

**UI College of Public Health
FY2019 Strategic Initiative Progress Report**

Objectives	Tactical Initiatives	Activities	Accountabilities	FY2019 Annual Progress Report
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><u>Activities:</u></p> <ul style="list-style-type: none"> • CPH:4999 Public Health Capstone: Practice of Evidence-Based Public Health course development form approved by Undergraduate Program Committee and CPH Curriculum Development. Course development will continue into the summer. • The following Spotlight Series seminars supported training and resource opportunities for faculty across degree programs (sponsored by various programs and offices): <ul style="list-style-type: none"> • Teaching with case studies • TopHat demonstration • The following topics were discussed with undergraduate faculty during the summer teaching retreat: <ul style="list-style-type: none"> • Campus-wide programs and initiatives that facilitate student success (Office of Academic Support and Retention) • Competencies, course objectives, and learning outcomes • Communicating with diverse audiences (skills for students) • Discussed best practices for TA evaluation with the Center for Teaching. Will partner with Center for Teaching in AY19-20 to provide professional development workshops specifically for CPH teaching assistants. • Met with representatives from Kirkwood

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				Community College to develop transfer agreement plan and possible strategies to ensure that community college students are able to take CPH:1400 and CPH:1600, or equivalent courses, prior to transferring to UI.
	Enhance undergraduate program curriculum	<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>		<p><u>Activities:</u></p> <ul style="list-style-type: none"> • Undergraduate Program Director met with all faculty teaching new courses in Fall 2018 and Spring 2019. • The Undergraduate Program Committee continues to work on evaluation of the undergraduate program curriculum. This was a major focus during FY2019, especially given anticipated remarks from the 2019 CEPH compliance report. • Team teaching policy was reviewed and a path forward was identified for faculty who wish to keep courses team taught after the first two offerings (i.e., split credit model). • Estimates for faculty and TA needs were calculated assuming maximum capacity of 500 majors and projecting non-major demand for CPH undergraduate courses. This was shared with CPH leadership, including the Executive Committee.
	Regularly communicate with UI and CPH leaders and CPH faculty, staff, and students about the status of the undergraduate program	<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</p>		<p><u>Activities:</u></p> <ul style="list-style-type: none"> • Standing updates of the undergraduate program were provided at Executive Committee meetings and open forums. • Undergraduate teaching retreats were held in August 2018 and March 2019 to provide program updates and solicit feedback on the development of a

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		<p>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>SharePoint site; faculty provided alternatives which are now under consideration.</p> <ul style="list-style-type: none"> Regularly communicated with UI leadership and campus partners, especially in the areas of recruitment and admissions, student life, student success, student advising, and the financial impacts resulting from the new UI budget allocation model.
	<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 		<p><u>Activities:</u></p> <ul style="list-style-type: none"> The size of the volunteer student ambassador program was increased. Social media presence and presence at UI admission fairs also increased. A formal review of the student ambassador program is pending the replacement of the undergraduate recruiter. Admissions plans were reviewed mid-year as direct enrollment numbers fell below expected trajectory. Mid-year adjustments were made with respect to our communication plan. Inclusion of public health in the social sciences academic cluster was implemented in FY2019. A review of our undergraduate program website provided opportunities to modify website-based communications which should improve recruitment of under-represented students, transfer students, and pre-med students. Further development of recruitment initiatives is pending the replacement of the undergraduate recruiter.

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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>		<p><u>Activities:</u></p> <ul style="list-style-type: none"> Following a review of student services, the hiring of a second academic advisor has been put on hold. The need for a second advisor will be revisited in FY2020, with consideration of increased enrollment projections. The academic advisor to undergraduates sent out bi-weekly “from the advisor” email newsletters. Experiential learning website review is in process.
	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	<p><u>Activities:</u></p> <ul style="list-style-type: none"> A survey was conducted with the Graduate College in Fall 2018 that focused on undergraduate-to-graduate students. A meeting is planned with Grinnell College in June.
	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</p>	Director of Master of Public Health Program	<p><u>Activities:</u></p> <ul style="list-style-type: none"> All of the 2016 foundational knowledge areas and competencies have been incorporated into the MPH core courses. Continuing to work with DGSs, DEOs, and faculty on concentration-specific competencies and assessments. Evaluated current IPE requirement through survey and in-person sessions with current MPH and MHA students. Developing a new one semester IPE version that MPH students can take in Fall of second year (to be offered beginning Fall 2020). Will be able to still engage with larger IPE initiative while making it more manageable for MPH

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		<p>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>		<p>curriculum.</p> <ul style="list-style-type: none"> Continuing to provide monthly MPH Spotlight Series seminars focused on professional development. Fall 2018 matriculated departmental MPH students will become eligible for APE in Fall 2019; materials ready, will evaluate. Have been working with MPH Program Committee to develop MPH Capstone course. Creating format, materials, and schedule.
	<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><u>Activities:</u></p> <ul style="list-style-type: none"> Departmental goals and gap analyses were developed and analyzed. Continue to look at how to incorporate recommendations effectively. Professional development and career readiness activities are offered each semester through the Spotlight Series.
	<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><u>Activities:</u></p> <ul style="list-style-type: none"> The following Spotlight Series seminars provided training and resource opportunities for faculty across degree programs: <ul style="list-style-type: none"> Teaching with case studies TopHat demonstration MPH program is working with faculty to ensure that course objectives/activities/assessments enhance student learning and make for more effective teaching.

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				<ul style="list-style-type: none"> • The Health Equity Advancement Lab (HEAL) led the development and offering of CBH:6410, Global Health Equity, in Spring 2019. The course used video conferencing technology to link students and instructors at the University of Victoria (Canada), Universidad de San Francisco de Quito (Ecuador), and American University of Beirut (Lebanon) with UI CPH students and instructors. • Exploring a series on pedagogy with Office of Teaching and Learning Technology. • Classroom technology upgrades were completed in UI controlled classrooms. • Kaltura will be available in AY2020 for improved course videos.
	<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>	<p><u>Activities:</u></p> <ul style="list-style-type: none"> • Met with University Admissions Office, along with Colleges of Law, Nursing, and Pharmacy to learn about the process of developing a data base for targeted recruiting for graduate students. • Began meeting with Biostatistics faculty to explore whether data modeling used at undergraduate level could be leveraged for graduate student enrollment. • Exploring data available from MAUI and SOPHAS to use in enrollment analytics. • Developing request to ASPPH for specific data runs to use in developing recruitment model. • Communicated with Hanover to determine whether to contract with them.

