

**UI College of Public Health  
FY2020 Strategic Initiative Work Plan**

Objectives	Tactical Initiatives	Activities	Accountabilities
<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>Implement capstone course to be offered first in fall 2019 and spring 2020</p> <p>Provide training and resource opportunities for faculty while developing courses to ensure innovative teaching methods</p> <p>Develop teaching assistant development seminar series and evaluation plan</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>Revise undergraduate program competencies</p> <p>Continue evaluation plan of the undergraduate program curriculum and student experiences</p> <p>Identify mechanisms to support 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 shared folder 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"> <li>• Underrepresented students</li> <li>• Transfer students</li> <li>• Male students</li> </ul>	

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	Develop a plan for services in support of undergraduate student success	Hire a second academic advisor  Review advising requirements and procedures  Review the experiential learning process  Prepare for first cohort of graduating students in December 2019 and May 2020	
	Monitor and evaluate the undergraduate-to-graduate program	Meet with current undergraduate-to-graduate program partners to obtain their feedback on the program strengths and opportunities  Evaluate student satisfaction and retention with the undergraduate-to-graduate program  Evaluate student satisfaction and academic performance of UI public health majors matriculating into U2G programs  Evaluate performance and time to graduate of U2G students in comparison to non-U2Gs students	Associate Dean for Academic Affairs
	Enhance the MPH program	Continue evaluation of 2016 CEPH criteria <ul style="list-style-type: none"> <li>• Curriculum/competencies</li> <li>• Applied practice experience</li> <li>• Capstone</li> </ul> Conduct annual meetings with CPH, UI, and community MPH partners regarding MPH program strategic plan  Update MPH program strategic plan with emphasis on:	Director of Master of Public Health Program Associate Dean for Academic Affairs Director of Student Services

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		<ul style="list-style-type: none"> <li>• Recruitment/admission/enrollment</li> <li>• Subtrack/curriculum opportunities</li> </ul> <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 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>	
	Enhance the academic degree program student experience	<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</p> <p>Statistical Methods Taskforce</p> <p>Associate Dean for Academic Affairs</p> <p>Director of Student Services</p>
	Ensure faculty have the resources needed to be outstanding teachers and enhance student learning	<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</p> <p>Director of Undergraduate Programs</p> <p>Director of Master of Public Health Program</p>

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	Develop a strategic enrollment management plan encompassing all academic programs	<p>Hire 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</p> <p>Associate Dean for Finance and Administration</p>
	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
<b>Strong training and education programs for practicing professionals</b>	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</p>	Dean IPHP Director

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		<p>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>	
<b>The highest level of compliance with accreditation criteria</b>	Maintain collegiate accreditation (CEPH)	<p>Respond to and address CEPH recommendations or requirements</p> <p>Review and implement, as need, new CEPH criteria for stand-alone programs</p>	<p>Associate Dean for Academic Affairs</p> <p>Director of Master of Public Health Program</p> <p>Evaluation Coordinator</p>
<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	<p>Evaluate current professional development/career readiness opportunities</p> <p>Conduct at least two professional development/career readiness activities per semester, ensuring that needs of students at all levels are addressed</p>	<p>Associate Dean for Academic Affairs</p> <p>Graduate Program Coordinators</p>
<b>RESEARCH</b>			
<b>Robust and sustained collaborative research partnerships</b>	Identify and facilitate opportunities to be collaborative with key stakeholders	<p>Explore entrepreneurial opportunities related to our research and expertise</p> <p>Explore collaborations for external research funding opportunities</p> <p>Match CPH faculty with potential collaborators throughout the University and externally</p> <p>Identify and promote internal pilot grants and external funding sources</p> <p>Conduct an assessment of CPH centers as appropriate to identify opportunities for</p>	<p>Associate Dean for Research</p> <p>IIPHRP Interim Director</p> <p>Research Council</p>

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		<p>growth and expanded partnerships</p> <p>Develop and fund at least one research 'collaboratory' through the IIPHRP</p>	
<p><b>Diversified funding of high impact research</b></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> <p>Building coalitions through the Faculty Policy Fellowship program and provide opportunities for stakeholder involvement</p>	

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	Identify opportunities to improve research grants management	Develop resources to assist faculty members in grants management  Host annual meetings with departmental administrators and compliance units	
<b>State-of-the-art research facilities</b>	Plan for research wing with adjacency to CPHB in support of CPH facility master plan	Continue to engage UI Central Administration in discussions regarding the fundability and timing of a research facilities addition  Continue to work with UI Facilities Management on the feasibility study	Associate Dean for Finance and Administration 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	
<b>Effective translation and dissemination of research results</b>	Disseminate research results	Collect success stories and identify opportunities to promote these to the CPH community and stakeholders  Assist faculty in developing and communicating impact-based materials  Partner with community and stakeholder groups to promote public health and public policy impact	Associate Dean for Research Strategic Communications Director IIPHRP Deputy Director
<b>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

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	Continue and expand collaborative training programs	Identify training gaps and, as applicable, utilize innovative technology to deliver training and education	IPHP Director
<b>Awareness of and timely response to critical public health issues to inform decision-making</b>	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	
<b>State-of-the-art communications that underscore the importance of public health</b>	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
<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  Host multi-disciplinary events that bring public health faculty and research into communities to address critical public health issues  Develop a Practitioner-in-Residence	Director of Master of Public Health Program IIPHRP Interim Director Alumni and Constituent Relations Coordinator

