

College/VP Unit: College of Public Health

VISION: To serve Iowa and the Midwest as one of the nation's premier state-assisted schools of public health and lead the global community in rural public health education and training, research and practice.

STUDENT SUCCESS – Goal: Recruit and prepare students to succeed through exemplary public health knowledge, skills and leadership and empower them for lifelong learning and continual discovery.

We can meet our student success goal if we:

Recruit top and diverse students, ensure comprehensive support systems to foster retention and timely graduation and provide a vibrant, experiential and skills-based curriculum.

Critical Tasks	Tactics – Action Items	Indicators of Success
Advance educational experiences for students by focusing on academic and career development, engagement and wellness and curricula and teaching.	<ol style="list-style-type: none">1. Complete re-organization of student services functions and address gaps where necessary.2. Prioritize experiential learning that serves underserved populations.3. Coordinate with campus resources to promote career service/placement services.4. Promote faculty development in pedagogical advancement through partnership with the Center for Teaching.5. Assess undergraduate and graduate program curricula to ensure state of the art content and methods.	<ol style="list-style-type: none">1. Annual student satisfaction surveys2. Retention rates3. Number and percentage of students doing internships, research, and engagement activities4. State of the art curriculum
Grow pool of scholarships, training grants, and assistance to support recruitment, enrollment growth, increased diversity of student pool, and to support learning (e.g. experiential and service learning, internships, global experiences).	<ol style="list-style-type: none">1. Continue work with UI Center for Advancement on funding for scholarships and experiential learning for students.2. Identify and pursue funding sources for postdoctoral fellows.3. Encourage training grant applications (review previous training grant attempts to identify how to be more competitive, identify funding opportunities, pull teams together, assist with preparing summary information/tables).	<ol style="list-style-type: none">1. Training grant applications and awards2. Demographics of students (URM) supported3. PhD, masters, and undergraduate student applications, acceptance rates, and time to graduation, including URM4. Number of postdoctoral scholars and placement5. Student-involved and -led presentations and publications

	4. Identify and build connections with foundations or other funders who may be interested in funding training.	
Explore lifelong learning opportunities.	<ol style="list-style-type: none"> 1. Identify potential topics, markets and delivery structures for fee-based professional certificates, classes, and potential degrees. 2. Continue market analysis of potential online MPH for professionals. 	<ol style="list-style-type: none"> 1. Number of programs considered 2. For those on which we move ahead: <ul style="list-style-type: none"> - Number of students - Satisfaction of students - ROI
Implement strategic enrollment management (SEM) in our undergraduate and graduate programs to ensure a diverse student body and to boost enrollment by better aligning our recruitment efforts with our curriculum strengths.	<ol style="list-style-type: none"> 1. Continue work with Associate Vice President for Enrollment Management to develop SEM for undergraduate recruitment. 2. Develop SEM for our masters and graduate programs. 3. Expand summer pipeline programs and training grants to expand student enrollment, including URM student enrollment. 	<ol style="list-style-type: none"> 1. Applications, acceptance rates, graduation rates, time to degree (including URM and 1st Gen) 2. Retention rates 3. Number of PhD students

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RESEARCH & DISCOVERY -- Goal: Conduct innovative, collaborative, and partner-engaged research to solve vital public health issues.

We can meet our research & discovery goal if we: <i>Grow our competitive research portfolio by building on our research strengths to address critical needs in population health based on emerging trends.</i>		
Critical Tasks	Tactics – Action Items	Indicators of Success
Expand our research portfolio with high dollar, high impact research.	<ol style="list-style-type: none"> 1. Review current areas of collective excellence to evaluate if they are still reflective of the college's curricular and research strengths. 2. Initiate a cluster hire focused on postdoctoral scholars with a focus on DEI. 3. Ensure future tenure track hires reflect strategic areas of strength 4. Encourage hiring of research track faculty. 5. Explore how best to create new opportunities to form impactful external and internal collaborative partnerships through existing CPH centers and institutes. 6. Build flexibility into effort allocation expectations to allow for focus on individual and collective strengths. 	<ol style="list-style-type: none"> 1. Number of tenured, research, and clinical track faculty 2. Faculty awards, fellowships, and appointments at the national level, including National Academies 3. Staff supported on research 4. Number of students supported on direct research funds 5. Peer-reviewed publications by faculty, staff, and students 6. National collegiate rankings 7. Increase in postdoctoral and doctoral scholars 8. Research expenditures, including federal research awards
Launch and lead an initiative on rural health and/or sustainable rural communities to engage the campus and to showcase our leadership in this area.	<ol style="list-style-type: none"> 1. Work with health sciences and other colleges to form a rural health research and engagement initiative. 2. Integrate our expertise in rural health into our recruitment strategies and student career placement activities. 3. Explore opportunities to capitalize on our expertise in rural health for fee-based training. 	<ol style="list-style-type: none"> 1. Number of competitively funded federal and other applications and awards with a rural element 2. Number of publications with a rural focus 3. Number and quality (e.g. GPA, rural interest) of student applications

