FY2011 Strategic Initiatives Progress Report and Outcome Measures

Strategies	FY2011 Objectives	FY2011 Tactics	FY2011 Annual Report
SUSTAINING STRATEGIES – TO MAINTAIN OR GROW:			
1. Overall average of 50% salary offset for GEF supported faculty	1. Identify and implement faculty mentoring and work plans for GEF-supported faculty with levels of offset below 50%	1. Develop and implement templates for assessments and work plans 2. Develop a collegiate mentoring program 3. Develop an "expertise pool" that can be used to identify faculty who may be looking for opportunities for projects that needs their skill set	√ Satisfactory progress toward FY2011 objective(s) ☐ Unsatisfactory progress toward FY2011 objective(s) ☐ Completed FY2011 objective(s) If so, which ones? FY2011 activities included: • Collegiate mentoring program for junior faculty developed in FY2011 and implemented in FY2012.
2. Existing/potential external relationships with alumni, public health, health care, community, and industry partners	1. Create and maintain centralized database of external relationships	1. Collect and enter data using a form completed by faculty and centers	✓ Satisfactory progress toward FY2011 objective(s) ☐ Unsatisfactory progress toward FY2011 objective(s) ☐ Completed FY2011 objective(s) If so, which ones? FY2011 activities included: • Assessment of data collection/data entry options. • Consideration of categories to be tracked. • Recommended deferring further action until College's Digital Measures project is complete and UI Taskforce on Community Engagement issues guidelines.

3. Active fundraising to achieve CPH program and building philanthropy goals	1. To achieve a 100% participation rate for faculty for the campaign
	
	2. To achieve a 50% participation rate for staff and students for the campaign
	
	3. To achieve 100% of the programmatic and building goals of campaign
		1. Implement collegiate faculty, staff and student component of fundraising campaign
		
		2. Develop donor proposals for collegiate supporters who are ready to finalize program and/or building contributions
		
		3. Provide regular feedback to collegiate supporters on how their gifts are being used
		
		4. Assess joint fundraising possibilities (e.g. Holden Cancer Center, Hancher, etc)
		
		5. Create new and enhance existing relationships with alumni to support
			✓ Satisfactory progress toward FY2011 objective(s)
			
			☐ Unsatisfactory progress toward FY2011 objective(s)
			
			√ Completed FY2011 objective(s)
			    If so, which ones?
			
			    Objectives 1 and 2 are completed.
			
			FY2011 activities included:
			
			• Successful implementation of faculty and staff campaign, with 86% faculty participation and 47% staff participation.
			
			• Receipt of $2.2 million in support of the campaign to

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		philanthropy goals	achieve 88% of the overall campaign goal. • Implementation of the Iowa Hospitals fund raising strategy, including personal solicitations of the 3 major Iowa hospitals. • Continued relationship building with potential major donors.
4. Existing productive collegiate and departmental research centers	1. Conduct regular assessment of research centers	1. Develop a task force to define criteria to evaluate research centers 2. Identify how centers fit the overall University strategic plan as well as the collegiate strategic plan 3. Identify model(s) for centralized infrastructure support of centers	√ Satisfactory progress toward FY2011 objective(s) ☐ Unsatisfactory progress toward FY2011 objective(s) ☐ Completed FY2011 objective(s) If so, which ones? <u>FY2011 activities included</u>: • A team to examine center assessment criteria was assembled. • Information about existing Centers was collected through in-person interviews with Center Directors and email surveys. • Input on the goals of Center assessments was sought from Center Directors and DEOs. • A report summarizing these findings is underway. • Based on findings from the report, efforts to establish a centralized support structure for Centers has been tabled.
5. Best practices in collegiate governance	1. Achieve improvement and consistency in the P&T process 2. Achieve improvement and consistency in annual faculty review 3. Improve CPH process for participation in UI faculty governance 4. Develop research faculty track	1. Develop collegiate guidelines, procedures and mechanisms for post-tenured faculty review process (tenured faculty) 2. Develop collegiate guidelines, procedures, and mechanisms for clinical and research faculty contract renewal process (clinical and research track faculty) 3. Review membership and procedures for CPH Faculty Council in general, and in response to anticipated approval of research track faculty 4. Increase interest in University Faculty Senate and Faculty Council. Identify candidates for	√ Satisfactory progress toward FY2011 objective(s) ☐ Unsatisfactory progress toward FY2011 objective(s) ☐ Completed FY2011 objective(s) If so, which ones? <u>FY2011 activities included</u>: • A FC task force was formed to review current collegiate P&T procedures, elicit input from DEOs, past P&T chairs, and other faculty on the process, and identify ways to improve consistency. The task force will continue its work into this academic year.