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				<ul style="list-style-type: none"> Meeting scheduled with All Campus to explore contract for online programming.
	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	<p><u>Activities:</u></p> <ul style="list-style-type: none"> See bulleted activities prior (see directly above). Analysis of recruitment scholarship impact delayed until Summer or Fall.
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	<p><u>Activities:</u></p> <ul style="list-style-type: none"> Held Diabetes Summit in November 2018 in collaboration with public health and health care partners. Conducted systems practice Webinar in March, in collaboration with IPHA. This was identified as a need by the IPHA Education and Program Planning Committee. Conducted systems practice workshop in April in collaboration with IPHA. This was identified as a need by the IPHA Education and Program Planning Committee. Developed an online Emergency Preparedness Resources training in collaboration with the National Network of Libraries of Medicine Greater Midwest Region. Began conducting webinar series on persuasive communication for public health practitioners, in collaboration with the University of Nebraska Medical Center College of Public Health.

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<p>The highest level of compliance with accreditation criteria</p>	<p>Maintain collegiate accreditation (CEPH)</p>	<p>Respond to and address CEPH re-accreditation recommendations</p> <p>Prepare and submit CEPH Compliance Report</p> <p>Review and implement, as need, new CEPH criteria for stand-alone programs</p>	<p>Associate Dean for Academic Affairs Director of Master of Public Health Program Evaluation Coordinator</p>	<p><u>Activities:</u></p> <ul style="list-style-type: none"> • Preparing interim report to CEPH to address partially met criteria. Required curriculum and competencies for combined degree programs have been developed and will be implemented in FY2020. • Submitted CEPH Compliance Report in January 2019. Received two CNVs that will be reported on by January 2020.
	<p>Maintain MHA Program (CAHME)</p>	<p>Complete self-study</p> <p>Conduct successful site visit</p>	<p>HMP DEO MHA Program Director</p>	<p><u>Activities:</u></p> <ul style="list-style-type: none"> • Completed self-study. • Successfully conducted site visit with no partial or unmet criteria.
	<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><u>Activities:</u></p> <ul style="list-style-type: none"> • The IH program is currently accredited through 2021. • Over the past 5 years the IH Program has had 13-17 trainees enrolled at any one time. • Over the past 5 years, all of our 27 graduates (24 MS and 3 PhD) have continued in the field of occupational and environmental safety and health, with employment in the government, academia, university services, insurance, industry, and private consulting. • In 2016, we conducted a survey of regional employers to evaluate desired skills of new IH employees, including competencies required for modern employment and the personal qualities essential to working in this field. • The IH curriculum was last reviewed in April 2015.

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Sustained success in post-graduate placement	Ensure undergraduate and graduate students attain career readiness skills needed to obtain post-graduate placement and succeed in their careers	<p>Evaluate current professional development/career readiness opportunities</p> <p>Conduct at least two professional development/career readiness activities per semester, ensuring that needs of students at all levels are addressed</p>	Associate Dean for Academic Affairs Graduate Program Coordinators	<p><u>Activities:</u></p> <ul style="list-style-type: none"> • Fall semester Spotlight Series included a Strengths Finder session, a session on fellowship and internships, and presentations by policy fellows and the director of ASTMH. • Spring semester Spotlight Series included sessions by postdoctoral scholars on their experience, professional development by CPHGSA, and sessions on Pecha Kucha talks and Veterans Affairs opportunities. • Four questions included on graduate student survey regarding how well prepared students believe they are for entering the field.
RESEARCH				
Robust and sustained collaborative research partnerships	Identify and facilitate opportunities to be collaborative with key stakeholders	<p>Explore entrepreneurial opportunities related to our research and expertise</p> <p>Explore collaborations for external research funding opportunities</p> <p>Match CPH faculty with potential collaborators 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 growth and expanded partnerships</p> <p>Develop and fund at least one research 'collaboratory' through the IIPHRP</p>	Associate Dean for Research IIPHRP Deputy Director Research Council	<p><u>Activities:</u></p> <p>Research Council and Research Office:</p> <ul style="list-style-type: none"> • Hosted collaborative meetings with the College of Engineering and the College of Medicine to explore their use of research incentives as well their methods for promoting interdisciplinary research. • Met with CPH leadership to discuss budget models, indirect cost return, and the role of the RC. • Awarded a New Faculty Research Award to Aaron Miller to promote new faculty research initiatives. • Connected the New Faculty Awardee with several CPH faculty that could assist his project. • Awarded two Associate Professor Advancement Awards to Christine

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				<p>Petersen and Nathan Fethke to promote and support the research of associate professors.</p> <ul style="list-style-type: none"> • No centers were due to be assessed this year. • Met with MPHTC to learn about their work and discuss areas for growth and CPH needed trainings. • Coordinated introductory meetings with new faculty and the IIPHRP interim director. <p>Research office:</p> <ul style="list-style-type: none"> • Identified opportunities for new collaborative grants (e.g. NCI, HRSA, RWJF, PCORI, Iowa State, NSF). Hosted meetings to discuss grant writing teams. • Provided weekly funding updates as well as individualized funding searches. • Met with the Center for Advancement, ICTS, Veterans Rural Health Services Center, IRF, and Entrepreneurial Center staff to discuss CPH research. • Participated on UI task force to revise IP policies. <p>IIPHRP:</p> <ul style="list-style-type: none"> • IIPHRP Collaboratory “Iowa Substance Use Data 11 Objectives Tactical Initiatives Activities Accountabilities FY2018 Annual Progress Report Set: Preventing Overdose through Actionable Data” was selected for implementation in FY2019.
<p>Diversified funding of high impact research</p>	<p>Build new relationships with funding agencies to facilitate opportunities for</p>	<p>Host 1-2 funding agency representatives annually</p>		<p><u>Activities:</u></p> <ul style="list-style-type: none"> • Continued weekly funding opportunity

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	high impact research	<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>announcements to faculty via email.</p> <ul style="list-style-type: none"> • Conducted specialized searches for grant applications. • Held a call with local ACS representative to discuss their funding opportunities. • 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 the institute’s mission. • Held orientation for new faculty to discuss funding strategies, tools, and CPH support. • Met with DSP and ITS to provide input on new pre-award data dashboard. • Developed new tables from data dashboard for CPH DEOs and departmental administrators to track proposal and grant trends. • Developed strategies to recognize grant awards including emails and digital screen highlights. • Continued to explore DOD funding and met with an Army and Air Force portfolio managers.
	Expand public-private partnerships	<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><u>Activities:</u> A broad array of Executives in Residence and Visiting Scholars were invited to the college to share their expertise with students faculty and staff:</p> <ul style="list-style-type: none"> • Joseph Jones, Director of the Harkin Institute; • Debra Waldron, Senior Vice President, Child Health and Wellness American Academy of Pediatrics; • Karen Goraleski, Chief Executive Officer,

