

FY2012 Strategic Initiatives Progress Report and Outcome Measures

Strategies	FY2012 Objectives	FY2012 Tactics	FY2012 Annual Progress 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	<input checked="" type="checkbox"/> Satisfactory progress toward FY2012 objective(s) <input type="checkbox"/> Unsatisfactory progress toward FY2012 objective(s) <input type="checkbox"/> Completed FY2012 objective(s) If so, which one(s)? <u>FY2012 activities included:</u> <ul style="list-style-type: none"> • The Research Office developed a new faculty orientation program with the goal of assisting new faculty to quickly launch their research programs (to prevent them from being below the 50% offset). This orientation was conducted in Fall 2012 and will be expanded to a year-long program. • The Research Office has developed a Pilot Program Day to help faculty identify sources for seed support. • Associate Dean for Faculty interviewed each DEO and discussed strategies to help faculty who are under offset targets. • Policies for annual reviews and for 5-year peer reviews were developed, which would encompass offset support issues.
2. Existing/potential external relationships with alumni, public health, health care, community, and industry partners	1. Create and maintain centralized database of external relationships 2. Engage external partners with collegiate education, research, and service programs	1. Initiate information collection as part of Digital Measures project, incorporating metrics from UI Taskforce on Community Engagement 2. Establish vanguard Business Leadership Network	<input checked="" type="checkbox"/> Satisfactory progress toward FY2012 objective(s) <input type="checkbox"/> Unsatisfactory progress toward FY2012 objective(s) <input type="checkbox"/> Completed FY2012 objective(s) If so, which one(s)? <u>FY2012 activities included:</u> <ul style="list-style-type: none"> • Digital Measures eCV data entry is proceeding. During FY13, a pilot test tracking mechanism for community engagement activities will be a part of an updated eCV format. • Business Leadership Network development included initial visits with more than 140 people in seven communities across two targeted regions of Iowa with two follow-up newsletters for prospective BLN participants.
3. Active fundraising to achieve CPH program and building philanthropy	1. To achieve 100% of the programmatic and building goals of	1. Continue stewardship and new contribution visits with identified potential major donors	<input checked="" type="checkbox"/> Satisfactory progress toward FY2012 objective(s) <input type="checkbox"/> Unsatisfactory progress toward FY2012 objective(s)

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goals	campaign 2. Successfully roll the Building Today for a Healthy Tomorrow Campaign into the UI Capital Campaign 3. Continue to develop Iowa hospital partnerships and philanthropy	2. Develop strategic plan for transition to UI Capital Campaign 3. Engage health system leaders in CPH/HMP initiatives, particularly with regard to getting CEOs involved with students	<input type="checkbox"/> Completed FY2012 objective(s) If so, which one(s)? <u>FY2012 activities included:</u> <ul style="list-style-type: none"> • Successful transition to new director of development in February 2012. • Obtained 100% of \$15 million campaign goal in March 2012. • Developed charitable giving strategy with creation of direct mailer and targeted prospect database.
4. Existing productive collegiate and departmental research centers	1. Complete initial and regular assessments of research centers	1. Identify how centers fit the overall University strategic plan as well as the collegiate strategic plan 2. Identify model(s) for centralized infrastructure support of centers	<input checked="" type="checkbox"/> Satisfactory progress toward FY2012 objective(s) <input type="checkbox"/> Unsatisfactory progress toward FY2012 objective(s) <input type="checkbox"/> Completed FY2012 objective(s) If so, which one(s)? <u>FY2012 activities included:</u> <ul style="list-style-type: none"> • Center reports were created based on interviews conducted in 2011. • A summary of centers was developed. • A center leaders meeting was held in summer 2012 and meetings will continue on a one-per-semester basis.
5. Best practices in collegiate governance	1. Achieve improvement and consistency in the P&T process 2. Achieve improvement and consistency in annual faculty reviews 3. Improve CPH process for participation in UI faculty governance 4. Establish departmental junior faculty mentoring plans that adhere to collegiate guidelines	1. Develop collegiate guidelines and mechanisms for annual and 5-year post-tenure faculty reviews 2. Develop collegiate guidelines and mechanisms for clinical and research faculty contract renewal process 3. Increase interest in University committees such as the Faculty Senate, Faculty Council, and Research Council. Identify candidates for 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 4. Determine faculty performance measures related to salary setting 5. Implement and evaluate new mentoring plan for junior faculty	<input checked="" type="checkbox"/> Satisfactory progress toward FY2012 objective(s) <input type="checkbox"/> Unsatisfactory progress toward FY2012 objective(s) <input type="checkbox"/> Completed FY2012 objective(s) If so, which one(s)? <u>FY2012 activities included:</u> <ul style="list-style-type: none"> • Developed collegiate guidelines for annual and 5-year post-tenure faculty reviews. • Developed promotion procedures for research track faculty. • UI Faculty Council and UI Research Council leaders presented at CPH faculty meetings. • Associate Dean for Faculty Affairs attended portions of Faculty Council meetings to discuss committee charges and to answer questions. • Mentoring MOU template was developed to facilitate mentoring relationships. • Faculty Council subcommittee interviewed past P&T chairs and surveyed