	<ol style="list-style-type: none"> 4. Lead national dialogue on rural health, such as through organized commentaries/white papers/policy briefs and leadership summits. 5. Continue to communicate the practice and policy relevance of our research. 	<ol style="list-style-type: none"> 4. Number of articles/opinion pieces/commentaries/policy briefs with a rural focus 5. Trends in rural health status in Iowa communities with which we work 6. Number of activities involving external rural stakeholders and partners
Reach across boundaries to extend and strengthen interdisciplinary research and practice, highlighting tools and mechanisms to facilitate successful partnerships.	<ol style="list-style-type: none"> 1. Continue to track interdisciplinary collaborations and how it may be affected by the new budget model. 2. Identify strategies and tools that could better identify interdisciplinary research strengths and opportunities. 3. Measure and assess collegiate success in interdisciplinary research against other UI colleges and nationally with other schools of public health. 4. Continue to contribute to campus-wide efforts to enhance interdisciplinary research. 5. Expand opportunities for research staff development, such as through leadership workshops and activities to interact based on expertise. 	<ol style="list-style-type: none"> 1. Number of interdisciplinary collaborations 2. Number of tools and strategies identified 3. CPH results in interdisciplinary research compared to other UI colleges and peers
Maximize CPH space and our use of space to ensure the highest quality environment that supports research and engagement of our collegiate community.	<ol style="list-style-type: none"> 1. Continue to engage with campus partners & UI Central Administration to secure high quality, contiguous research space. 2. Identify on campus teaching lab space to enhance student engagement in research topics and reduce faculty and student stress from frequent commutes to their off campus research labs. 3. Identify strategies to use existing space in ways to increase collaboration and connection. 	<ol style="list-style-type: none"> 1. Research and teaching lab space obtained 2. Number of issues resolved and outstanding

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ENGAGEMENT -- Goal: Engage with our stakeholders across Iowa, the nation, and the world in strategic partnerships to enhance the health of communities.

We can meet our engagement goal if we:

Engage partners to synergistically advance education and research while improving the health of populations.

Critical Tasks	Tactics – Action Items	Indicators of Success
Expand alumni networking and engagement.	<ol style="list-style-type: none"> 1. Create a workgroup consisting of departmental representatives, collegiate alumni staff, and UI Center for Advancement staff to review and assess current alumni activities at the department, collegiate and university level and create strategic plan to engage alumni in a comprehensive manner. 2. Implement the plan. 	<ol style="list-style-type: none"> 1. Plan completed and implemented
Leverage partnerships to inform the work that we do and to increase its impact.	<ol style="list-style-type: none"> 1. Determine how to leverage advisory board membership of centers and units and their talent and expertise for our education and research missions. 2. Develop strategies and messaging to differentiate the UI College of Public Health to our stakeholders, including prospective students. 3. Continue to inform other UI colleges of the CPH research and engagement activities and seek partnerships of mutual interests. 4. Develop a structural mechanism to match students with external partners who can provide high quality student experiences. 	<ol style="list-style-type: none"> 1. Competitively funded federal, state, and other applications and awards that engage external partners 2. Plan developed and implemented on how to best leverage advisory board membership 3. Resource of talking points and track record of their use 4. Collegiate national rankings 5. Amount (growth) of funds and resources available for these activities 6. Number of CPH stories in Iowa Now, ASPPH Friday Letter, etc. 7. Number of students with internship/experiential learning placements in local communities

Maintain and grow engagement with stakeholders at the local, state, national and global level.	1. Engage public health and corporate entities to enhance our education and research missions to improve health.	1. Engaged research 2. Number of collaborations with public health and corporate entities 3. MOUs with other universities
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DIVERSITY, EQUITY, INCLUSION, & COLLABORATION – Goal: Integrate diversity, equity, and inclusion into research, education, and engagement within a collegiate atmosphere of respect, authenticity, and cultural competence and humility.

We can meet our diversity, equity, inclusion, & collaboration goal if we:

Create an environment in which all students, staff, and faculty feel valued, safe, and encouraged as they grow their connection with the College of Public Health.

Critical Tasks	Tactics – Action Items	Indicators of Success
Enhance educational offerings related to diversity, equity, and inclusion for all learners within CPH.	<ol style="list-style-type: none"> 1. Review and revise curricula within CPH to ensure all students receive DEI focused content. 2. Increase amount of, and participation in, co-curricular DEI learning opportunities for students, staff, faculty, and community members within and outside the CPH. 	<ol style="list-style-type: none"> 1. DEI curricula review 2. Number of learning opportunities offered and attendance at events
Recruit, retain and advance a diverse collegiate community of students, staff, and faculty.	<ol style="list-style-type: none"> 1. Develop recruitment pipelines with tribal colleges and historically Black colleges in the Midwest and nationally for our graduate programs; including summer enrichment programs. 2. Develop and disseminate a best practices guide to enhance equity in admissions processes. 	<ol style="list-style-type: none"> 1. Number of underrepresented students applying to and enrolling in CPH programs 2. Number of underrepresented staff and faculty
Ensure a welcoming, inclusive and accessible physical environment.	<ol style="list-style-type: none"> 1. Continue to address findings identified in Hawkeye Accessibility Ambassadors assessment of the College of Public Health Building. 2. Explore additional ways to seek feedback regarding our physical environment and develop strategies to address items identified. 	<ol style="list-style-type: none"> 1. Number of issues resolved
Strengthen and support collegiate administrative structures and processes that enhance and recognize our commitment to DEI, with particular emphasis on accountability and communication for transparency.	<ol style="list-style-type: none"> 1. Review and revise collegiate DEI policies and processes and ensure DEI policies are consistently implemented across departments/units. 2. Create structures and processes to support accountability and communication for transparency. 	<ol style="list-style-type: none"> 1. Development and tracking of procedures 2. Annual collegiate climate survey