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				<p>American Society of Tropical Medicine and Hygiene.</p> <ul style="list-style-type: none"> • Implemented Healthy LifeStars (HLS) child obesity prevention program. • Hosted tackling data sessions in partnership with the Iowa Department of Public Health to teach broad audiences how to use and communicate public health data. • The first year of the HLS StepaThon raised \$1,200 and had over 280 Iowa child participants to create awareness of obesity epidemic in Iowa.
	<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>		<p><u>Activities:</u></p> <ul style="list-style-type: none"> • Identified and hosted meetings for new collaborative grants (e.g. NCI, HRSA, DOD, RWJF PCORI, Iowa State, NSF). • Developed a list of HHS funding mechanisms (to be disseminated) and began efforts to identify potential new mechanisms (e.g. supplements and F-series). • HLS, a privately funded child obesity prevention program was implemented in the Iowa City area and is rapidly expanding across the state. • HLS raised \$1,200 and had over 280 Iowa child participants to create awareness of obesity epidemic in Iowa. • Convened a coalition on the topic of decreasing alcohol use among minors through social host liability laws. Policy Fellow Paul Gilbert shared his research on social host liability law effectiveness. The group developed action steps and will reconvene in Fall 2019 to determine policy recommendations.

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	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>		<ul style="list-style-type: none"> • In coordination with Policy Fellow Sato Ashida, convened coalition of state agency leaders to develop policy recommendations to host and manage data platform and data sharing agreements for emergency preparedness activities for older Iowans. <p><u>Activities:</u></p> <ul style="list-style-type: none"> • Offered new faculty research orientation for faculty new to CPH. • Solicited feedback from departmental administrators to streamline the IRB process for proposals. Met with HSO to address this. • Co-sponsored five junior faculty to attend the “Writing Winning Grants Workshop”. Additionally Co-sponsored one attendee to complete phase 2 of this workshop. • Held two workshops with DSP on data use agreements and export controls for CPH faculty and staff. • Helped organize external grant reviews for four investigators. • Provided quarterly award reports to all DEOs and administrators.
State-of-the-art research facilities	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>Continue to work with UI Facilities Management on the feasibility study</p>	Associate Dean for Administration Facility Manager DEOs	<p><u>Activities:</u></p> <ul style="list-style-type: none"> • Feasibility study complete, programmatic planning on hold until funding plan is developed. • Ongoing discussions with VP Medical Affairs and Central Administration regarding potential unused wet lab space on campus and its availability for CPH researchers.

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	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>		<p><u>Activities:</u></p> <ul style="list-style-type: none"> • Pulmonary Toxicology Research Laboratory renovation complete. • Relocated HERCe to CPHB following flooding at Westlawn. • Developing plan to relocate remaining Westlawn research. • Working to relocate CTSDMC from UCC to CPHB 5th Floor. • Met with UI Facilities Management leadership regarding ongoing issues related to deferred maintenance.
<p>Effective translation and dissemination of research results</p>	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> <p>Partner with community and stakeholder groups to promote public health and public policy impact</p>	<p>Associate Dean for Research Strategic Communications Director IIPHRP Deputy Director</p>	<p><u>Activities:</u></p> <ul style="list-style-type: none"> • Named one Distinguished Faculty Lecturer and promoted their work. • Identified awards to highlight on collegiate digital signage. • Communicated success stories to university officials to spread knowledge of CPH research. • Hosted Research Week to celebrate research successes. • Initiated new email strategy to congratulate new grant awardees. • Collaborated with CPH communications to identify research-based videos, social media, and article topics. • Began effort to collect and develop success stories. • Updated the CPH Research infographic. • Developed policy briefs through Policy Fellow program on topics of disaster preparedness for older Iowan's and Social Host Liability Law's to decrease underage drinking in Iowa. • Convened the Healthy Neighborhoods

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				<p>Healthy Communities Symposium to gather housing inspectors, city planners, public health professionals, medical doctors, nurses and educators to continue work on the Iowa City INVEST Health project pipeline and investment opportunities.</p> <ul style="list-style-type: none"> • Collaborated with UI Office of Strategic Communication to engage media outlets in highlighting CPH research impact (e.g., Iowa Public Radio feature on SEER Cancer Registry). • Developed communications strategies to highlight newly funded CPH research using digital signage, social media, and video. • Utilized BLN to foster connections between CPH researchers and communities, policymakers, and stakeholder groups.
IMPACT				
<p>Sustained recognition as a highly-sought resource for education, training, policy, and research</p>	<p>Promote faculty recognition through nominations for national awards and national service</p>	<p>Create infrastructure/process for obtaining and submitting nominations</p>	<p>Associate Dean for Faculty Affairs Executive Committee</p>	<p><u>Activities:</u></p> <ul style="list-style-type: none"> • The Faculty Affairs office continued to nominate faculty for appropriate awards at the national level (e.g., such as the ASPPH public health awards). • The Faculty Affairs office continued to promote and coordinate nominations for national service opportunities, such as the National Academy Emerging Leaders Forum. • Will continue to look for new award and service opportunities that are appropriate for our faculty.

