

## FY2013 Strategic Initiatives Progress Report and Outcome Measures

SUSTAINING STRATEGIES – TO MAINTAIN OR GROW:			
Strategies	FY2013 Objectives	FY2013 Tactics	FY2013 Annual Progress Report
1. Overall average of 50% salary offset for GEF-supported faculty	<ul style="list-style-type: none"> <li>Identify and implement faculty mentoring and work plans for GEF-supported faculty with levels of offset below 50%</li> </ul>	<ul style="list-style-type: none"> <li>Track and evaluate mentoring plan and annual and 5-year review processes, with emphasis on follow-up plans for those who have or are anticipated to have sub-50% offset</li> <li>Annually review multi-year and year-to-date trends for faculty offset support; develop templates if needed</li> </ul>	<ul style="list-style-type: none"> <li>✓ Satisfactory progress toward FY2013 objective</li> <li>□ Unsatisfactory progress toward FY2013 objective</li> <li>□ Completed FY2013 objective</li> </ul> <p><u>FY2013 activities included:</u></p> <ul style="list-style-type: none"> <li>Mentoring plans were filed for new/junior faculty.</li> <li>Mentoring luncheons were held for junior faculty and mentors.</li> <li>A central template for FTE support trends was investigated, but not pursued due to variance of information needed across departments and lack of automation.</li> </ul>
	<ul style="list-style-type: none"> <li>Support faculty to identify grant opportunities with optimal probability for funding</li> <li>Support faculty to develop grant proposals</li> </ul>	<ul style="list-style-type: none"> <li>Initiate orientation for new faculty to facilitate development of their individual research programs</li> <li>Work with sponsored programs to identify search strategies for grant opportunities for dissemination to CPH faculty</li> <li>Improve available information to match faculty with internal pilot and seed grant applications</li> <li>Implement a mechanism for external grant review prior to submission</li> </ul>	<ul style="list-style-type: none"> <li>✓ Satisfactory progress toward FY2013 objective(s)</li> <li>□ Unsatisfactory progress toward FY2013 objective(s)</li> <li>□ Completed FY2013 objective(s)</li> </ul> <p style="text-align: center;">If so, which one(s)?</p> <p><u>FY2013 activities included:</u></p> <ul style="list-style-type: none"> <li>Conducted orientation for new faculty in 2012-2013. Seven meetings were held.</li> <li>Invited Oliva Smith from Office of the Vice President for Research-Division of Sponsored Programs to meet with new faculty.</li> <li>Updated all CPH faculty key words for grant searches; developed new search strategy after UI Community of Science subscription ended.</li> <li>Updated pilot grant information on the website.</li> <li>Launched Annual Pilot Project event.</li> <li>Launched External Grant Review Program.</li> </ul>

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2. Develop existing/potential external relationships with alumni, public health, health care, community, and industry partners	<ul style="list-style-type: none"> <li>Create and maintain centralized database of community engagement activities to document outreach efforts</li> </ul>	<ul style="list-style-type: none"> <li>Pilot test a tracking mechanism for community engagement activities as part of an updated eCV format</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Satisfactory progress toward FY2013 objective</li> <li><input checked="" type="checkbox"/> Unsatisfactory progress toward FY2013 objective</li> <li><input type="checkbox"/> Completed FY2013 objective</li> </ul> <p><u>FY2013 activities included:</u></p> <ul style="list-style-type: none"> <li>Determination was made that eCV will not currently support community engagement tracking. Work is underway to update the interactive community engagement map on the CPH website. Data have been collected from CPH centers and programs and data entry will be complete in August 2013.</li> </ul>
	<ul style="list-style-type: none"> <li>Engage external partners with collegiate education, research, service and stewardship programs</li> </ul>	<ul style="list-style-type: none"> <li>Plan and implement Business Leadership Network (BLN) workshops in pilot communities; integrate with service learning initiatives</li> <li>Initiate Iowa Public Health Heroes Award program</li> <li>Support collegiate outreach and philanthropy efforts through targeted activities</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Satisfactory progress toward FY2013 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2013 objective</li> <li><input checked="" type="checkbox"/> Completed FY2013 objective</li> </ul> <p><u>FY2013 activities included:</u></p> <ul style="list-style-type: none"> <li>BLN held community workshops in Ottumwa and Mason City in Spring 2013. BLN and Prevention Research Center for Rural Health contacts in the Ottumwa/Centerville area were used to find partners for a new service learning course.</li> <li>Nominations for the inaugural Iowa Public Health Heroes Awards were solicited in Fall 2012. Information about the award was distributed through the Iowa Public Health Association, the Iowa Counties Public Health Association, the Iowa Department of Public Health, collegiate communications, and other channels. Three recipients were recognized at the CPH Fall Colloquium in November. Nominations for the 2013 award are being accepted.</li> <li>Targeted outreach and philanthropy efforts included collaborative activities with campus and community arts organizations (e.g., Hancher and Working Group Theatre), local businesses (e.g., M.C. Ginsberg), and industry (e.g.,</li> </ul>

