

**UI College of Public Health
FY2019 Strategic Initiative Work Plan**

Objectives	Tactical Initiatives	Activities	Accountabilities
EDUCATION			
<p>A curriculum of innovative, engaged teaching for undergraduate, master, and doctoral students to attract and retain highly-qualified students</p>	<p>Develop undergraduate program curriculum</p>	<p>Develop capstone course to be offered in fall 2019</p> <p>Provide training and resource opportunities for faculty while developing courses to ensure innovative teaching methods</p> <p>Develop and review guidelines on best practices for teaching assistant development and evaluation</p> <p>Continue to explore and develop partnerships with local community colleges interested in developing public health programs</p>	<p>Director of Undergraduate Programs Associate Dean for Academic Affairs Executive Committee Undergraduate Program Committee</p>
	<p>Enhance undergraduate program curriculum</p>	<p>Review new courses after first offering</p> <p>Create a comprehensive evaluation plan for the undergraduate program curriculum and student experiences and begin implementation in FY2019</p> <p>Review policy for faculty support in team teaching role after first two course offerings</p> <p>Review instructional needs when operating at full capacity</p>	

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	<p>Regularly communicate with UI and CPH leaders and CPH faculty, staff, and students about the status of the undergraduate program</p>	<p>Regularly provide undergraduate program update at Executive Committee meetings</p> <p>Provide undergraduate program update at CPH faculty, staff, and student open forum each semester</p> <p>Meet once per semester with CPH undergraduate teaching faculty to provide programmatic updates and solicit feedback, as needed</p> <p>Develop a SharePoint site to share resources with and among CPH undergraduate teaching faculty</p> <p>Meet with UI leadership and campus partners as needed</p>	
	<p>Successfully recruit and enroll students in the undergraduate program</p>	<p>Assess process and impact of undergraduate ambassadors program to assist with recruitment activities</p> <p>Review the admissions and enrollment management plan for standard and direct admission and revise as needed</p> <p>Develop and implement new recruitment initiatives in the following areas:</p> <ul style="list-style-type: none"> • Underrepresented students • Transfer students • Male students • Social sciences academic cluster 	

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	Develop a plan for services in support of undergraduate student success	<p>Hire a second academic advisor</p> <p>Implement a “from the advisor” weekly newsletter to communicate important events, opportunities, and deadlines to undergraduate public health majors</p> <p>Review the experiential learning website</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>Implement and evaluate 2016 CEPH criteria</p> <ul style="list-style-type: none"> • Curriculum/competencies • Applied practice experience • Capstone <p>Conduct annual meetings with CPH, UI, and community MPH partners regarding MPH program strategic plan</p> <p>Update MPH program strategic plan with emphasis on:</p> <ul style="list-style-type: none"> • Recruitment/admission/enrollment • Subtrack/curriculum opportunities <p>Work with departmental DGSs and faculty to assess and document where MPH foundational competencies are being reinforced in concentration courses</p> <p>Evaluate current InterProfessional</p>	Director of Master of Public Health Program

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		<p>Education requirement and redevelop as necessary to meet the needs of students in all MPH subtracks</p> <p>Continually review and further develop MPH practice experience sites and preceptors</p> <p>Conduct monthly MPH professional development Spotlight Series seminars</p>	
	<p>Enhance the academic degree program student experience</p>	<p>Finalize report of training needs and quantify the demand for specific statistical software packages for graduate students</p> <p>Begin implementing suggested statistical software recommendations</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 area of innovative teaching methods, including the use of technology</p> <p>Create classroom environments conducive to innovative teaching using integrated technology</p>	<p>Associate Dean for Academic Affairs Director of Undergraduate Programs Director of Master of Public Health Program</p>
	<p>Develop a strategic enrollment management plan encompassing all academic programs</p>	<p>Explore hiring a consultant to assist with developing academic and administrative solutions to support strategic enrollment</p> <p>Engage UI Admissions regarding graduate student recruitment</p>	<p>Associate Dean for Academic Affairs Dean Associate Dean for Administration</p>