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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	<u>Activities:</u> <ul style="list-style-type: none"> Developed web-accessible micro-learning training videos to support IDPH's Data Tracking Portal, in collaboration with IIPHRP. Developing web-accessible micro-learning training videos to support IDPH's Lead Prevention Program, in collaboration with IIPHRP and IDPH. June 2019, will release leadership in public health podcast series in collaboration with the Association of Public Health Nurses, and University of Nebraska Medical Center College of Public Health. These were created to in disseminate to a broad audience. June 2019, will release mental health podcast series with cross sectors, in collaboration with MPHTCs community-based training partners in Region VII. These were created to in disseminate to a broad audience. This was identified as a training need by the Regional Public Health Consultants and local public health practitioners.
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	<u>Activities:</u> <ul style="list-style-type: none"> Convened a coalition on the topic of decreasing alcohol use among minors through social host liability laws. Policy Fellow Paul Gilbert shared his research on social host liability law effectiveness. The group developed action steps and will reconvene in Fall 2019 to determine policy recommendations. In coordination with Policy Fellow Sato Ashida, convened coalition of state agency leaders to develop policy

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				<p>recommendations to host and manage data platform and data sharing agreements for emergency preparedness activities for older Iowans.</p>
	<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>Develop and host a seminar that introduces public health to newly elected/appointed officials</p>		<p><u>Activities:</u></p> <ul style="list-style-type: none"> • Routinely communicated with OVPR, funding agencies, and HSO to communicate changes in compliance issues. • Held workshops about new compliance guidelines. • Provided sample language about new policies to faculty, including clinical trials definition and new forms single IRB letters.
<p>State-of-the-art communications that underscore the importance of public health</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><u>Activities:</u></p> <ul style="list-style-type: none"> • Established CPH Instagram account (@iowacph) and coordinated with CPH students to develop and implement two social media campaigns: MPH student ambassadors Instagram takeover during APHA annual meeting; and National Public Health Week campaign highlighting NPHW daily themes.
	<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><u>Activities:</u></p> <ul style="list-style-type: none"> • Engaged graduate and undergraduate students in planning and execution of activities involving CPH Book Club author Mona Hanna Attisha, and developed videos and podcasts from these events. • Engaged graduate and undergraduate students in activities at the Iowa State Capitol (e.g., CPH Legislative Breakfast, PH Day on the Hill) and developed

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				<p>videos highlighting these events.</p> <ul style="list-style-type: none"> • Collaborated closely with MPH students to develop and expand student podcast "From the Front Row."
<p>Strong engagement with practitioners, communities, organizations, and alumni</p>	<p>Increase engagement of practitioners, community partners, organizations and alumni</p>	<p>Continue to explore and expand opportunities for alumni engagement</p> <p>Continue to engage the Alumni Advisory Council and Board of Advisors</p> <p>Host multi-disciplinary events that bring 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>Director of Master of Public Health Program IIPHRP Deputy Director</p>	<p><u>Activities:</u></p> <ul style="list-style-type: none"> • The new MPH capstone course, to be offered for the first time in Spring 2020, will engage partners, alumni, and organizations as they will serve as issue sponsors and judges. • Hosted Spotlight Series seminar in Spring 2019 about public health fellowships/ associateships that included alumni at CDC and NIH as well as partners at SHL and ICC. • MPH program routinely engages alumni as preceptors but also in showcasing to current students what they did as practica and how it helped them define their career path. • Convened the Healthy Neighborhoods Healthy Communities Symposium to gather housing inspectors, city planners, public health professionals, medical doctors, nurses and educators to continue work on the Iowa City INVEST Health project pipeline and investment opportunities.
	<p>Continue to grow the Business Leadership Network</p>	<p>Continue to expand community partners and programming</p>	<p>Dean Faculty Advisor BLN Coordinator</p>	<p><u>Activities:</u></p> <ul style="list-style-type: none"> • Community forums were held for the first time in Spirit Lake and for a second visit in Centerville. • BLN Community Grants Program funded 7 organizations for 2019. • To date, more than 1,100 people have engaged with the BLN.

Objectives	Tactical Initiatives	Activities	Accountabilities	FY2019 Annual Progress Report
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>	Associate Dean for Faculty Affairs Faculty Council DEOs	<p><u>Activities:</u></p> <ul style="list-style-type: none"> • New teaching template is being used. • Policy developed to distinguish between formal peer evaluations and informal peer observations. • Language indicating that all types of teaching are important have been incorporated into policies (pending final faculty vote).
	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>		<p><u>Activities:</u></p> <ul style="list-style-type: none"> • Instructional track issues discussed in Faculty Council, individual DEO meetings, and in work groups. • Summary of reports to be shared with Dean and Executive Committee in FY2020. • Policies for CT promotion have been modified and will be formally voted on in FY2020.
	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>	Associate Dean for Administration Executive Committee Administrators Graduate Program	<p><u>Activities:</u></p> <ul style="list-style-type: none"> • Updates of student, research, and staff councils have been presented at Executive Committee meetings. • Faculty council has provided regular updates at Executive Committee meetings. • Formal faculty meetings are being streamlined and being made more inclusive.
	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</p>		<p><u>Activities:</u></p> <ul style="list-style-type: none"> • IT End User Support transition completed. • Skype for Business transition completed.

Objectives	Tactical Initiatives	Activities	Accountabilities	FY2019 Annual Progress Report
		<p>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>	<p>Coordinators</p>	<ul style="list-style-type: none"> • Key inventory and new software implementation completed. • Virtual collaboration workshop placed on hold. • Automation of standardized list serves near completion. • Initiated P: drive project to standardize file storage across the college, mitigate risks, and reduce costs. • Enhanced universal workflow form to manage event requests.
	<p>Evaluate alternative models of faculty compensation and expectations</p>	<p>Consider an alternative allocation model to allow for effort flexibility</p>	<p>Dean Associate Dean for Administration Associate Dean for Faculty Affairs Executive Committee</p>	<p><u>Activities:</u></p> <ul style="list-style-type: none"> • Faculty Effort Allocation sub-committee was formed following Executive Committee Retreat. The workgroup objectives are to discuss and evaluate the current unit norms and provide a recommendation to Executive Committee for possible changes. • Sub-committee formed to evaluate the advantages and disadvantages of adding the Instructional Track faculty and to articulate what parameters should be considered. Findings will be shared with Dean and Executive Committee in FY2020.
	<p>Provide opportunities to support change and continuous improvement in organizational effectiveness</p>	<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>	<p>Dean Associate Dean for Academic Affairs Associate Dean for Administration</p>	<p><u>Activities:</u></p> <ul style="list-style-type: none"> • The administrative team partnered with Organizational Effectiveness to conduct an assessment of Academic Affairs. Thematic opportunities identified and final report with action steps provided. • Creating new Director of Student Services leadership position, to be hired in FY2020, to envision and advise on enrollment goals, provide greater