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			John Deere).
3. Active fundraising to achieve CPH program and building philanthropy goals	<ul style="list-style-type: none"> <li>Launch the college's involvement in the UI Comprehensive Campaign</li> </ul>	<ul style="list-style-type: none"> <li>Develop campaign committee</li> </ul>	<input type="checkbox"/> Satisfactory progress toward FY2013 objective <input type="checkbox"/> Unsatisfactory progress toward FY2013 objective <input checked="" type="checkbox"/> Completed FY2013 objective  <u>FY2013 activities included:</u> <ul style="list-style-type: none"> <li>Steve Ummel will represent the CPH on the UI Comprehensive Campaign Committee.</li> <li>The CPH has identified faculty and staff representatives for the faculty and staff initiative of the UI Comprehensive Campaign.</li> </ul>
	<ul style="list-style-type: none"> <li>Expand approaches to fundraising</li> </ul>	<ul style="list-style-type: none"> <li>Develop new prospects via alignment interests</li> <li>Develop a geographic focus</li> <li>Re-engage the remaining hospital prospects</li> <li>Increase the college's pool of planned givers</li> <li>Capitalize on strategic planned-giving mailer and contact</li> <li>Engage DEO's in donor visits to strengthen affiliation</li> </ul>	<input type="checkbox"/> Satisfactory progress toward FY2013 objective <input checked="" type="checkbox"/> Unsatisfactory progress toward FY2013 objective <input type="checkbox"/> Completed FY2013 objective  <u>FY2013 activities included:</u> <ul style="list-style-type: none"> <li>Some progress has been made towards this objective. With the hiring of a new Development Officer we expect further progress towards this objective in FY2014.</li> </ul>
	<ul style="list-style-type: none"> <li>Develop a targeted effort for foundation and corporate giving</li> </ul>	<ul style="list-style-type: none"> <li>Explore corporation and foundation giving that aligns with our research initiatives</li> </ul>	<input type="checkbox"/> Satisfactory progress toward FY2013 objective <input checked="" type="checkbox"/> Unsatisfactory progress toward FY2013 objective <input type="checkbox"/> Completed FY2013 objective  <u>FY2013 activities included:</u> <ul style="list-style-type: none"> <li>Some progress has been made towards this objective. With the hiring of a new Development Officer we expect further progress towards this objective in FY2014.</li> </ul>