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			<p>all faculty to identify concerns related to P&T.</p> <ul style="list-style-type: none"> • CVs of most faculty transferred to online database. • Issue of DEO review/feedback explored by Faculty Council.
<p>6. Culture of collaboration and inclusion</p>	<ol style="list-style-type: none"> 1. Increase diversity of students, staff and faculty 2. Highlight importance of collaboration and inclusion via collegiate activities and initiatives 3. Develop an inclusive and respectful workplace in the College of Public Health building and elsewhere in the college 	<ol style="list-style-type: none"> 1. Broaden membership and develop subgroups to address specific issues 2. Ensure departments include strategies and objectives related to recruitment and mentorship of students with a diverse background in their departmental strategic plans 3. Explore partnerships with Grinnell Posse and also with under-represented undergraduates at the UI 4. Pilot small grant program to which collegiate faculty, staff and students can apply for diversity and cultural inclusion related activities 5. Pilot competitive application to fund one to two College of Public Health graduate students to present research at ABRCMS/SACNAS or similar events for URM undergraduates. Awardees will recruit at the meeting 6. Explore “admitted students visit day” and seek funding to support travel expenses of admitted students who are under-represented minorities 7. Implement “Safe Zone” program in College of Public Health new building and elsewhere in the college 8. Identify methods to ensure smooth transitions when the under-represented groups arrive on campus 9. Identify philanthropic or governmental sources for designated scholarships or GRA opportunities 	<p>√ Satisfactory progress toward FY2012 objective(s)</p> <p>□ Unsatisfactory progress toward FY2012 objective(s)</p> <p>□ Completed FY2012 objective(s) If so, which one(s)?</p> <p><u>FY2012 activities included:</u></p> <p>Inclusion efforts:</p> <ul style="list-style-type: none"> • Welcome Luncheon for Students of Color in the Health Sciences in August. Approximately 120 students attended. • LGBT Community and Allies Welcome held for health sciences students held in September. Approximately 40 people attended • LGBT & Allies Welcome Back Social for health sciences students held in January. Approximately 25 people attended. • Co-sponsored with Carver College of Medicine “How to Survive an Iowa Winter” was held in November. Approximately 30 people attended. • Cultural potluck was held in January. More than 50 faculty, staff and students attended. <p>Recruitment efforts:</p> <ul style="list-style-type: none"> • Graduate program coordinators met with Center for Diversity and Enrichment staff to discuss opportunities to collaborate and recruit their undergraduate students to our programs. • Held Lunch & Learn in November. Attended by 30 undergraduates. • Atlanta University Center Consortium Recruiting Visit attended by College of Public Health and Carver College of Medicine staff. • Annual Biomedical Research Conference for Minority Students attended by College of Public Health staff. • Diversity Committee created subgroup to concentrate on student recruitment. Met during late spring/summer. Developed proposal for racial and ethnic minority students focused on four parts: student recruitment; prospective student follow-up and pipeline development; financial support; and admission issues. The proposal will be discussed at a Fall 2012 Executive Committee meeting.