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	Assess and enhance recruitment strategies	<p>Collaborate with UI enrollment management staff to identify more effective mechanisms to target students</p> <p>Analyze impact of recruitment scholarships and identify practices that increase probability of recruiting students</p>	Associate Dean for Academic Affairs Dean
Strong training and education programs for practicing professionals	Continue and expand collaborative training programs	<p>Identify training gaps and as applicable utilize innovative technology to deliver training and education</p> <p>Utilize past workforce development assessments from partner organizations/agencies to identify training gaps for practicing professionals throughout Iowa</p> <p>Meet with Iowa Department of Public Health, regional public health consultants, and other key stakeholders to discuss training needs</p> <p>Utilize subject matter experts and instructional designers to design and develop distance-based and in-person training programs in the highest priority areas</p> <p>Work with key stakeholders to promote training programs to their constituents and evaluate the impact of each training program to improve learner outcomes</p>	Dean IPHP Director
The highest level of compliance with accreditation criteria	Maintain collegiate accreditation (CEPH)	<p>Respond to and address CEPH re-accreditation recommendations</p> <p>Prepare and submit CEPH Compliance</p>	Associate Dean for Academic Affairs Director of Master of Public Health Program

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		Report Review and implement, as need, new CEPH criteria for stand-alone programs	Evaluation Coordinator
	Maintain MHA Program (CAHME)	Complete self-study Conduct successful site visit	HMP DEO MHA Program Director
	Maintain Industrial Hygiene Program (Accreditation Board for Engineering and Technology)	Ensure that program educational objectives and student outcomes align with program stakeholders Review and revise curriculum to assure that courses are delivered in an effective manner	OEH DEO Program Director
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	Evaluate current professional development/career readiness opportunities Conduct at least two professional development/career readiness activities per semester, ensuring that needs of students at all levels are addressed	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	Explore entrepreneurial opportunities related to our research and expertise Explore collaborations for external research funding opportunities Match CPH faculty with potential collaborators throughout the University and externally Identify and promote internal pilot grants	Associate Dean for Research IIPHRP Deputy Director Research Council

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		<p>and external funding sources</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>Diversified funding of high impact research</p>	<p>Build new relationships with funding agencies to facilitate opportunities for high impact research</p>	<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>	
	<p>Expand public-private partnerships</p>	<p>Diversify the IIPHRP executive-in-residence program to expand the variety of expertise from a variety of organizations and individuals</p> <p>Implement community education and outreach activities that support population health topics that resonate with specific donors to provide an opportunity for public-private partnerships</p>	
	<p>Identify new avenues for conducting high impact public health activities</p>	<p>Identify opportunities to expand public health research and translation partnerships</p> <p>Enhance relationships with state agencies and statewide organizations to develop new research collaborations and program evaluation opportunities</p>	

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		Building coalitions through the Faculty Policy Fellowship program and provide opportunities for stakeholder involvement	
	Identify opportunities to improve research grants management	Develop resources to assist faculty members in grants management Host annual meetings with departmental administrators and compliance units	
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 Continue to work with UI Facilities Management on the 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

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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
	Continue and expand collaborative training programs	Identify training gaps and, as applicable, utilize innovative technology to deliver training and education	IPHP Director
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 Develop and host a seminar that introduces public health to newly elected/appointed officials	
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	Director of Master of Public Health Program IIPHRP Deputy Director
		Continue to engage the Alumni Advisory Council and Board of Advisors	
		Host multi-disciplinary events that bring	

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		<p>public health faculty and research into communities to address critical public health issues</p> <p>Develop a Practitioner-in-Residence Program and host at least one Public Health Practitioner annually</p>	<p>Dean Faculty Advisor BLN Coordinator</p>
	Continue to grow the Business Leadership Network	Continue to expand community partners and programming	
CROSS CUTTING			
Best practices in collegiate governance, infrastructure support, and professional development	Encourage quality teaching at all levels and in all formats	<p>Ensure collegiate and departmental P&T guidelines include recognition of professional, graduate, and undergraduate teaching and innovative teaching formats</p> <p>Formalize peer review of teaching policy to achieve more consistency in process and to accommodate diversity of teaching mission</p>	<p>Associate Dean for Faculty Affairs Faculty Council DEOs</p>
	Review current and potential faculty tracks	<p>Adopt and develop policies for Professor of Instruction track</p> <p>Clarify promotion procedures for clinical track</p> <p>Clarify departmental policies for determining adjunct faculty rank</p>	
	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 faculty, student, research, and staff council</p>	