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4. Productive collegiate and departmental centers	<ul style="list-style-type: none"> <li>Enhance communication and collaboration among centers</li> </ul>	<ul style="list-style-type: none"> <li>Initiate and hold regular meetings with CPH Center leaders to identify opportunities for centers to leverage resources, share expertise, and reduce costs</li> </ul>	<ul style="list-style-type: none"> <li>✓ Satisfactory progress toward FY2013 objective</li> <li>□ Unsatisfactory progress toward FY2013 objective</li> <li>□ Completed FY2013 objective</li> </ul> <p><u>FY2013 activities included:</u></p> <ul style="list-style-type: none"> <li>Three Center leader meetings were held with more than 20 attending each time.</li> </ul>
	<ul style="list-style-type: none"> <li>Identify and implement methods to assess Center activities</li> </ul>	<ul style="list-style-type: none"> <li>Develop a set of criteria that define a center</li> </ul>	<ul style="list-style-type: none"> <li>✓ Satisfactory progress toward FY2013 objective</li> <li>□ Unsatisfactory progress toward FY2013 objective</li> <li>□ Completed FY2013 objective</li> </ul> <p><u>FY2013 activities included:</u></p> <ul style="list-style-type: none"> <li>Worked with CPH Research Council to define Center assessment criteria.</li> <li>Developed Center assessment strategy to be pilot tested in 2013-2014.</li> </ul>
5. Best practices in collegiate governance	<ul style="list-style-type: none"> <li>Achieve improvement and consistency in the P&amp;T process</li> </ul>	<ul style="list-style-type: none"> <li>Develop collegiate guidelines and mechanisms for clinical and research faculty contract renewal process</li> <li>Consider specific proposals for changes to the P&amp;T procedures</li> </ul>	<ul style="list-style-type: none"> <li>✓ Satisfactory progress toward FY2013 objective</li> <li>□ Unsatisfactory progress toward FY2013 objective</li> <li>□ Completed FY2013 objective</li> </ul> <p><u>FY2013 activities included:</u></p> <ul style="list-style-type: none"> <li>Specific proposals for P&amp;T changes to be voted on during July of 2013.</li> <li>Clinical faculty issues were discussed again with Faculty Council. (No research faculty at present.)</li> </ul>
	<ul style="list-style-type: none"> <li>Improve CPH process for participation in faculty governance</li> </ul>	<ul style="list-style-type: none"> <li>Increase interest in university and collegiate committees such as the Faculty Senate, Faculty Council, Graduate College Council and Research Council. Identify candidates for positions and hold</li> </ul>	<ul style="list-style-type: none"> <li>✓ Satisfactory progress toward FY2013 objective</li> <li>□ Unsatisfactory progress toward FY2013 objective</li> <li>□ Completed FY2013 objective</li> </ul> <p><u>FY2013 activities included:</u></p>

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		forum to allow candidates to discuss concepts. Require report from Senators and Councilors to be presented at the two faculty meetings each semester	<ul style="list-style-type: none"> <li>• Linda Snetselaar attended the Feb 22<sup>nd</sup> CPH Faculty meeting to give an overview of the UI Faculty Senate.</li> <li>• Fred Ullrich gave an update on the UI Staff Council at the April 26<sup>th</sup> CPH Open Forum.</li> </ul>
	<ul style="list-style-type: none"> <li>• Optimize faculty communication within and across departments and with CPH leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Implement new annual review and 5-year review procedures</li> <li>• Reorganize online information on CPH procedures (eg, faculty handbook, manual of procedures)</li> <li>• Provide a mechanism for faculty to learn about the mission of the Research Council, Faculty Council, and collegiate committee and be aware of their activities</li> <li>• Provide vehicles for more faculty interaction</li> </ul>	<ul style="list-style-type: none"> <li>√ Satisfactory progress toward FY2013 objective</li> <li>□ Unsatisfactory progress toward FY2013 objective</li> <li>□ Completed FY2013 objective</li> </ul> <p><u>FY2013 activities included:</u></p> <ul style="list-style-type: none"> <li>• Implemented post-tenure reviews (annual and 5-year reviews).</li> <li>• Online information will be updated/reorganized after P&amp;T policy changes are made.</li> <li>• Mentor/mentee luncheons were sponsored by Faculty Council and Deans' Office.</li> </ul>
	<ul style="list-style-type: none"> <li>• Achieve improvement and consistency of departmental and DEO reviews</li> </ul>	<ul style="list-style-type: none"> <li>• Develop guidelines for annual review of DEOs</li> <li>• Develop new template and guidelines for self-study and for internal and external review committee reports for departmental and DEO reviews</li> </ul>	<ul style="list-style-type: none"> <li>□ Satisfactory progress toward FY2013 objective</li> <li>√ Unsatisfactory progress toward FY2013 objective</li> <li>□ Completed FY2013 objective</li> </ul> <p><u>FY2013 activities included:</u></p> <ul style="list-style-type: none"> <li>• Some discussions regarding feedback for DEO's, but no recommendations yet.</li> <li>• Guidelines for internal/external reviews were updated prior to giving charge to HMP Departmental Review committees. Templates will be developed in FY2014.</li> </ul>
	<ul style="list-style-type: none"> <li>• Improve engagement between the executive committee and governance</li> </ul>	<ul style="list-style-type: none"> <li>• The dean will attend a council meeting at least once per semester</li> <li>• Council representatives will attend an executive committee meeting to discuss relevant issues to their</li> </ul>	<ul style="list-style-type: none"> <li>√ Satisfactory progress toward FY2013 objective</li> <li>□ Unsatisfactory progress toward FY2013 objective</li> <li>□ Completed FY2013 objective</li> </ul> <p><u>FY2013 activities included:</u></p>