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					positions and hold forum to allow candidates to discuss concepts. Require report from Senators and Councilors to be presented at the two faculty meetings each semester 5. Assess academic promotion criteria at other schools of public health 6. Determine faculty performance measures		• FC changed their membership criteria to include research track faculty. Criteria now states that FC shall be composed of an untenured, a tenured, and a clinical or research faculty member, where appropriate, from each department. • FC task force was formed to develop collegiate promotion procedures for the research track. A first draft of the procedures has been presented to FC members, and a final draft is expected in August or September.
6.	Existing combined degree programs	1.	Review and assess opportunities to increase enrollment in combined degree programs	1.	Create a task force including key program directors to review and assess opportunities 2. Establish regular meetings between faculty, staff, and students in combined programs 3. Prepare program-specific promotional materials 4. Explore cross-listed collaboratively taught courses with other colleges 5. Evaluate productivity of programs and cost-benefit of faculty-staff effort		✓ Satisfactory progress toward FY2011 objective(s) ☐ Unsatisfactory progress toward FY2011 objective(s) ☐ Completed FY2011 objective(s) FY2011 activities included: • Faculty, staff, and students in combined programs met to review the programs and assess opportunities. • Program-specific MPH promotional materials are current for pharmacy (PharmD/MPH). Development of materials for medicine (MD/MPH) and veterinary medicine (DVM/MPH) is underway. Materials for the JD/MPH will be discussed. • Cross-listed collaboratively taught courses are underway for the DVM/MPH and PharmD/MPH degree programs. • Work continued on a proposal for a combined degree in Urban and Regional Planning and Public Health (MA or MS/MPH).
7.	Existing global health partnerships & curriculum integration	1.	Create and maintain centralized database of global health partnerships 2. Provide resources for inclusion of global health examples in CPH core courses	1.	Develop a standard set of data for partnerships, collect and enter information into database 2. Identify alumni who have relationships with global health entities 3. Identify collaborators on campus to provide lectures or other resources		√ Satisfactory progress toward FY2011 objective(s) ☐ Unsatisfactory progress toward FY2011 objective(s) ☐ Completed FY2011 objective(s) If so, which ones? FY2011 activities included: • During discussions with Executive Committee it was determined that a collegiate committee focusing on