Objectives	Tactical Initiatives	Activities	Accountabilities	FY2019 Annual Progress Report
				<p>emphasis on student affairs, and assist in managing intersecting teams across the college.</p> <ul style="list-style-type: none"> • A survey was completed to obtain feedback regarding CPH Facilities roles and responsibilities. Assessment of the function and duties continue to be evaluated and reassigned.
<p>Targeted growth in the number of faculty based on education, research, and service priorities</p>	<p>Project need for and sources for new faculty hires</p>	<p>Evaluate full-time-equivalent requirements per department based on current and projected student enrollment, external funding opportunities, and projected attrition</p>	<p>Dean Associate Dean for Administration Associate Dean for Academic Affairs DEOs</p>	<p><u>Activities:</u></p> <ul style="list-style-type: none"> • Reviewed student credit hour trends, extramural funding trends, faculty salary offset and projected attrition with DEOs as part of annual budget meeting. • Following the Executive Committee Retreat, each unit reviewed course offerings and historic course enrollment in relation to projected faculty course equivalents in order to explore ways to meet overall instructional needs.
<p>An environment for all students, faculty, and staff that is supportive and rich in diversity, equity, and inclusion</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 and Inclusion Committee Office of Communications and External Relations</p>	<p><u>Activities:</u></p> <ul style="list-style-type: none"> • Supported the First Generation Student Celebration. • Sponsored the Latinx graduation. • Participating in the Summer Health Professions Education Program. UI is one of four (of the 12) that offers a public health sub-track. • The DEI Committee focused on the American Dream UI theme semester when developing Spotlight Series events. • During Human Rights Week, the DEI Committee sponsored a Spotlight Series event with a showing of the <i>I Have A Dream</i> speech and an interactive privilege walk.

Objectives	Tactical Initiatives	Activities	Accountabilities	FY2019 Annual Progress Report
	Promote a culture of diversity, equity 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> <p>Develop a strategic plan and budget for the Diversity, Equity and Inclusion Committee</p> <p>Offer unconscious bias refresher sessions for faculty</p>	Associate Dean for Academic Affairs Executive Committee Diversity and Inclusion Committee	<p><u>Activities:</u></p> <ul style="list-style-type: none"> • The DEI Committee sponsored at least three events each semester. • The Spotlight Series provided a two-part program in Fall 2019. • The DEI Committee began work on a strategic plan that is expected to be completed and ready for implementation by the start of Fall 2019. • A budget is being developed by the DEI Strategic Planning Subcommittee for submission this summer. • Faculty were invited to the two-part Spotlight Series program. • The College hosted a racial equity training by the Racial Equity Institute in September. • Established collegiate DEI student liaison role. • CPH HR incorporated new UI universal competences into all staff local job descriptions. • Developed a new website to highlight accessible services and amenities available at CPHB.
Robust, focused, and sustained global partnerships	Increase opportunities for CPH students and faculty	<p>Identify and establish additional relationships with 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	<p><u>Activities:</u></p> <ul style="list-style-type: none"> • Established partnership MOUs with Deakin University in Melbourne, Australia and Tangaza University College in Nairobi, Kenya. CPH students will be visiting both sites in summer 2019 for research opportunities. MOUs are currently in process with Saint John's Medical College in Bangalore, India and Ritsumeikan University in Osaka, Japan. Options in Dominican Republic being investigated.

Objectives	Tactical Initiatives	Activities	Accountabilities	FY2019 Annual Progress Report
				<ul style="list-style-type: none"> • 14 students received travel grants to travel to 11 different countries during 2018-2019 (includes summer 2019). An additional 4 students received travel funding from other sources for international research and experiential learning. • 2 CPH faculty received international travel funding totaling \$13,000 to support new research projects in Colombia and Kenya. • Fulbright opportunities shared with faculty.
	Identify opportunities for increased global topics in our curricular content	Develop and implement a plan to increase global content in our curricular offerings		<p><u>Activities:</u></p> <ul style="list-style-type: none"> • All CPH course syllabi were reviewed for global keywords and ranked on a 4 tier system to assess the level of current global course content. • Consolidated global teaching resources on the CPH website for faculty and created an online global coursework guide for students. • Hosted a global case study spotlight workshop open to all CPH faculty, staff, and students. • Generated 2 global course competencies and a list of readings to support these competencies for easy integration into new and existing CPH coursework. • Presented and consulted with all 5 CPH departments and executive committee on implementation measures. • Supported new global course utilizing an international classroom, in collaboration with universities in Ecuador, Canada, and Lebanon.

Objectives	Tactical Initiatives	Activities	Accountabilities	FY2019 Annual Progress Report
	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>	Global Public Health Chair Global Public Health Committee IIPHRP Deputy Director CPH Research Office	<p><u>Activities:</u></p> <ul style="list-style-type: none"> • Hosted Global Public Health Week September 17-21, 2018, including 2 Spotlight Series presentations, a global research poster session and information fair, and a global food drive. • Hosted annual IIPHRP Global Public Health Case Competition featuring 6 teams with participation from students in 14 departments across 7 colleges. • Hosted global executive-in-residence Karen Goraleski, and global visiting scholars from universities in Romania, Croatia, Japan, and Kenya, as well as the Pulitzer Center for Crisis Reporting. • Invited Ambassador Quinn, Director of the World Food Bank (visit was rescheduled). • Engaged students, faculty, and staff and the annual CPH global potluck spotlight event with 70+ people participating. • Hosted information sessions in CPHB for student opportunities through Fulbright, Boren awards, IES, SIT, Peace Corps, MHIRT. • Provided logistical support for 2 NIH Fogarty scholars from Moldova and Georgia studying and training at CPH for the fall 2018 semester.
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>	Director of Development Dean Executive Committee	<p><u>Activities:</u></p> <ul style="list-style-type: none"> • GOLDRush CPH Faculty and Staff Campaign highlighted six gift funds during We Are Phil week. • Year-round awareness and engagement will be a priority of the new development director, hired in April.

Objectives	Tactical Initiatives	Activities	Accountabilities	FY2019 Annual Progress Report
	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 Dean Strategic Communications Director Executive Committee</p>	<p><u>Activities:</u></p> <ul style="list-style-type: none"> • Fundraising team met frequently to discuss strategy and plans. • Working with fundraising team and other faculty and staff to help cultivate relationships when donors and alumni are identified. • Developed and distributed regular stewardship messages for CPH Dean's Club members. • Developed new materials highlighting philanthropic support for college's global public health initiatives. • Working with Center for Advancement's Corporate and Foundation Relations team to leverage the 2019 Hansen Award visit (fall 2019).
	Develop and implement fundraising strategy to support strategic priorities	<p>Secure \$1.5m in gifts for Strategic Leadership Endowment Fund</p> <p>Meet annually with DEOs and identified Directors to discuss fundraising needs</p> <p>Cultivate and ask for at least three seven figure gifts</p> <p>Cultivate and close at least three planned gifts</p> <p>Increase annual giving number of donors and amount raised</p>	<p>Director of Development Dean DEOs Associate Dean for Administration Program Directors</p>	<p><u>Activities:</u></p> <ul style="list-style-type: none"> • Progress continues to address needs and support for Strategic Leadership Endowment Fund. • Strategic Leadership match account was endowed since it has reached endowment requirements. • New Development Director hired in April 2019. Meeting with DEOs and directors to discuss needs. • Large and planned gift asks and increasing donors and award amount will be emphasized moving forward.
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	<p><u>Activities:</u></p> <ul style="list-style-type: none"> • IIPHRP Collaboratory "Iowa Substance Use Data Set: Preventing Overdose through Actionable Data" was selected for implementation in FY2019.