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			<p>Additional activities:</p> <ul style="list-style-type: none"> • Reviewed new CEPH diversity criteria. • Added Staff Council representative to committee. • Office of Graduate and Ethnic Inclusion presented to joint meeting of Graduate Program Coordinators and Diversity Committee. • Sixteen 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. Seven of the students were from underrepresented groups in the scientific workforce. Two trainees were McNair scholars (the McNair program identifies and support students from disadvantaged or underrepresented groups).
<p>7. Maintain highest level of compliance with CEPH accreditation criteria</p>	<ol style="list-style-type: none"> 1. Implement and evaluate collegiate-wide process to ensure competency development is consistent across the college 2. Ensure all MS, PhD and MHA students receive a broad introduction to public health 3. Review the new accreditation guidelines and recommend a plan for the college to address the new criteria 	<ol style="list-style-type: none"> 1. Annual syllabi review by the Associate Dean for Education and Student Affairs to ensure required syllabus elements are met 2. Revise new course approval form to include identification of competencies the course addresses 3. Implementation and evaluation of departmental and programmatic review process that includes review of competencies by the Curriculum Committee 4. Develop 1 sh course for implementation in fall of 2012 that addresses competencies to ensure MS, PhD, and MHA students receive an introduction to public health outside their discipline 5. Revision of curricula in MPH in Biostatistics program with implementation in fall of 2012 6. Charge the Diversity Committee to review new accreditation guidelines in regard to diversity of students, faculty, and staff and to submit recommendations to the Executive Committee 	<p>√ Satisfactory progress toward FY2012 objective(s)</p> <p>□ Unsatisfactory progress toward FY2012 objective(s)</p> <p>□ Completed FY2012 objective(s)</p> <p style="padding-left: 40px;">If so, which one(s)?</p> <p><u>FY2012 activities included:</u></p> <ul style="list-style-type: none"> • Required syllabi elements updated to include course competencies; syllabi reviewed by Associate Dean for Education and Student Affairs. • Course approval form updated by Curriculum Committee to include course competencies. • Curriculum Committee charge was updated to include review of competencies by the Curriculum Committee as part of departmental and programmatic reviews. Updated competency sets by departments/degree programs are also now sent to the Curriculum Committee. • Essentials of Public Health course developed and approved. This 1 s.h. course will be required of all MS, PhD, and MHA students to ensure they receive an introduction to public health outside of their discipline. The inaugural course will be taught Fall 2012. • Revised current MPH in Biostatistics subtrack including: expanding requirements for coursework in database management; changing several courses in mathematical sciences from required to elective; changing the name of the subtrack from MPH in Biostatistics to MPH in Quantitative Methods to reflect revised curriculum and competencies; and reducing the total number of semester hours from 44 to 42. The requested changes are being reviewed by the Graduate College. The Department of Biostatistics has also developed a recruitment plan that will be

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			<p>implemented in FY13 once the revisions are approved.</p> <ul style="list-style-type: none"> Diversity Committee reviewed the new CEPH accreditation guidelines in regard to diversity. To better address student recruitment as a college a Diversity Subcommittee on Recruitment was formed and will submit recommendations at the beginning of FY13.
INCREMENTAL STRATEGIES:			
<p>1. Increase the number of GEF supported faculty positions to a minimum of 15 FTE in each department</p>	<p>1. Develop business plan for generating revenues to meet faculty goals without shrinking the number of faculty in departments with >15 FTE</p>	<p>1. Prepare case statement for incremental support of >50% offset from UI</p> <p>2. Seek philanthropic donations to endow faculty lines</p> <p>3. Implement cluster hires in Aging, Genetics, and Obesity</p> <p>4. Seek consulting/contracting opportunities for faculty salary support</p> <p>5. Project faculty retirements and assess the need for new faculty</p>	<p>√ Satisfactory progress toward FY2012 objective(s)</p> <p>□ Unsatisfactory progress toward FY2012 objective(s)</p> <p>□ Completed FY2012 objective(s)</p> <p>If so, which one(s)?</p> <p><u>FY2012 activities included:</u></p> <ul style="list-style-type: none"> Successful recruitment of tenure track faculty in Aging, Genetics, Obesity and Sustainability clusters. Reassign funds from vacant faculty lines to ensure 50% funding for current filled positions. Work with UI Foundation to request donations for endowed faculty chairs.
<p>2. Increase opportunities for undergraduate students in public health</p>	<p>1. Execute a plan for a 3+2 degree program option for UI undergraduates</p> <p>2. Increase undergraduate course capacity in the college</p> <p>3. Increase visibility of public health program options on the UI campus and on other regional campuses</p>	<p>1. Explore options for TA support to allow expansion of existing classes that attract undergraduates</p> <p>2. Establish a plan for a 3+2 degree program with at least two UI departments</p> <p>3. Explore possible undergraduate articulation agreements with regional colleges. Include members of the Advisory Board or other friends of college who sit on small college boards in the process</p>	<p>√ Satisfactory progress toward FY2012 objective(s)</p> <p>□ Unsatisfactory progress toward FY2012 objective(s)</p> <p>□ Completed FY2012 objective(s)</p> <p>If so, which one(s)?</p> <p><u>FY2012 activities included:</u></p> <ul style="list-style-type: none"> Plans for 3+2 programs with Biology/Epidemiology (BA/MPH, BA/MS) and Psychology/Community and Behavioral Health (BA/MPH) approved. Plan for 3+2 Biomedical Engineering/Industrial Hygiene (BS/MS) under review by the Graduate College. Discussions for a 3+2 with Grinnell College underway. On-line <i>Fundamentals of Public Health</i> offered for the 2nd time. First year seminar, <i>What is Public Health and How Does It Impact Me?</i> offered for the 3rd time. Students in the Health Science Living Learning Community were targeted. Multiple visits to UI undergraduate classes and recruiting events. Multiple visits to regional campuses in Iowa and surrounding states to