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		4. Assess scope of partnerships 5. Determine funding opportunities	global public health was needed to address sustaining strategy #7 and incremental strategy #8. This committee will be convened in FY2012.
8. State-of-the-art IT and distance learning infrastructure	1. Implement ARRA funded distance learning projects 2. Insure distance education will generate revenue for the CPH for at least 10 years	1. Purchase perpetual license for Elluminate and track use of Elluminate within College both number and purpose of use (e.g., academic course, CE, research meetings, etc) 2. Develop undergraduate online introduction to public health using innovative/state-of-the-art distance learning methods. Share final product and any templates utilized with faculty interested in developing distance learning courses 3. Establish a collegiate office for educational support that provides instructional design and evaluation services 4. Establish an agreement with the Division of Continuing Education for return of revenue to the CPH for distance education courses	☐ Satisfactory progress toward FY2011 objective(s) ☐ Unsatisfactory progress toward FY2011 objective(s) √ Completed FY2011 objective(s) 　 If so, which ones? 　 Objectives 1 and 2 are completed. FY2011 activities included: • Perpetual license for Elluminate purchased. • The Fundamentals of Public Health (online course) was piloted with 15 undergraduates. IPHP will share information about the course in a brown bag seminar in fall 2011. This course will be offered in Spring 2012. • Distance education continues to generate revenue for the CPH and is reviewed annually. • Dean Curry and Associate Dean Uden-Holman met with Dean Rzonca to ensure CPH will continue to receive revenues from distance based courses.
9. Culture of collaboration and inclusion	1. Increase diversity of students and faculty 2. Highlight importance of collaboration and inclusion via collegiate activities and initiatives	1. Review and assess opportunities and models for "pipeline" collaborations with undergraduate colleges that serve traditionally under-represented populations 2. Develop a calendar of annual collegiate events to promote inclusion (orientation lunch for students of color, CCOM/CPH GLBT orientation dinner, MLK event) and add at least one new event in FY 2011, and in every year, until culture is inclusive 3. Identify methods to ensure smooth transitions when the under-represented groups arrive on campus 4. Identify philanthropic or governmental sources for designated scholarships or GRA opportunities	✓ Satisfactory progress toward FY2011 objective(s) ☐ Unsatisfactory progress toward FY2011 objective(s) ☐ Completed FY2011 objective(s) 　 If so, which ones? FY2011 activities included: • Welcome lunch held for health sciences students of color. Approximately 100 students attended. • Welcome social for GLBT students from CCOM and CPH was held. 20 students attended. • CPH was a gold sponsor of the Latino/Latinas in Iowa Conference. CPH Staff attended and had a recruiting booth. • Co-sponsored with CCOM "How to Survive an Iowa

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			Winter".
			• New recruitment activities this FY included Collegiate representatives attending the Summer Undergraduate Research Fair at Spelman College and recruitment visits at Morehouse.
			• The College also hosted, in collaboration with CCOM and COE, a group of students from Spelman, Morehouse, and Clark Atlanta Colleges this spring.
			• Four CPH Program Coordinators attended Safe Zone training sponsored by the UI. CPH will have a "Safe Zone" designated in the new building.
			• CPH co-sponsored with CLAS the movie "Pushing the Elephant" during MLK week activities and convened a panel discussion. 50 – 60 people attended.
			• CPHSA hosted the cultural potluck; 17 – 20 people attended.
			• Diversity plans were submitted by the departments, MPH program, and Staff Council discussing their current and planned activities.
			• Fifteen students participated in the Iowa Summer Institute in Biostatistics (ISIB), a seven-week program designed to provide biostatistical training and applied research opportunities to undergraduates. Of these 15 students, 12 were from underrepresented groups in the scientific workforce.
INCREMENTAL STRATEGIES:			
1. Increase the number of GEF supported faculty positions to a minimum of 15 FTE in each department	1. Develop business plan for generating revenues to meet faculty goals without shrinking the number of faculty in departments with > 15 FTE	1. Reward collaborative hiring efforts 2. Seek philanthropic donations to endow faculty lines 3. Pursue opportunity hires that draw funds from outside the CPH (e.g. co-sponsor positions with other colleges) 4. Explore consulting/contracting opportunities, especially with the state for faculty salary support	✓ Satisfactory progress toward FY2011 objective(s) ☐ Unsatisfactory progress toward FY2011 objective(s) ☐ Completed FY2011 objective(s) If so, which ones? FY2011 activities included: • Reviewed MS and PhD tuition and fees and compared to other Schools of Public Health. It was determined that an increase in tuition was not feasible

