

Mission

To promote health and to prevent injury and illness through commitment to education and training, excellence in research, innovation in policy development, and devotion to public health practice.

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.

Core Values

Our core values reflect those of The University of Iowa: Excellence, Learning, Community, Diversity, Integrity, Respect, and Responsibility. We seek to implement these values in ways that enhance the health and well-being of all Iowans, especially the most vulnerable segments of Iowa's population.

- **Excellence.** The CPH is dedicated to the pursuit of excellence in public health scholarship, teaching, and community service.
- **Learning.** The CPH is dedicated to the discovery and dissemination of knowledge that will improve the health status of all people, especially those with rural roots and experiences.
- **Community.** The CPH is committed to collaboration and actively seeks to engage community partners in its education, research, and public service.
- **Diversity.** Diversity is key to a vibrant intellectual environment. Respect for, and inclusion of, all persons and valuing their unique experiences and contributions is essential to achieving our mission.
- **Integrity.** The CPH adheres to the highest standards of honesty, fairness, respect, and professional and scholarly ethics.
- **Respect.** The CPH is committed to maintaining an environment that recognizes the inherent worth and dignity of every person, and that fosters tolerance, sensitivity, understanding, and mutual respect.
- **Responsibility.** The CPH is dedicated to the stewardship of all resources entrusted to it and fosters public policies that promote sustainability in all human activities, including environmental protection, agricultural production, economic development, and community health.
- **Social Justice.** All activities within the CPH are motivated by a commitment to social equity and fairness, a spirit of compassion for all persons, and a desire to apply the tools of scientific knowledge to pressing societal health concerns. The College strives to improve the conditions in which everyone lives and thereby contribute to the formation of a just society.

Strategic Priority Areas

Student Success

Research & Discovery

Diversity, Equity, & Inclusion

Engagement

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.

Objective: Recruit an excellent and diverse student body, ensure comprehensive support systems to foster retention and timely graduation and provide a vibrant, experiential and skills-based curriculum.

Critical Tasks	Tactics
Advance educational experiences for students by focusing on academic and career development, engagement and wellness, and curricula and teaching.	Complete re-organization of student services functions and address gaps where necessary.
	Enhance career service/placement opportunities through creation of CPH specific activities and coordination with existing campus resources.
	Promote faculty development in pedagogical advancement through partnership with the Center for Teaching.
	Assess undergraduate and graduate program curricula to ensure state of the art content, methods and skills, and revise as needed.
	Integrate more experiential and practice-based opportunities into the student experience with an emphasis on opportunities that serve underserved populations.
	Ensure that our teaching methods and topics are responsive to current events and workforce needs.
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).	Continue work with UI Center for Advancement on funding for scholarships and experiential learning for students.
	Identify and pursue funding sources for postdoctoral fellows.
	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).
	Identify and build connections with foundations or other funders who may be interested in funding training.
Expand activities for exploring lifelong learning, including introducing public health to younger audiences and providing training to post-graduates and professionals.	Identify potential topics, markets and delivery structures for fee-based professional certificates, classes, and potential degrees.
	Identify opportunities and delivery structures for exposure to the field of public health for K-12 partners and other relevant audiences (e.g., community colleges).
	Continue market analysis of potential online MPH for professionals.
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.	Continue work with Associate Vice President for Enrollment Management to develop SEM for undergraduate recruitment.
	Develop SEM for our masters and graduate programs.
	Expand summer pipeline programs and training grants to increase diversity and number of undergraduate and graduate students enrolled by identifying and reaching out to potential partners, with a focus on Iowa and the Midwest region.

Research & Discovery

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

Objective: Grow our competitive research portfolio by building on our research strengths to address critical needs in population health based on emerging trends.