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		meetings Continue to have faculty council updates Executive Committee meetings	
	Evaluate opportunities to streamline functions and technology across the CPH	As part of the OneIT initiative, continue to evaluate and implement collegiate IT activities Implement new key inventory software and tracking system Continue to implement and improve collegiate Universal Workflow forms Access and disseminate contemporary tools, resources and best practices for efficient virtual collaboration	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
	Provide opportunities to support change and continuous improvement in organizational effectiveness	Conduct a collaborative assessment of the Student Services structure and consider recommendations for change Conduct a college-wide assessment of the CPH Facilities function	Dean Associate Dean for Academic Affairs Associate Dean for Administration
Targeted growth in the number of faculty based on education, research, and service priorities	Project need for and sources for new faculty hires	Evaluate full-time-equivalent requirements per department based on current and projected student enrollment, external funding opportunities, and projected attrition	Dean Associate Dean for Administration Associate Dean for Academic Affairs

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			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, equity 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 Develop a strategic plan and budget for the Diversity, Equity and Inclusion Committee Offer unconscious bias refresher sessions for faculty	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 additional relationships with 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

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	Identify opportunities for increased global topics in our curricular content	Develop and implement a plan to increase global content in our curricular offerings	
	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> <p>Support global faculty and student visitors to CPH</p>	<p>Global Public Health Chair</p> <p>Global Public Health Committee</p> <p>IIPHRP Deputy Director</p> <p>CPH Research Office</p>
Effective philanthropy that enhances collegiate resources	Engage faculty and staff in fundraising activities	<p>Utilize GOLDRush platform for targeted accounts during We Are Phil Faculty & Staff campaign week</p> <p>Develop strategy for year-round awareness and engagement of faculty and staff in philanthropy</p>	<p>Director of Development</p> <p>Dean</p> <p>Executive Committee</p>
	Enhance and expand outreach and engagement with alumni, non-alumni, non-profit organizations, and others	<p>Regularly meet with fundraising team to discuss strategy and execute fundraising plans</p> <p>Engage DEOs and key faculty in identifying alumni prospects and serving as content experts in preparing for meetings with donors</p> <p>Review other colleges' approaches to funding outreach and engagement activities</p> <p>Work with Corporate and Foundation Relations to identify prospects to cultivate collegiate major gifts</p>	<p>Director of Development</p> <p>Dean</p> <p>Strategic Communications Director</p> <p>Executive Committee</p>

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	Develop and implement fundraising strategy to support strategic priorities	Secure \$1.5m in gifts for Strategic Leadership Endowment Fund Meet annually with DEOs and identified Directors to discuss fundraising needs Cultivate and ask for at least three seven figure gifts Cultivate and close at least three planned gifts Increase annual giving number of donors and amount raised	Director of Development Dean DEOs Associate Dean for Administration Program Directors
Creativity and collaboration in education, research, and service	Incentivize aspirational and innovative research collaboration	Implement at least one collaboratory initiative through the IIPHRP annually	IIPHRP Deputy Director
	Promote collaborative and innovative teaching	Provide training and resource opportunities for faculty to ensure innovative teaching methods Conduct a workshop series for faculty in the area of innovative teaching methods and usage of technology	Associate Dean for Academic Affairs Director of Undergraduate Programs Director of Master of Public Health Program
High-quality faculty and staff	Maintain positive faculty and staff engagement and retention	Perform compensation analysis for faculty and staff and develop a plan, if needed 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 Review results of Working@Iowa survey and make and implement recommendations	Associate Dean for Administration Associate Dean for Academic Affairs Associate Dean for Faculty Affairs Associate Dean for Research HR Director DEOs Staff Council

Objectives	Tactical Initiatives	Activities	Accountabilities
		as needed	
Strong engagement with alumni	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
	Increase alumni-graduate student engagement	Implement pilot 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 Involve CPH Undergraduate Student Association in CPH Alumni Advisory Council meetings	Alumni and Constituent Relations Coordinator Director of Undergraduate Programs Director of Development