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		5. Project faculty retirements and assess the need for new faculty	at this time. • Discussed at Executive Committee meeting to obtain ideas. • Discussed with the Provost the possibility of receiving 75% funding for faculty salaries. Will prepare a précis in FY12 which will provide a 5-10 year plan.
2. Create innovative undergraduate educational opportunities	1. Develop plan for a 3+2 degree program option for UI undergraduates 2. Increase undergraduate course capacity in CPH	1. Annually offer 1st year seminar on "What is Public Health?" 2. Create one on-line undergraduate course and generate enrollment from UI, area undergraduate colleges, and community colleges (e.g., RN to BSN programs) 3. Approach community colleges to co-offer courses that prepare students for upper level public health courses. 4. Explore options for TA support to allow expansion of existing classes that attract undergraduates 5. Create a task force to develop a plan for a 3+2 degree program that includes members of the Advisory Board or other friends of CPH who sit on small college boards	✓ Satisfactory progress toward FY2011 objective(s) ☐ Unsatisfactory progress toward FY2011 objective(s) ☐ Completed FY2011 objective(s) If so, which ones? <u>FY2011 activities included:</u> • 1st year seminar, "What is Public Health," offered Fall 2010, enrolled 17 students. • A web-based course, 170:099 "Fundamentals of Public Health," was developed and offered Spring 2011. 15 students were enrolled. • A task force of faculty from every department convened and developed a plan for initiating 3 + 2 programs between MPH and MS degrees in epidemiology, community and behavioral health, and industrial hygiene, and UI undergraduate majors in biology, psychology and engineering. It is anticipated that students will be enrolled in these combined degree programs beginning Fall 2012. Additional articulations are being explored.
3. Increase enrollment in traditional and non-traditional academic programs	1. Identify capacities and opportunities for growth 2. Ensure sustained retention and graduation/completion 3. Expand recruiting activities	1. Review current academic programs, identify programs where targeted growth may be possible (e.g., potential development of MPH for practicing physicians) and what resources are needed 2. Review non-traditional academic programs (e.g., certificates) to determine current reach, marketing strategies, and needed resources to expand to additional students 3. Track retention and graduation rates; for areas where retention/graduation rates are	✓ Satisfactory progress toward FY2011 objective(s) ☐ Unsatisfactory progress toward FY2011 objective(s) ☐ Completed FY2011 objective(s) If so, which ones? <u>FY2011 activities included:</u> • Enrollment in the Certificate in Public Health program has increased. Part of the increase in enrollment is due to the higher visibility of the Certificate on the UI campus (e.g., Academic Advising Center). • The College has added graduation rates as one of its

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		lower, review and develop plan to address 4. Expand the distance professional MPH program to include practicing MDs 5. Explore on and off campus programs and weekend programs 6. Survey students who leave, or who are considering leaving to find out why 7. Needs assessment	outcomes measures this year to be tracked annually to ensure sustained graduation/completion rates. Any concerns will be addressed with departments/programs. • The College has implemented a recruiting calendar to ensure coordination and communication of recruiting efforts. The MPH program will be developing a strategic plan for recruiting in FY12. • New recruitment activities this FY included Collegiate representatives attending the Summer Undergraduate Research Fair at Spelman College and recruitment visits at Morehouse. The College also hosted, in collaboration with CCOM and COE, a group of students from Spelman, Morehouse, and Clark Atlanta Colleges this spring. • Recruitment materials, including the table top display, were updated. • The Certificate in Biostatistics was developed and approved FY11 and will be marketed in FY12.

4. Enhance centralized collegiate infrastructure for career development, curricular innovation, research growth, and public health service and outreach	1. Create strategic plan for centralized infrastructure in anticipation of move to new building	1. Conduct needs assessment
		
		2. Identify model structures
		
		3. Develop data systems to enhance efficiency
			☐ Satisfactory progress toward FY2011 objective(s)
			
			☐ Unsatisfactory progress toward FY2011 objective(s)
			
			✓ Completed FY2011 objective(s)
			    If so, which ones?
			
			    Objective 1 is completed.
			
			FY2011 activities included:
			
			• Work group was established and met six times during the FY11.
			
			• Work group identified thirteen areas for further review.
			
			• A written report was sent to Executive Committee.