Objectives	Tactical Initiatives	Activities	Accountabilities	FY2019 Annual Progress Report
	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>	<p>Associate Dean for Academic Affairs</p> <p>Director of Undergraduate Programs</p> <p>Director of Master of Public Health Program</p>	<p><u>Activities:</u></p> <ul style="list-style-type: none"> • The following Spotlight Series seminars provided training and resource opportunities for faculty across degree programs: <ul style="list-style-type: none"> • Teaching with case studies • TopHat demonstration • The MPH Program works with the Global Public Health Initiative to identify resources by which faculty can incorporate global case studies, data, and examples into current course materials and activities. • The MPH Program and the Undergraduate Program collaborate to sponsor training events in collaboration with the Associate Dean’s office.
High-quality faculty and staff	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 to gain additional knowledge, skills, and abilities</p> <p>Review results of Working@Iowa survey and make and implement recommendations as needed</p>	<p>Associate Dean for Administration</p> <p>Associate Dean for Academic Affairs</p> <p>Associate Dean for Faculty Affairs</p> <p>Associate Dean for Research</p> <p>HR Director</p> <p>DEOs</p> <p>Staff Council</p>	<p><u>Activities:</u></p> <ul style="list-style-type: none"> • Compensation analysis for faculty and staff was completed in conjunction with mid-year salary setting process. • Efforts to retain productive faculty and staff were actively pursued. • CPH Staff Council offered activities focused on wellness and professional development. Events funded in part with support from We Are Phil Professional Staff Development fundraising efforts. • Several Spotlight Series events have provided opportunities for additional skills to be learned/relearned (e.g., dealing with students in distress). • Working@Iowa survey data was reviewed. • Met with RC to discuss ICR and methods for research incentives in other colleges.

Objectives	Tactical Initiatives	Activities	Accountabilities	FY2019 Annual Progress Report
				<ul style="list-style-type: none"> • Held workshops for faculty grant development. • Held two college wide finance staff meetings to provide networking and professional development. • Expanded telecommuting opportunities for staff where appropriate. • Began a visioning process with campus partners to identify actions/efforts needed to support the recruitment and retention of high-quality faculty and staff.
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 Director of Development Strategic Communications Director	<u>Activities:</u> <ul style="list-style-type: none"> • InSight collegiate e-newsletter sent monthly to alumni and friends. • InSight collegiate magazine sent in fall and spring to alumni. • Alumni receptions in Des Moines and San Diego (APHA annual meeting). • Alumni contacted annually in November to update Alumni Directory listing. • Continued development of online alumni directory (e.g., began transition to opt-in system, new outreach efforts to alumni). • Representative leaders from student organizations met with the CPH Alumni Advisory Council during their fall and spring meetings.
	Increase alumni-graduate student engagement	Implement pilot alumni mentoring program for graduate students		<u>Activities:</u> <ul style="list-style-type: none"> • Implemented pilot mentoring program. • Had 43 alumni-student matches. • Conducted year-end evaluation and received feedback from CPH Alumni Advisory Council.

Objectives	Tactical Initiatives	Activities	Accountabilities	FY2019 Annual Progress Report
	Develop a plan for undergraduate alumni	<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</p> <p>Director of Undergraduate Programs</p> <p>Director of Development</p>	<p><u>Activities:</u></p> <ul style="list-style-type: none"> • Undergraduate Public Health Organization representatives participated in fall and spring CPH Alumni Advisory Council meetings.

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
EDUCATION							
Student recruitment							
Number of undergraduate student applications received (#)	Track	NA	Direct: 151 Standard: NA	256 32	270 62		
Undergraduate student yield rate (number of enrollees to the number of acceptances) (%)	Track	NA	Direct: 23 Standard: NA	14 95	18 93		
Number of graduate student applications received (#)	Track	467	445	482			

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
Graduate student yield rate (number of enrollees to the number of acceptances) (%)	60	59	63	64			Associate Dean for Academic Affairs
The quality of the students we attract							
BA/BS ACT	26	NA	Direct: 28.81 Standard: NA	28 25.2	27.7 24.5		Associate Dean for Academic Affairs
BA/BS GPA	3.60	NA	Direct: 4.03 Standard: NA	3.94 3.78	4.0 3.71		
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			
Student enrollment							
BA/BS direct admit student enrollment (#)	FY16 = NA FY17 = 32 FY18 = 34 FY19 = 42 FY20 = 47	NA	32	35	49		Associate Dean for Academic Affairs
BA/BS standard admit student enrollment (#)	FY16 = NA	NA	NA	20	43		

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
	FY17 = NA FY18 = 18 FY19 = 35 FY20 = 60						
MHA student enrollment (#)	74	77	76	101	92		
MPH student enrollment (#)	185	185	177	151	189		
MS student enrollment (#)	75	67	66	69	68		
PhD student enrollment (#)	100	97	94	102	103		
Graduate certificate in public health enrollment (#)	Track	17	13	7	3		
Undergraduate certificate in public health enrollment (#)	Track	21	23	42	65		
Student funding							
Funding support for full-time PhD students (%)	90	96	96	100			Associate Dean for Academic Affairs
Students participating on funded research projects (#)	Track	170	200	241			
Student outcomes							
FT MHA students graduating within 2 years (%)	80	86	96	100	94		Associate Dean for Academic Affairs
FT and PT MPH students graduating within 5 years (%)	80	94	70	91	85		
MS students graduating within 3 years (%)	80	81	81	86	90		