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	councils	governance at least once per semester	<ul style="list-style-type: none"> <li>• Dean Curry met with Faculty, Research, and Staff Councils and the CPHSA in FY2013.</li> <li>• In FY2014, Council representatives and the CPHSA will be invited to an Executive Committee meeting at least once per semester.</li> </ul>
6. Culture of collaboration and inclusion	<ul style="list-style-type: none"> <li>• Increase diversity of students, staff and faculty</li> </ul>	<ul style="list-style-type: none"> <li>• Explore mechanisms to increase alumni involvement in CPH Diversity Committee</li> <li>• Continue to identify philanthropic or governmental sources for designated scholarships or GRA opportunities for racial and ethnic minority students</li> <li>• Increase visibility of Diversity Committee initiatives on CPH website</li> <li>• Explore ways to increase racial and ethnic minority retention</li> </ul>	<ul style="list-style-type: none"> <li>√ Satisfactory progress toward FY2013 objective</li> <li>□ Unsatisfactory progress toward FY2013 objective</li> <li>□ Completed FY2013 objective</li> </ul> <p><u>FY2013 activities included:</u></p> <ul style="list-style-type: none"> <li>• Formed Diversity Alumni Subcommittee which began meeting in spring 2013 to develop a goal for the subcommittee as well as a list of potential activities. Potential activities identified included: 1) utilizing alumni to help with student recruitment, 2) developing alumni spotlights that can be featured on the CPH website, 3) developing a mentoring program to link students with alumni, and 4) developing a CPH Alumni Advisory Council on Diversity. The subcommittee will prioritize and implement selected activities in FY2014.</li> <li>• The CPH Diversity Committee met with the CPH Webmaster to discuss the current website and ways to increase the visibility of diversity related initiatives on the website. It is anticipated this will take place as part of the CPH website redesign.</li> </ul>
	<ul style="list-style-type: none"> <li>• Highlight importance of collaboration and inclusion via collegiate activities and initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to convene activities to develop an inclusive and respectful workplace, collaborating with other UI colleges as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>√ Satisfactory progress toward FY2013 objective</li> <li>□ Unsatisfactory progress toward FY2013 objective</li> <li>□ Completed FY2013 objective</li> </ul> <p><u>FY2013 activities included:</u></p> <ul style="list-style-type: none"> <li>• 4<sup>th</sup> Annual Welcome Luncheon for Students of Color in the Health Sciences. Approximately 150 students attended.</li> </ul>

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			<ul style="list-style-type: none"> <li>• 4<sup>th</sup> Annual LGBTQ Community and Allies Welcome held for health sciences and professional students.</li> <li>• MLK week events included a Cultural Potluck; and showing of movie “Half the Sky”.</li> <li>• Co-sponsored presentation by Mark Hatzenbuehler, Ph.D. “Structural Stigma and the Health of Lesbian, Gay, and Bisexual Populations.” Dr. Hatzenbuehler met with CPH faculty and students during his visit as well as members of the Iowa City Community School District.</li> <li>• LGBT &amp; Allies Welcome Back Social for health science students held in February.</li> <li>• Co-sponsored with Carver College of Medicine “How to Survive an Iowa Winter.”</li> </ul>
	<ul style="list-style-type: none"> <li>• Implement recommendations of Diversity Subcommittee Student Recruitment proposal</li> </ul>	<ul style="list-style-type: none"> <li>• Increase targeted recruitment events</li> <li>• Improve and/or create tailored recruitment materials</li> <li>• Create a prospective student tool-box</li> <li>• Establish an “Accepted Students Day”</li> <li>• Identify and allocate travel funds to support campus visits for prospective students</li> <li>• Identify and allocate award funds for recruitment scholarships</li> <li>• Establish application and matriculation targets in each department and provide data to admissions committees</li> </ul>	<ul style="list-style-type: none"> <li>√ Satisfactory progress toward FY2013 objective</li> <li>□ Unsatisfactory progress toward FY2013 objective</li> <li>□ Completed FY2013 objective</li> </ul> <p><u>FY2013 activities included:</u></p> <ul style="list-style-type: none"> <li>• Hired .5 FTE Diversity Recruitment Coordinator who began at the end of March. Projects included: <ul style="list-style-type: none"> <li>– Creating recruitment materials (also collaborating with Health Science College Diversity Officers on health science college recruitment materials)</li> <li>– Creating prioritized list of diversity-related recruitment events to attend in FY2014</li> <li>– Meeting with current students regarding their recruitment experience, why they chose Iowa</li> </ul> </li> <li>• Awarded 10 diversity recruitment scholarships and two graduate assistantships. Of those, seven will be attending CPH in fall 2013.</li> <li>• National Alliance for Doctoral Studies in the Mathematical Sciences is located in the CPH; Program Director Billie</li> </ul>