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5.	Target collegiate growth and innovation in research, academics, and outreach for public health impact around a core set of CPH-wide areas of collective excellence	1. Create initial set of areas of collective excellence	1. Define criteria for designation of an area as collegiate area of collective excellence
			
			2. Conduct faculty survey
				☐ Satisfactory progress toward FY2011 objective(s)
				
				☐ Unsatisfactory progress toward FY2011 objective(s)
				
				✓ Completed FY2011 objective(s)
				    If so, which ones?
				
				    Objective 1 is completed.
				
				<u>FY2011 activities included:</u>
				
				• Articulation of criteria at executive committee retreat on November 19, 2010.
				
				• Presentation and discussion of criteria at faculty forum on February 11, 2011.
				
				• Requested letters of intent from faculty in February 2011.
				
				• Received 7 LOIs that were posted on the CPH website in April, 2011.
				
				• Received 5 proposals that were prepared by a total of 38 faculty, representing all 5 collegiate departments.

6.	Implement a strategic marketing/public relations plan	1. Draft plan for implementation in 2011-2012	1. Create taskforce of CPH communication staff and request University communications staff to provide consultation	☐ Satisfactory progress toward FY2011 objective(s)
				
				☐ Unsatisfactory progress toward FY2011 objective(s)
				
				✓ Completed FY2011 objective(s)
				    If so, which ones?
				
				    Objective 1 is completed.
				
				<u>FY2011 activities included:</u>
				
				• Draft plan developed after consultation with multiple collegiate, University, and external audiences.

7.	Create a nationally visible Iowa Institute for Public Health Research	1. Develop précis for collegiate institute that includes potential funding models	1. Identify interdisciplinary areas of excellence in translational research 2. Determine priorities 3. Assess infrastructure and resource needs	✓ Satisfactory progress toward FY2011 objective(s) ☐ Unsatisfactory progress toward FY2011 objective(s) ☐ Completed FY2011 objective(s) If so, which ones? <u>FY2011 activities included:</u> • Discussed priorities, models, and infrastructure for the

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			Institute at the November 19, 2010 executive committee retreat. • Articulated a vision for the focus of the Institute. • Prepared precis as white paper for federal earmark request that was submitted to UI and included in federal requests (there is currently a moratorium on benchmarks in congress, so no further action). • Included Institute funding as philanthropic goal for UI capital campaign. Currently this goal has not been approved by the Joint Development Committee. • Provided Institute precis to Carver Trust employee for information and feedback.
8. Create collegiate-wide initiatives in global public health research and education	1. Identify opportunities and resources for global health degree options	1. Identify funding for resources for global initiatives 2. Assess current research and education activities and funding 3. Determine departmental initiatives and interdepartmental opportunities for a Global Public Health subtrack 4. Explore collaboration with the Graduate College in creation of interdisciplinary PhD in Global Health	√ Satisfactory progress toward FY2011 objective(s) ☐ Unsatisfactory progress toward FY2011 objective(s) ☐ Completed FY2011 objective(s) If so, which ones? <u>FY2011 activities included</u>: • During discussions with Executive Committee it was determined that a collegiate committee focusing on global public health was needed to address sustaining strategy #7 and incremental strategy #8. This committee will be convened in FY2012.

Outcome Measures	Target	FY2011
Education		
The quality of the academic students we attract		
Yield Rate (number of enrollees to the number of acceptances)	Track	72.2%
MHA GRE	1100	1120
MHA GPA	3.25	3.36
MPH GRE	1100	1180
MPH GPA	3.25	3.5
MS GRE	1100	1200
MS GPA	3.25	3.6
PhD GRE	1200	1210
PhD GPA	3.33	3.87
Student enrollment		
MPH student enrollment (need to report for CEPH but do not need target)	Track	192
MHA student enrollment (need to report for CEPH but do not need target)	Track	59
MS student enrollment (need to report for CEPH but do not need target)	Track	70
PhD student enrollment (need to report for CEPH but do not need target)	Track	107
Minority student enrollment	10.9%	13.1%
International Student enrollment	9.0%	11.9%
Undergraduates taught in CPH classes	Track	269