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<p>3. Increase enrollment in traditional and non-traditional academic programs</p>	<ol style="list-style-type: none"> 1. Identify capacities and opportunities for growth 2. Ensure sustained retention and graduation/completion 3. Expand recruiting activities 4. Evaluation of enrollment in courses/programs 	<ol style="list-style-type: none"> 1. Review current academic programs, identify programs where targeted growth may be possible and what resources are needed (eg, expand the distance professional MPH program to include practicing MDs) 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 lower, review and develop plan to address 4. Explore on and off campus programs and weekend programs 5. Survey students who leave, or who are considering leaving to find out why 6. Develop interprofessional education opportunities for health science students 7. Annual evaluation of course enrollment and plans developed to increase enrollment (e.g., offering course every other year) 8. Develop a task force to submit a précis to Executive Committee on increasing student enrollment by 50% 	<p>meet with faculty, administrators, and students.</p> <p>√ Satisfactory progress toward FY2012 objective(s) <input type="checkbox"/> Unsatisfactory progress toward FY2012 objective(s) <input type="checkbox"/> Completed FY2012 objective(s) If so, which one(s)?</p> <p><u>FY2012 activities included:</u></p> <ul style="list-style-type: none"> • The Certificate in Biostatistics accepted students in FY12. One student has already completed the Certificate and 3 are currently enrolled. • Funds to develop Interprofessional Education (IPE) opportunities have been committed by the Vice President for Medical Affairs for FY13. A proposal was submitted to the Provost's office requesting support to conduct an IPE faculty development seminar in Spring 2013 and to develop an online IPE toolkit and website; the proposal was approved and will be funded by faculty/academic development funds. • The CPH continues to track graduation rates as an outcome measure. All degrees, except the PhD, met the 80% time to degree target for FY12. The rate of PhD students graduating within 7 years increased from 63% to 75%. It is recommended that the time-to-graduation target for PhD students be reviewed in FY13 given the new CEPH accreditation criteria. • A diversity subcommittee on recruitment was created and has developed a proposal for increasing racial and ethnic minority student enrollment. • Three 3+2 plans were approved, one is under review, and discussions for a 3+2 with Grinnell College are underway.
<p>4. Enhance collegiate infrastructure for career development, curricular innovation, research growth, and public health service and outreach</p>	<ol style="list-style-type: none"> 1. Evaluate infrastructure at the departmental level 2. Implement processes identified in FY2011 report 	<ol style="list-style-type: none"> 1. Assess core infrastructure needs of departments with use of LEAN program 2. Identify model structures 	<p>√ Satisfactory progress toward FY2012 objective(s) <input type="checkbox"/> Unsatisfactory progress toward FY2012 objective(s) √ Completed FY2012 objective(s) If so, which one(s)?</p> <p>Objectives 1 and 2 completed.</p> <p><u>FY2012 activities included:</u></p> <ul style="list-style-type: none"> • The Department of Health Management and Policy contacted Organizational Effectiveness for a Workplace Consultation, which included LEAN processes. At this time no specific changes have been