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
PhD students graduating within 7 years (%)	70	50	86	67	88		
PhD degrees annually conferred (#)	20	22	12	20	17		
All graduates with job placement (including internships & fellowships) at 12 months post-graduation or pursuing further education (%)	90	92	98	98	92		
2 nd year BA/BS student retention rate (%)	80	NA	NA	75	71		
1 st year MHA student retention rate (%)	90	92	96	100	100		
1 st year MPH student retention rate (%)	90	95	92	92	92		
1 st year MS student retention rate (%)	90	97	90	95	92		
1 st year PhD student retention rate (%)	90	90	97	100	83		
RESEARCH							
Primary faculty as PI on funded grant							
% all faculty as PI	70	62	66	62	61		Associate Dean for Research
% faculty who have been here >3 years	75	67	57	49	49		
Applications							

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
Total (#)	283	252	323	256	261		Associate Dean for Research
Direct (\$)	52,371,362	43,504,913	46,494,131	44,094,266	44,776,632		
F&A (\$)	16,661,062	14,777,567	15,292,872	14,625,498	14,102,779		
Total funding (\$)	69,032,424	58,282,480	61,787,003	58,719,763	58,879,412		
Applications by source							
NIH (#)	53	44	65	64	57		Associate Dean for Research
Direct (\$)	22,040,149	18,447,546	17,651,861	21,721,328	16,096,714		
F&A (\$)	8,582,336	7,395,315	7,515,888	8,387,734	6,421,094		
Total funding (\$)	30,622,485	25,842,861	25,167,749	30,109,062	22,517,808		
Other federal (#)	54	52	61	32	38		
Direct (\$)	15,648,075	13,803,357	13,659,924	12,524,875	16,646,901		
F&A (\$)	3,930,255	3,720,304	3,766,280	3,067,893	4,200,681		
Total funding (\$)	19,578,330	17,523,661	17,426,204	15,592,768	20,847,582		
Non-federal (#)	175	156	197	160	166		
Direct (\$)	14,680,936	11,254,010	15,182,345	9,848,063	12,033,017		
F&A (\$)	4,148,470	3,661,948	4,010,704	3,169,871	3,481,004		
Total funding (\$)	18,829,406	14,915,958	19,193,050	13,017,933	15,514,021		
Applications by type							
New and competing (#)	155	128	158	135	147		Associate Dean for Research
Direct (\$)	24,584,091	20,615,580	17,144,290	22,335,315	22,693,748		

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
F&A (\$)	7,371,673	7,251,195	6,049,659	7,230,928	6,836,016		
Total funding (\$)	31,955,764	27,866,775	23,193,949	29,566,242	29,529,763		
Non-competing renewal (#)	120	124	165	121	83		
Direct (\$)	27,437,631	22,889,333	29,349,841	21,758,951	17,962,002		
F&A (\$)	8,889,262	7,526,372	9,243,213	7,394,570	6,068,873		
Total funding (\$)	36,326,893	30,415,705	38,593,054	29,153,521	24,030,875		
Awards							
Total (#)	176	182	235	187	167		Associate Dean for Research
Direct (\$)	38,674,033	31,225,224	29,233,313	33,008,690	28,183,088		
F&A (\$)	11,981,775	10,655,417	8,851,826	10,532,728	8,508,570		
Total funding (\$)	50,655,808	41,880,642	38,085,140	43,839,339	36,693,437		
Awards by source							
NIH (#)	28	20	29	33	31		Associate Dean for Research
Direct (\$)	16,489,398	12,851,839	9,073,435	12,590,535	7,783,697		
F&A (\$)	6,230,846	5,535,514	3,761,452	5,607,776	3,194,946		
Total funding (\$)	22,720,244	18,387,353	12,834,888	18,388,378	10,978,643		
Other federal (#)	41	43	50	26	27		
Direct (\$)	11,791,732	10,657,192	9,813,610	12,368,206	12,992,067		
F&A (\$)	3,159,507	3,075,346	2,502,818	2,517,254	3,447,600		
Total funding (\$)	14,951,239	13,732,538	12,316,428	14,273,838	16,439,667		

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability	
Non-federal (#)	108	119	156	128	114			
Direct (\$)	10,392,904	7,716,194	10,346,268	8,049,949	7,407,324			
F&A (\$)	2,591,421	2,044,557	2,587,556	2,407,698	1,866,023			
Total funding (\$)	12,984,325	9,760,751	12,933,824	10,565,501	9,275,127			
Awards by type								
New and competing (#)	68	65	90	71	56		Associate Dean for Research	
Direct (\$)	11,889,289	7,036,421	9,968,159	9,818,065	8,203,152			
F&A (\$)	3,760,316	2,230,912	3,190,328	3,299,272	1,699,276			
Total funds (\$)	15,649,605	9,267,332	13,158,487	13,117,336	9,902,428			
Non-competing renewal (#)	109	117	145	116	116			
Renewal direct (\$)	26,784,744	24,188,804	19,265,154	23,190,625	19,979,935			
F&A (\$)	8,221,458	8,424,505	5,661,499	7,233,456	6,809,294			
Total funds (\$)	35,006,202	32,613,309	24,926,652	30,722,002	26,791,009			
Collaborations								
Cross-departmental								
Grants (#)	44	37	33	54	68		Associate Dean for Research	
All grants (%)	25	20	14	29	40			
Total dollars (\$)	27,069,315	18,367,904	16,452,311	26,647,847	19,811,066			
Total dollars (%)	53	44	43	61	54			
Cross-Collegiate								

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
Grants (#)	44	28	26	38	29		
All grants (%)	25	15	11	20	17		
Total dollars (\$)	27,366,792	16,795,498	15,008,787	24,705,427	11,198,066		
Total dollars (%)	54	40	39	56	31		
External							
Grants (#)	35	25	20	24	28		Associate Dean for Research
All grants (%)	20	14	9	13	16		
Total dollars (\$)	22,929,147	24,282,166	13,506,743	16,852,756	17,793,618		
Total dollars (%)	45	58	35	38	48		
Collaborative grants with CPH PI (#)	69	81	45	65	78		
Collaborative grants with CPH PI (% of All Grants)	50	45	19	35	45		
Collaborative grants with CPH Co-I (\$)	30,713,223	32,329,708	23,680,991	36,510,187	35,280,294		
Success rate							
Submitted 2013 and funded by 6/30/2016							Associate Dean for Research
Total (%)	65	65					
NIH (%)	60	68					
Other federal (%)	76	83					
Non-federal (%)	77	61					

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
Total new and competing only (%)	45	45					
NIH new and competing only (%)	41	41					
Other federal new and competing only (%)	64	64					
Non-federal new and competing only (%)	44	44					
Submitted 2014 and funded by 6/30/2017							Associate Dean for Research
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				
Submitted 2015 and funded by 6/30/2018							Associate Dean for Research
Total (%)	65			67			

