18 = 34 FY19 = 42 FY20 = 47	NA	32	35			
BA/BS standard admit student enrollment (#)	FY16 = NA FY17 = NA FY18 = 18 FY19 = 35 FY20 = 60	NA	NA	20			
MHA student enrollment (#)	74	77	76	75			
MPH student enrollment (#)	185	185	177	151			
MS student enrollment (#)	75	67	66	69			

<b>Outcome Measures</b>	<b>Target</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>Accountability</b>
PhD student enrollment (#)	100	97	94	102			
Graduate certificate in public health enrollment (#)	Track	17	13	7			
Undergraduate certificate in public health enrollment (#)	Track	21	23	42			
<b>Student funding</b>							
Funding support for full-time PhD students (%)	90	96	96	100			
Students participating on funded research projects (#)	Track	170	200	241			
<b>Student outcomes</b>							
FT MHA students graduating within 2 years (%)	80	86	96	100			
FT and PT MPH students graduating within 5 years (%)	80	94	70	91			
MS students graduating within 3 years (%)	80	81	81	86			
PhD students graduating within 7 years (%)	70	50	86	67			
PhD degrees annually conferred (#)	20	22	12	20			

<b>Outcome Measures</b>	<b>Target</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>Accountability</b>
All graduates with job placement (including internships & fellowships) at 12 months post-graduation or pursuing further education (%)	90	92	98	98			
2 <sup>nd</sup> year BA/BS student retention rate (%)	80	NA	NA	75			
1 <sup>st</sup> year MHA student retention rate (%)	90	92	96	100			
1 <sup>st</sup> year MPH student retention rate (%)	90	95	92	92			
1 <sup>st</sup> year MS student retention rate (%)	90	97	90	95			
1 <sup>st</sup> year PhD student retention rate (%)	90	90	97	100			
<b>RESEARCH</b>							
Primary faculty as PI on funded grant							
% all faculty as PI	70	62	66	62			Peek-Asa
% faculty who have been here >3 years	75	67	57	49			
<b>Applications</b>							
Total (#)	283	252	323	256			
Direct (\$)	52,371,362	43,504,913	46,494,131	44,094,266			
F&A (\$)	16,661,062	14,777,567	15,292,872	14,625,498			



<b>Outcome Measures</b>	<b>Target</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>Accountability</b>
Total funding (\$)	69,032,424	58,282,480	61,787,003	58,719,763			
<b>Applications by source</b>							
NIH (#)	53	44	65	64			
Direct (\$)	22,040,149	18,447,546	17,651,861	21,721,328			
F&A (\$)	8,582,336	7,395,315	7,515,888	8,387,734			
Total funding (\$)	30,622,485	25,842,861	25,167,749	30,109,062			
Other federal (#)	54	52	61	32			
Direct (\$)	15,648,075	13,803,357	13,659,924	12,524,875			
F&A (\$)	3,930,255	3,720,304	3,766,280	3,067,893			
Total funding (\$)	19,578,330	17,523,661	17,426,204	15,592,768			
Non-federal (#)	175	156	197	160			
Direct (\$)	14,680,936	11,254,010	15,182,345	9,848,063			
F&A (\$)	4,148,470	3,661,948	4,010,704	3,169,871			
Total funding (\$)	18,829,406	14,915,958	19,193,050	13,017,933			
<b>Applications by type</b>							
New and competing (#)	155	128	158	135			
Direct (\$)	24,584,091	20,615,580	17,144,290	22,335,315			
F&A (\$)	7,371,673	7,251,195	6,049,659	7,230,928			
Total funding (\$)	31,955,764	27,866,775	23,193,949	29,566,242			
Non-competing renewal (#)	120	124	165	121			

<b>Outcome Measures</b>	<b>Target</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>Accountability</b>
Direct (\$)	27,437,631	22,889,333	29,349,841	21,758,951			
F&A (\$)	8,889,262	7,526,372	9,243,213	7,394,570			
Total funding (\$)	36,326,893	30,415,705	38,593,054	29,153,521			
<b>Awards</b>							
Total (#)	176	182	235	187			
Direct (\$)	38,674,033	31,225,224	29,233,313	33,008,690			
F&A (\$)	11,981,775	10,655,417	8,851,826	10,532,728			
Total funding (\$)	50,655,808	41,880,642	38,085,140	43,839,339			
<b>Awards by source</b>							
NIH (#)	28	20	29	33			
Direct (\$)	16,489,398	12,851,839	9,073,435	12,590,535			
F&A (\$)	6,230,846	5,535,514	3,761,452	5,607,776			
Total funding (\$)	22,720,244	18,387,353	12,834,888	18,388,378			
Other federal (#)	41	43	50	26			
Direct (\$)	11,791,732	10,657,192	9,813,610	12,368,206			
F&A (\$)	3,159,507	3,075,346	2,502,818	2,517,254			
Total funding (\$)	14,951,239	13,732,538	12,316,428	14,273,838			
Non-federal (#)	108	119	156	128			
Direct (\$)	10,392,904	7,716,194	10,346,268	8,049,949			
F&A (\$)	2,591,421	2,044,557	2,587,556	2,407,698			