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			<p>recommended.</p> <ul style="list-style-type: none"> • Several of the thirteen infrastructure processes were implemented: <ul style="list-style-type: none"> - The collegiate Facilities Office set up a new key inventory system. - Assistance with copier billings and readings was offered to all departments. - Network printing is available to all department suites. - Support and back up for cash handling is offered by the collegiate Finance Office. - It was determined that a centralized courier service was not feasible or needed at this time. - The IT Office has centralized all software licensing and also inventories the computer hardware. - The Distance Education Office now has space to instruct faculty on ICON technology. - The collegiate Facilities Office has created a CPH Facilities email account where all facilities issues are reported. In addition, this office manages the disposition and acquisition of office furniture. - The college and department graduate student coordinators meet on a regular basis and include discussions concerning coordination of student recruitment. - The new building has provided for stronger partnerships with department and collegiate HR staff and has provided assistance and back-up to departmental HR staff.
<p>5. Target collegiate growth and innovation in research, academics, and outreach for public health impact around a core set of CPH-wide collective areas of excellence</p>	<p>1. Implement activities around an initial set of collective areas of excellence</p>	<ol style="list-style-type: none"> 1. Select first 3 areas 2. Identify opportunistic funding for initial set of CAE-related activities such as visiting lectureships, research “speed-dating” 3. Create schedule of initial set of activities through FY12 	<p>√ Satisfactory progress toward FY2012 objective(s)</p> <p><input type="checkbox"/> Unsatisfactory progress toward FY2012 objective(s)</p> <p><input type="checkbox"/> Completed FY2012 objective(s) If so, which one(s)?</p> <p>Objective 1 completed.</p> <p><u>FY2012 activities included:</u></p> <ul style="list-style-type: none"> • Collective areas of excellence selected in November 2011. • January 2012 work group of faculty and staff developed to plan kick-off event. • On April 13, 2012 the college gathered for a kick-off event to discuss and identify opportunities for research, education, and outreach/service for the three collective areas of excellence.

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			<ul style="list-style-type: none"> Outcomes of kick-off event discussed at the May 9, 2012 Executive Committee meeting. Three overarching themes identified: to increase awareness and collaboration across the areas; incorporate areas into courses when possible; and encourage student/staff/faculty organizations to develop contact with communities and collaborate broader than the “usual suspects”.
<p>6. Implement a strategic marketing/public relations plan</p>	<p>1. Implement FY2012 components of strategic marketing/public relations plan</p>	<p>1. Develop tactics in support of strategic marketing/public relations plan:</p> <ul style="list-style-type: none"> Support a strong identity for the UI College of Public Health (e.g., capitalize on unique opportunities associated with the new CPH academic building to expand public health awareness and support for the college Support collegiate philanthropy efforts (e.g., pilot test a peer-to-peer alumni philanthropy initiative; develop a new annual event to recognize College of Public Health Deans club members; explore class gift strategies; foster relationships with Iowa business leaders) 	<p>√ Satisfactory progress toward FY2012 objective(s) <input type="checkbox"/> Unsatisfactory progress toward FY2012 objective(s)</p> <p>√ Completed FY2012 objective(s) If so, which one(s)?</p> <p>Objective 1 completed.</p> <p><u>FY2012 activities included:</u></p> <ul style="list-style-type: none"> Hosted CPHB dedication events in April 2012, which introduced the CPH and new building to wider audiences; continued to develop social media channels; developed Student Ambassador program; created careers display; supported Collective Areas of Excellence initiative. Hosted inaugural CPH Deans Club event in May 2012 in collaboration with Hancher; utilized peer-to-peer philanthropy initiatives; finalized major donor recognition elements in CPHB; established relationships with business leaders in targeted regions (south-central and north-central Iowa).
<p>7. Create a nationally visible Iowa Institute for Public Health Research</p>	<p>1. Develop strategic plan for creation of institute</p>	<p>1. Obtain feedback on initial précis for plan from potential funders, CPH Board of Advisors, and other stakeholders</p> <p>2. Identify set of achievable (SMART) goals for moving Institute forward</p>	<p><input type="checkbox"/> Satisfactory progress toward FY2012 objective(s) √ Unsatisfactory progress toward FY2012 objective(s)</p> <p><input type="checkbox"/> Completed FY2012 objective(s) If so, which one(s)?</p> <p><u>FY2012 activities included:</u></p> <ul style="list-style-type: none"> Presented the idea to potential funders and CPH Board of Advisors. Worked on the goals to move this forward, including elements of a strategic plan, but the plan needs to be fleshed out.
<p>8. Create collegiate-wide initiatives in global public</p>	<p>1. Develop and implement a collegiate Global Public Health Committee</p>	<p>1. Create a plan that identifies global public health priorities</p>	<p>√ Satisfactory progress toward FY2012 objective(s) <input type="checkbox"/> Unsatisfactory progress toward FY2012 objective(s)</p>