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
NIH (%)	60			55			
Other federal (%)	76			88			
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			
Submitted 2016 and funded by 6/30/2019							Associate Dean for Research
Total (%)	65				73		
NIH (%)	60				42		
Other federal (%)	76				79		
Non-federal (%)	77				80		
Total new and competing only (%)	45				52		
NIH new and competing only (%)	41				31		
Other federal new and competing only (%)	64				47		

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
Non-federal new and competing only (%)	44				63		
IMPACT							
Engagement							
Publications where authors are from different departments/colleges	250	188	165	154	133		Associate Dean for Faculty Affairs
Publications in peer reviewed journals	500	453	427	429	406		
Publications in peer reviewed journals that include student authors (#)	Track	159	112	127	103		
Number of times CPH-based publications referenced (using ISI Web of Knowledge reference tracking database) (#)	1000	989	1006	1063	1116		
Percent of faculty presenting at CE/professional development activities (%)	Track	26	29	12	7		
Departmental, collegiate and university committees on which primary faculty serve (#)	Track	415	540	489	484		
Primary faculty state, national and international leadership activities (#)	Track	191	195	210	242		

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
Nominations of faculty for national awards (#)	Track	3	3	11	9		
Nominations of faculty for fellow status in professional or scientific societies (#)	Track	3	1	5	1		
Faculty nominated for honors and awards using AAU metric ¹ (#)	4	0	0	0	0		
Faculty receiving honors and awards using AAU metric ¹ (#)	2	0	0	0	0		
National Academy Members (NAM) (#)	7	3	3	3	3		
Non-degree/continuing education activities (#)	20,000	19,229	26,000	17,526	14,232		Associate Dean for Academic Affairs
Policy Fellows through IIPHRP (#)	3	3	3	2	1		IIPHRP Deputy Director
IIPHRP conferences (#)	1	1	1	1	1		
Alumni participating in the collegiate online directory ⁴ (%)	95%	NA	96	96	53		Strategic Communications Director
Communications							
ASPPH Friday Letter stories published (#)	Track	79	69	76	84		Strategic Communications Director
Tweets initiated (#)	Track	NA	217	263	343		

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
Received tweet impression (#)	Track	NA	229,114	635,000	745,800		
Twitter profile visits (#)	Track	NA	14,961	24,617	21,865		
CPH mentions in tweets (#)	Track	NA	470	480	605		
New Twitter followers (#)	Track	NA	221	660	320		
Total Twitter followers (#)	Track	NA	708	1,276	1,608		
Facebook posts initiated (#)	Track	NA	308	293	296		
Facebook accounts reached (#)	Track	NA	296,414	233,271	305,351		
Facebook accounts engaged with post (#)	Track	NA	6,939	13,649	37,807		
Facebook new page likes (#)	Track	NA	317	385	393		
Facebook total page likes (#)	Track	NA	2,039	2,170	2,461		
CROSS-CUTTING							
Global Health							
CPH-funded faculty field experiences at global public health sites (#)	Track	5	2	1	2		Global Public Health Chair
CPH-funded student field experiences at global public health sites (#)	Track	3	3	13	14		

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
Fundraising							
Fundraising campaign total (\$M/cumulative)	25	37.26	40.05	NA	NA		Director of Development
Gifts (\$M)	Track	17.26	18.00	NA	NA		
Grants (\$M)	Track	20	22.60	NA	NA		
Philanthropic support total (\$M/fiscal year)	2	2.63	3.60	2.5	3.3		
Gifts (\$)	Track	427,321	1,040,000	460,000	890,000		
Grants (\$M)	Track	2.2	2.56	2.1	2.4		
Alumni giving rate (%/fiscal year)	8	5	5	5	7		
Funded undergraduate student scholarships	10	6	6	6	6		
Diversity							
Minority undergraduate student enrollment (%)	Track	NA	37.5	33	24		Associate Dean for Academic Affairs
Minority graduate student enrollment (%)	16	19	20	28	15		
Minority primary faculty (%) URM ³ primary faculty (%)	16	17 6	14 4	16 4	15 1		Associate Dean for Faculty Affairs
Minority staff (%) URM ³ staff (%)	10	9 6	9 7	7 4	7 5		

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
Minorities in executive or high-level administrative positions (%)	5	2	4	4	3		Associate Dean for Finance and Administration
URM ³ in executive or high-level administrative positions (%)		0	0	0	0		
International graduate student enrollment (%)	12	9	9	11	12		Associate Dean for Academic Affairs
Female primary faculty (%)	45	43	41	41	41		Associate Dean for Faculty Affairs
Females in executive or high-level administrative positions (%)	50	54	54	58	53		Associate Dean for Finance and Administration
Conduct CPH diversity climate survey every 2 years (%)	Participation rate of 40%	21	NA	31	NA		Associate Dean for Academic Affairs
Faculty and Staff							
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	BIO=16 CBH=9 EPI=17 HMP=15 OEH=17 TOTAL=74		Associate Dean for Faculty Affairs
Secondary faculty as of June 30 (#)	Track	58	59	62	59		

Outcome Measures	Target	FY2016	FY2017	FY2018	FY2019	FY2020	Accountability
Adjunct faculty as of June 30 (#)	Track	82	87	87	101		
Teaching adjunct, secondary, or other as of fall semester (#)	Track	24	31	32	44		Associate Dean for Academic Affairs
Graduate & Professional student credit hours taught (#)	6900	6872	6906	7319	6881		Associate Dean for Finance and Administration
Undergraduate student credit hours taught (#)	7150	1677	2325	3559	5056		
Primary tenure-track faculty salary offset through external funding (%)	50	58	60	59	58		
Research expenditures per full-time-equivalent faculty (\$)	500,000	535,847	572,782	572,087	558,697		
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	78		

¹AAU 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

²Fundraising totals include: revocable and irrevocable gifts, pending planned gifts, cash/credit card gifts, gifts-in-kind, pledges, trusts and grants that are processed through the UI Center for Advancement or UI Sponsored Programs based on funding sponsor.

³Underrepresented Minority (URM): American Indian or Alaska Native, Black or African American, Hispanic or Latino/a, two or more races, Native Hawaiian or Pacific Islander. In FY2019, the college aligned with the university diversity office to track URMs, in addition to the broader minority definition used prior.

⁴Alumni online directory changed in FY19 from opt-out to opt-in, impacting alumni participation and need for a more focused target.