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		Program and host at least one Public Health Practitioner annually	
	Continue to grow the Business Leadership Network	Continue to expand community partners and programming	Dean Faculty Advisor BLN Coordinator
<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
	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 meetings</p> <p>Continue to have faculty council updates Executive Committee meetings</p>	

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	Evaluate opportunities to streamline functions and technology across the CPH	<p>As part of the OneIT initiative, continue to evaluate and implement collegiate IT activities</p> <p>Implement new key inventory software and tracking system</p> <p>Continue to implement and improve collegiate Universal Workflow forms</p> <p>Access and disseminate contemporary tools, resources and best practices for efficient virtual collaboration</p>	Associate Dean for Finance and 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 Finance and Administration Associate Dean for Faculty Affairs Executive Committee
	Provide opportunities to support change and continuous improvement in organizational effectiveness	<p>Conduct a collaborative assessment of the Student Services structure and consider recommendations for change</p> <p>Conduct a college-wide assessment of the CPH Facilities function</p>	Dean Associate Dean for Academic Affairs Associate Dean for Finance and Administration
<b>Targeted growth in the number of faculty based on education, research, and service priorities</b>	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 Finance and Administration Associate Dean for Academic Affairs DEOs

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<p><b>An environment for all students, faculty, and staff that is supportive and rich in diversity, equity, and inclusion</b></p>	<p>Participate in university-wide initiatives</p>	<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>	<p>Associate Dean for Academic Affairs Diversity, Equity, and Inclusion Committee Office of Communications and External Relations</p>
	<p>Promote a culture of diversity, equity, and inclusion</p>	<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> <p>Develop a strategic plan and budget for the Diversity, Equity, and Inclusion Committee</p> <p>Offer unconscious bias refresher sessions for faculty</p> <p>Publish and implement the Diversity, Equity, and Inclusion Strategic Plan</p>	<p>Associate Dean for Academic Affairs Executive Committee Diversity, Equity, and Inclusion Committee</p>
<p><b>Robust, focused, and sustained global partnerships</b></p>	<p>Increase opportunities for CPH students and faculty</p>	<p>Increase engagement with established global partner sites which can serve as hosts for student experiences and faculty research</p> <p>Provide student travel grant opportunities to encourage international research, practica, internships, and other experiential learning opportunities</p> <p>Provide faculty grant opportunities focused</p>	<p>Global Public Health Chair Global Public Health Committee</p>

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		on international research and partnerships building	
	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>Diversify funding sources to support global engagement for faculty and staff</p> <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>
<b>Effective philanthropy that enhances collegiate resources</b>	Engage faculty and staff in fundraising activities	<p>Develop strategy for year-round awareness and engagement of faculty and staff in philanthropy</p> <p>Create a process for collaborating with faculty and staff on targeted donor proposals that promote CPH fundraising priorities</p>	<p>Director of Development</p> <p>Dean</p> <p>Staff Council</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>Director of Development</p> <p>Dean</p> <p>Strategic Communications Director</p> <p>Executive Committee</p>

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		<p>Work with Corporate and Foundation Relations to identify prospects to cultivate collegiate major gifts</p> <p>Work with Regional Gifts team to expand CPH reach to potential donors across the US</p>	
	Develop and implement fundraising strategy to support strategic priorities	<p>Leverage annual solicitations and identify potential major donors to reach \$1.5M goal for Strategic Leadership Endowment Fund</p> <p>Meet annually with DEOs and identified Directors to discuss fundraising needs</p> <p>Make at least 10 asks of \$50K or more and close 7 gifts</p> <p>Build pipeline of at least 12 qualified prospects</p>	Director of Development Dean DEOs
<b>Creativity and collaboration in education, research, and service</b>	Incentivize aspirational and innovative research collaboration	Implement at least one collaboratory initiative through the IIPHRP annually	IIPHRP Deputy Director
	Promote collaborative and innovative teaching	<p>Provide training and resource opportunities for faculty to ensure innovative teaching methods</p> <p>Conduct a workshop series for faculty in the area of innovative teaching methods and usage of technology</p>	Associate Dean for Academic Affairs Director of Undergraduate Programs Director of Master of Public Health Program
<b>High-quality faculty and staff</b>	Maintain positive faculty and staff engagement and retention	<p>Perform compensation analysis for faculty and staff and develop a plan, if needed</p> <p>Review retention data for faculty and staff and develop a plan, if needed</p> <p>Provide opportunities for faculty and staff</p>	Associate Dean for Finance and Administration Associate Dean for Academic Affairs Associate Dean for Faculty Affairs Associate Dean for

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		<p>to gain additional knowledge, skills, and abilities</p> <p>Review results of Working@Iowa survey, when applicable, and make and implement recommendations as needed</p>	<p>Research HR Director DEOs Staff Council</p>
<p><b>Strong engagement with alumni</b></p>	<p>Ensure regular communication with alumni</p>	<p>Communicate with alumni at least once per month at the collegiate and/or department levels</p>	<p>Alumni and Constituent Relations Coordinator Dean DEOs</p>
	<p>Increase alumni-graduate student engagement</p>	<p>Implement pilot alumni mentoring program for graduate students</p>	<p>Director of Development Strategic Communications Director</p>
	<p>Develop a plan for undergraduate alumni</p>	<p>Explore best practices for undergraduate alumni programming</p> <p>Involve CPH Undergraduate Student Association in CPH Alumni Advisory Council meetings</p>	<p>Alumni and Constituent Relations Coordinator Director of Undergraduate Programs Director of Development</p>