Critical Tasks	Tactics
Expand our research portfolio with high dollar, high impact research.	Review current areas of collective excellence to evaluate if they are still reflective of the college's curricular and research strengths.
	Ensure future tenure track hires reflect strategic areas of strength.
	Encourage hiring of research track faculty and postdoctoral scholars.
	Explore how best to create new opportunities to form impactful external and internal collaborative partnerships through existing CPH centers and institutes.
	Build flexibility into effort allocation expectations to allow for focus on individual and collective strengths.
	Identify research indicators that allow us to track productivity and impact for a diverse faculty and staff.
	Increase efforts to nominate candidates for national awards.
Build on our strength in rural health research and practice to better engage campus, local and state stakeholders, and prospective students.	Launch an initiative on rural health and/or sustainable rural communities, working with health sciences and other colleges.
	Integrate our expertise in rural health into our recruitment strategies and student career placement activities.
	Explore opportunities to capitalize on our expertise in rural health for fee-based training.
	Lead national dialogue on rural health, such as through organized commentaries/white papers/policy briefs and leadership summits.
	Continue to communicate the practice and policy relevance of our research.
Reach across boundaries to extend and strengthen interdisciplinary research and practice, highlighting tools and mechanisms to facilitate successful partnerships.	Continue to track interdisciplinary collaborations and how it may be affected by the new budget model.
	Identify strategies and tools that could better identify interdisciplinary research strengths and opportunities.
	Measure and assess collegiate success in interdisciplinary research against other UI colleges and nationally with other schools of public health.
	Continue to contribute to campus-wide efforts to enhance interdisciplinary research.
	Expand opportunities for research staff development, such as through leadership workshops and activities to interact based on expertise.
Ensure that we have high quality, proximal research space to maximize productivity and collaboration and to support integration of research, education, and engagement.	Continue to engage with campus partners & UI Central Administration to secure high quality, contiguous research space.
	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.
	Identify strategies to use existing space in ways to increase collaboration and connection.

Diversity, Equity, & Inclusion

Goal: Integrate diversity, equity, and inclusion into research, education, and engagement within a collegiate atmosphere of respect, authenticity, cultural competence, and humility.

Objective: 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
Enhance educational offerings related to diversity, equity, and inclusion for all learners within CPH.	Review and revise curricula within CPH to ensure all students receive DEI focused content.
	Increase amount of, and participation in, co-curricular DEI learning opportunities for students, staff, faculty, and community members within and outside the CPH.
Recruit, retain and advance a diverse collegiate community of students, staff, and faculty.	Develop and implement departmental plans that address and support DEI in all areas, and align with the existing collegiate DEI and other departmental plans.
	Develop partnerships with Minority Serving Institutions (MSIs), (e.g., HBCUs, tribal colleges, HSIs) for student and faculty exchange and bi-directional learning.
	Seek out and develop local partnerships to broaden the diversity of CPH students.
	Develop and disseminate a best-practice guide to enhance equity in admissions processes.
Ensure a welcoming, inclusive, and accessible physical and virtual environment.	Continue to address findings identified in Hawkeye Accessibility Ambassadors assessment of the College of Public Health Building.
	Explore additional ways to seek feedback regarding our physical environment and develop strategies to address items identified.
	Develop and implement policies to improve content accessibility, e.g., increased use of microphones and video captioning.
	Promote the core values of the college.
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.	Review and revise collegiate and departmental policies and processes with an equity lens to ensure our policies support all student, faculty and staff and do not undermine advancement.
	Ensure all policies are consistently implemented across departments/units.
	Create structures and processes to support accountability and communication for transparency.

Engagement

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

Objective: Engage stakeholders within our college as well as partners to synergistically advance education and research while improving the health of populations.

Critical Tasks	Tactics
Expand alumni networking and engagement.	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.
	Implement the plan.
Leverage partnerships to inform the work that we do and to increase its impact.	Determine how to leverage advisory board membership of centers and units and their talent and expertise for our education and research missions.
	Develop strategies and messaging to differentiate the UI College of Public Health to our stakeholders, including prospective students.
	Continue to inform other UI colleges of the CPH research and engagement activities and seek partnerships of mutual interests.
	Develop a structural mechanism to match students with external partners who can provide high quality student experiences.
Maintain and grow engagement with stakeholders at the local, state, national and global level.	Engage public health and corporate entities to enhance our education and research missions to improve health.
	Expose students to multiple diverse stakeholders through involving these stakeholders in our presentations, class lectures, student experiences and research activities.
	Proactively communicate the public health role in current priorities such as sustainability, health equity, and social justice.
Re-envision how we conduct our work to maximize how we engage and innovate.	Implement new models of virtual work and engagement to expand and enrich our collegiate networks in teaching, research, and engagement.
	Reimagine how we work and where we work post COVID-19 to improve retention and ensure a highly engaged and inclusive workforce.
	Review current policies (e.g., faculty effort allocation, faculty overload teaching) and recent results from Working at Iowa survey and Campus Climate survey to identify strategies to support faculty and staff retention.
	Leverage partnerships to inform our work and increase its impact related to current priorities such as the COVID pandemic, health equity, and social justice.