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health			<input type="checkbox"/> Completed FY2012 objective(s) If so, which one(s)? <u>FY2012 activities included:</u> <ul style="list-style-type: none"> • A collegiate Global Public Health Committee was formed and met twice in FY12. • A business plan was developed for student and faculty support of global health activities. • The Global Public Health Committee supported the global public health student group. • An inventory of global health related courses was conducted. • An inventory of global health research and consulting was conducted. • Existing MOUs were reviewed for viability.

Outcome Measures	Target	FY2012	FY2011
EDUCATION			
The quality of the academic students we attract			
Yield Rate (number of enrollees to the number of acceptances)	Track	73.2%	72.2%
MHA GRE	1100	1141	1120
MHA GPA	3.25	3.42	3.36
MPH GRE	1100	1183	1180
MPH GPA	3.25	3.44	3.5
MS GRE	1100	1160	1200
MS GPA	3.25	3.55	3.6
PhD GRE	1200	1171	1210
PhD GPA	3.33	3.59	3.87
Student enrollment—note that .5 represents combined degree students			
MPH student enrollment (need to report for CEPH but do not need target)	Track	182.5	192
MHA student enrollment (need to report for CEPH but do not need target)	Track	66.5	59
MS student enrollment (need to report for CEPH but do not need target)	Track	71	70
PhD student enrollment (need to report for CEPH but do not need target)	Track	99	107
Minority student enrollment	10.9%	13.4%	13.1%
International Student enrollment	9.0%	11.2%	11.9%
Undergraduates taught in CPH classes	Track	263	269
Student funding			
Funding support for PhD students	90%	100%	95%

Outcome Measures	Target	FY2012	FY2011
Student outcomes			
% of FT MPH students graduating within 3 years	80%	82%	85%
% of PT and joint degree MPH students graduating within 3 years	80%	86%	75% (the individuals not graduating within 5 years chose to discontinue combined degree program and only receive primary degree)
% of FT MHA students graduating within 2 years	80%	95%	95%
% of joint degree MHA students graduating within 4 years	80%	85%	89%
% of MS students graduating within 3 years	80%	81%	93%
% of PhD students graduating within 7 years	80%	75%	63%
% of graduates with job placement (including internships & fellowships) at 12 months post-graduation or pursuing further education.	90%	97%	99.1% (not counting unknowns; 94.4% counting unknowns)
# of publications with students and graduates less than 2 years out	Track	Begin FY14	Begin in FY14
Faculty			
Minimum of 15 GEF supported tenure-track, primary faculty positions per department	75 (15 ea)	BIO: 14/14 CBH: 8/8 EPI: 11/12 HMP: 11/11 OEH: 15/17 TOTAL: 59/62	BIO: 14/15 CBH: 6/6 EPI: 11/13 HMP: 10/10 OEH: 15/15 TOTAL: 56/59
Number of <i>teaching</i> adjunct, secondary, or other as of fall semester	Track	49	24
Minority tenured and tenure-track faculty	16%	17.3%	15%
Female tenured and tenure-track faculty	32%	33.3%	38.9%

Outcome Measures	Target	FY2012	FY2011
Primary faculty leadership activities	Track	572	540
# of nominations of faculty for appropriate national awards	Track	9	6
# of nominations of faculty for fellow status in professional or scientific societies	Track	1	2
RESEARCH			
Applications			
Total	Track	265	NA
Direct	Track	\$48,722,001	NA
F&A	Track	\$14,746,472	NA
Total Funding	Track	\$63,468,473	NA
Applications by source			
NIH	Track	52	NA
Direct	Track	\$19,439,066	NA
F&A	Track	\$7,718,789	NA
Total Funding	Track	\$27,157,855	NA
Other Federal	Track	55	NA
Direct	Track	\$17,818,326	NA
F&A	Track	\$3,741,788	NA
Total Funding	Track	\$21,560,114	NA
Non-Federal	Track	158	NA
Direct	Track	\$11,464,609	NA