<b>Outcome Measures</b>	<b>Target</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>Accountability</b>
Total funding (\$)	12,984,325	9,760,751	12,933,824	10,565,501			
<b>Awards by type</b>							
New and competing (#)	68	65	90	71			
Direct (\$)	11,889,289	7,036,421	9,968,159	9,818,065			
F&A (\$)	3,760,316	2,230,912	3,190,328	3,299,272			
Total funds (\$)	15,649,605	9,267,332	13,158,487	13,117,336			
Non-competing renewal (#)	109	117	145	116			
Renewal direct (\$)	26,784,744	24,188,804	19,265,154	23,190,625			
F&A (\$)	8,221,458	8,424,505	5,661,499	7,233,456			
Total funds (\$)	35,006,202	32,613,309	24,926,652	30,722,002			
<b>Collaborations</b>							
Cross-departmental							
Grants (#)	44	37	33	54			
All grants (%)	25	20	14	29			
Total dollars (\$)	27,069,315	18,367,904	16,452,311	26,647,847			
Total dollars (%)	53	44	43	61			
Cross-Collegiate							
Grants (#)	44	28	26	38			
All grants (%)	25	15	11	20			
Total dollars (\$)	27,366,792	16,795,498	15,008,787	24,705,427			

<b>Outcome Measures</b>	<b>Target</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>Accountability</b>
Total dollars (%)	54	40	39	56			
<b>External</b>							
Grants (#)	35	25	20	24			
All grants (%)	20	14	9	13			
Total dollars (\$)	22,929,147	24,282,166	13,506,743	16,852,756			
Total dollars (%)	45	58	35	38			
Collaborative grants with CPH PI (#)	69	81	45	65			
Collaborative grants with CPH PI (% of All Grants)	50	45	19	35			
Collaborative grants with CPH Co-I (\$)	30,713,223	32,329,708	23,680,991	36,510,187			
<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					

<b>Outcome Measures</b>	<b>Target</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>Accountability</b>
Other federal new and competing only (%)	64	64					
Non-federal new and competing only (%)	44	44					
<b>Submitted 2014 and funded by 6/30/2017</b>							
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>Submitted 2015 and funded by 6/30/2018</b>							
Total (%)	65			67			
NIH (%)	60			55			
Other federal (%)	76			88			

<b>Outcome Measures</b>	<b>Target</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>Accountability</b>
Non-federal (%)	77			64			
Total new and competing only (%)	45			49			
NIH new and competing only (%)	41			34			
Other federal new and competing only (%)	64			81			
Non-federal new and competing only (%)	44			44			
Publications where authors are from different departments/colleges	250	188	165	154			Dawson
Publications in peer reviewed journals	500	453	427	429			
Publications in peer reviewed journals that include student authors (#)	Track	159	112	127			
Number of times CPH-based publications referenced (using ISI Web of Knowledge reference tracking database) (#)	1000	989	1006	1063			
Percent of faculty presenting at CE/professional development activities (%)	Track	26	29	12			

<b>Outcome Measures</b>	<b>Target</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>Accountability</b>
Departmental, collegiate and university committees on which primary faculty serve (#)	Track	415	540	489			
Primary faculty state, national and international leadership activities (#)	Track	191	195	210			
Nominations of faculty for national awards (#)	Track	3	3	11			
Nominations of faculty for fellow status in professional or scientific societies (#)	Track	3	1	5			
Faculty nominated for honors and awards using AAU metric <sup>1</sup> (#)	4	0	0	0			
Faculty receiving honors and awards using AAU metric <sup>1</sup> (#)	2	0	0	0			
National Academy Members (NAM) (#)	7	3	3	3			
Non-degree/continuing education activities (#)	20,000	19,229	26,000	17,526			Uden-Holman
Alumni participating in the collegiate online directory (%)	95%	NA	96	96			McMillan
CPH-funded faculty field experiences at global public health sites (#)	Track	5	2	1			Parker

<b>Outcome Measures</b>	<b>Target</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>Accountability</b>
CPH-funded student field experiences at global public health sites (#)	Track	3	3	13			
<b>CROSS-CUTTING</b>							
<b>Fundraising</b>							
Fundraising campaign total (\$M/cumulative)	25	37.26	40.05	NA			Scheetz
Gifts (\$M)	Track	17.26	18.00	NA			
Grants (\$M)	Track	20	22.60	NA			
Philanthropic support total (\$M/fiscal year)	2	2.63	3.60	2.5			
Gifts (\$)	Track	427,321	1,040,000	460,000			
Grants (\$M)	Track	2.2	2.56	2.1			
Alumni giving rate (%/fiscal year)	8	5	5	5			
Funded undergraduate student scholarships	10	6	6	6			
<b>Diversity</b>							
Minority undergraduate student enrollment (%)	Track	NA	37.5	33			Uden-Holman
Minority graduate student enrollment (%)	16	19	20	28			
Minority primary faculty (%)	16	17	14	16			Dawson
Minority staff (%)	10	9	9	7			Cranston



<b>Outcome Measures</b>	<b>Target</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>Accountability</b>
Minorities in executive or high-level administrative positions (%)	5	2	4	4			
International graduate student enrollment (%)	12	9	9	11			Uden-Holman
Female primary faculty (%)	45	43	41	41			Dawson
Females in executive or high-level administrative positions (%)	50	54	54	58			Cranston
Conduct CPH diversity climate survey every 2 years (%)	Participation rate of 40%	21	NA	31	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	BIO=16 CBH=11 EPI=17 HMP=15 OEH=17 TOTAL=76			Dawson
Secondary faculty as of June 30 (#)	Track	58	59	62			
Adjunct faculty as of June 30 (#)	Track	82	87	87			
<b>Teaching</b> adjunct, secondary, or other as of fall semester (#)	Track	24	31	32			Uden-Holman

<b>Outcome Measures</b>	<b>Target</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>Accountability</b>
Graduate & Professional student credit hours taught (#)	6900	6872	6906	7319			Cranston
Undergraduate student credit hours taught (#)	7150	1677	2325	3559			
Primary tenure-track faculty salary offset through external funding (%)	50	58	60	59			
Research expenditures per full-time-equivalent faculty (\$)	500,000	535,847	572,782	572,087			
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			

<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)