Outcome Measures	Target	FY2011
Student funding		
Funding support for PhD students	90%	95%
Student Outcomes		
% of FT MPH students graduating within 3 years	80%	85%
% of PT and joint degree MPH students graduating within 3 years	80%	75% (the individuals not graduating within 5 years chose to discontinue combined degree and only received primary degree (i.e., MD)
% of FT MHA students graduating within 2 years	80%	95%
% of joint degree MHA students graduating within 4 years	80%	89%
% of MS students graduating within 3 years	80%	93%
% of PhD students graduating within 7 years	80%	63%
% of graduates with job placement (including internships & fellowships) at 12 months post-graduation or pursuing further education.	90%	99.1% not counting unknowns; 96.4% counting unknowns
# of publications with students and graduates less than 2 years out	Track	Will track in FY13
Faculty		
Minimum of 15 GEF supported primary faculty positions per department	90 (15 ea)	BIO: 15/16 CBH: 7/8 EPI: 12/17 HMP: 12/13 OEH: 16/17

Outcome Measures	Target	FY2011
Number of *teaching* adjunct, secondary, or other as of fall semester	Track	24
Minority tenured and tenure-track faculty	16%	15%
Female tenured and tenure-track faculty	32%	38.9%
Primary faculty leadership activities	Track	540
# of nominations of faculty for appropriate national awards	Track	6
# of nominations of faculty for fellow status in professional or scientific societies	Track	2
Research		
Grant Activity		**Grant Activity outcome measures are in the process of being revised and reporting will begin in FY2012**
Number of externally funded research grants involving interdisciplinary investigators	Track	
F&A research funding involving interdisciplinary investigators	Track	
Direct research funding involving interdisciplinary investigators	Track	
# of cross-departmental collaborations on research grants	25% of faculty will have this type of grant activity	
# of cross-collegiate collaborations on research grants where CPH investigator initiated	25% of faculty will have this type of grant activity	
Proportion of grants that are CPH investigator initiated	Track	
% of faculty who are PI on at least 1 grant/contract	Track	
# of research grant applications broken into the categories: NIH, Other Federal, Non-federal (Note: must be extramural, peer-reviewed, competitive)	Track	

Outcome Measures	Target	FY2011
$ amount of the above applications, by category	Track	
Of the above grant applications, % that were funded 12 months after submission	Track	
# of large-scale research projects, such as center grants and program projects (e.g., PRC, IPRC, Superfund)	Track	
Publications		
# of publications where authors are from different departments/colleges	Track	332
# of publications in peer reviewed journals	Track	346
During FY number of times CPH-based publications referenced (use ISI)	Track	722
Public Health Impact		
Certificate program enrollment	Track	41
Non-degree/continuing education activities	Track	13,042
# of faculty presenting at CE/professional development activities	Track	8
Non-academic references/citations of our research	Pilot Test	Will conduct in 2012
Adoption and integration of programs developed and evaluated by CPH faculty	Pilot Test	Will conduct in 2012
Public-private partnerships—e.g., Practicum/internship sites	Pilot Test	Will conduct in 2012
Alumni		
Conduct alumni survey every 3 years	Every third year	Will conduct in 2013

Outcome Measures	Target	FY2011
Cross-Cutting		
Fund raising campaign	$15 M	$14.5 M
Minority staff	7.5%	10.7%
Females in executive, administrative, and managerial positions	37%	49%
Minorities in executive, administrative, and managerial positions	8%	1.8%
Primary faculty salary offset through external funding	50%	61.1%
List of University committees on which primary faculty serve	Track	74
Research dollars per full-time-equivalent faculty	$500,000	$666,899
Conduct employee climate surveys every 2 years	Conduct in even years	Conduct in 2012
Conduct diversity climate surveys every 2 years	Conduct in odd years beginning in FY13	Conduct in 2013