Outcome Measures	Target	FY2012	FY2011
F&A	Track	\$3,285,895	NA
Total Funding	Track	\$14,750,504	NA
Applications by type			
New and Competing	Track	128	NA
Direct	Track	\$20,629,919	NA
F&A	Track	\$5,715,595	NA
Total Funding	Track	\$26,345,514	NA
Non-Competing Renewal	Track	137	NA
Direct	Track	\$28,092,082	NA
F&A	Track	\$9,030,877	NA
Total Funding	Track	\$37,122,959	NA
Awards			
Total	Track	172	NA
Direct	Track	\$39,021,083	NA
F&A	Track	\$12,117,210	NA
Total Funding	Track	\$51,138,293	NA
Awards by source			
NIH	Track	34	NA
Direct	Track	\$20,263,538	NA
F&A	Track	\$7,771,535	NA
Total Funding	Track	\$28,035,073	NA

Outcome Measures	Target	FY2012	FY2011
Other Federal	Track	39	NA
Direct	Track	\$13,188,178	NA
F&A	Track	\$3,105,404	NA
Total Funding	Track	\$16,293,582	NA
Non-Federal	Track	99	NA
Direct	Track	\$5,569,367	NA
F&A	Track	\$1,240,271	NA
Total Funding	Track	\$6,809,638	NA
Awards by type			
New and Competing	Track	59	NA
Direct	Track	\$8,675,596	NA
F&A	Track	\$3,248,879	NA
Total Funds	Track	\$11,924,475	NA
Non-Competing Renewal	Track	113	NA
Renewal Direct	Track	\$30,345,487	NA
F&A	Track	\$8,868,331	NA
Total Funds	Track	\$39,213,818	NA
Collaborations			
Cross-Departmental	25% of faculty will have this type of grant activity	42	NA
% of All Grants		24%	NA
Total Dollars		\$29,720,035	NA

Outcome Measures	Target	FY2012	FY2011
% of All Dollars		58%	NA
Cross-Collegiate	25% of faculty will have this type of grant activity	36	NA
% of All Grants		21%	NA
Total Dollars		\$28,936,953	NA
% of All Dollars		57%	NA
External	Track	28	NA
% of All Grants	Track	16%	NA
Total Dollars	Track	\$30,060,617	NA
% of All Dollars	Track	59%	NA
Collaborative Grants with CPH PI Number	Track	62	NA
Collaborative Grants with CPH PI % of All Grants	Track	39%	NA
Primary faculty as PI on funded grant			
Number	Track	64	NA
%	Track	88.90%	NA
Success rate			
Submitted 2007 and funded by 6/30/2010	Track	70%	NA
Submitted 2008 and funded by 6/30/2011	Track	56%	NA
Submitted 2009 and funded by 6/30/2012	Track	71%	NA
NIH	Track	53%	NA
Other Federal	Track	80%	NA
Non-Federal	Track	78%	NA

Outcome Measures	Target	FY2012	FY2011
PUBLIC HEALTH IMPACT			
Certificate program enrollment	Track	49	41
Non-degree/continuing education activities	Track	9534	13,042
# of faculty presenting at CE/professional development activities	Track	9	8
Public-private partnerships with internship/practica organizations	Pilot Test	30 public 53 private	NA
Publications			
# of publications where authors are from different departments/colleges	Track	157	332
# of publications in peer reviewed journals	Track	274	346
During FY number of times CPH-based publications referenced (using ISI Web of Knowledge reference tracking database)	Track	598	722
Alumni			
Conduct alumni survey every 3 years	Every third year	Due in FY13	Due in FY13
Cross-Cutting			
Fund raising campaign	\$15 M	\$15.1 M	\$14.5 M
Minority staff	7.5%	9.65%	10.7%
Females in executive, administrative, and managerial positions	37%	50.9%	49%
Minorities in executive, administrative, and managerial positions	8%	1.8%	1.8%
Primary faculty salary offset through external funding	50%	61.6%	61.1%
List of University committees on which primary faculty serve	Track	107	74
Research dollars per full-time-equivalent faculty	\$500,000	\$624,542	\$666,899

Outcome Measures	Target	FY2012	FY2011
Conduct employee climate surveys every 2 years	Conduct in opposite years of UI WAI survey	UI is conducting WAI survey in 2012	Conduct in opposite years of UI WAI survey
Conduct diversity climate surveys every 2 years	Conduct in odd years	Due in FY13	Conduct in FY13