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			<p>Townsend joined the CPH Diversity Committee.</p> <ul style="list-style-type: none"> <li>Atlanta University Center Consortium Recruiting Visit attended by CPH and Carver College of Medicine.</li> <li>Annual Biomedical Research Conference for Minority Students attended by CPH.</li> <li>American Medical Student Association at American River College/University of California at Davis Pre-Medical and Pre-Health Professions National Conference attended by CPH; Associate Dean Aquilino was on a panel presentation regarding MPH programs.</li> <li>CPH participated in the Early Connections conference to expose students involved in the federal TRIO program and the Center for Diversity and Enrichment to the career opportunities in health care and public health.</li> <li>20 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. Eleven of the students were from underrepresented groups in the scientific workforce.</li> </ul>
7. Maintain highest level of compliance with CEPH accreditation criteria	<ul style="list-style-type: none"> <li>Ensure all MS, PhD and MHA students receive a broad introduction to public health</li> </ul>	<ul style="list-style-type: none"> <li>Continue to offer Essentials of Public Health course for MS, PhD, and MHA students to provide broad introduction to public health; review course evaluations and make revisions as needed; restructure course as required by CEPH</li> </ul>	<ul style="list-style-type: none"> <li>✓ Satisfactory progress toward FY2013 objective</li> <li>□ Unsatisfactory progress toward FY2013 objective</li> <li>□ Completed FY2013 objective</li> </ul> <p><u>FY2013 activities included:</u></p> <ul style="list-style-type: none"> <li>Essentials of Public Health was offered for the first time in Fall of 2012 with 25 students enrolled. The course is in the process of being updated for Fall 2013.</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to review new accreditation criteria to ensure college on-target</li> </ul>	<ul style="list-style-type: none"> <li>Develop plan to track data for accreditation and electronic resource room</li> <li>Develop a mechanism to obtain information from employers about</li> </ul>	<ul style="list-style-type: none"> <li>✓ Satisfactory progress toward FY2013 objective</li> <li>□ Unsatisfactory progress toward FY2013 objective</li> <li>□ Completed FY2013 objective</li> </ul>



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	to meet during next accreditation cycle	the ability of our graduates to perform competencies in an employment setting	<u>FY2013 activities included:</u> <ul style="list-style-type: none"> <li>• CPH was notified by CEPH that it is now in compliance with Criterion 2.9 (Academic Degrees).</li> <li>• CPH faculty/staff continue to review new accreditation criteria to ensure on target to meet new accreditation criteria and to monitor CEPH for any additional updates.</li> </ul>
	<ul style="list-style-type: none"> <li>• Ensure student enrollment in courses and programs remains in compliance with accreditation criteria</li> </ul>	<ul style="list-style-type: none"> <li>• Annually evaluate enrollment in courses and programs and make recommendations for improvement as needed</li> <li>• Market and recruit students for the MPH in Quantitative Methods program</li> </ul>	<ul style="list-style-type: none"> <li>√ Satisfactory progress toward FY2013 objective</li> <li>□ Unsatisfactory progress toward FY2013 objective</li> <li>□ Completed FY2013 objective</li> </ul> <u>FY2013 activities included:</u> <ul style="list-style-type: none"> <li>• 3+2 program for BS in Statistics/MPH in Quantitative Methods approved spring 2013.</li> <li>• 3+2 program and MPH in Quantitative Methods continue to be marketed. The first student in the Quantitative Methods subtrack has enrolled for fall 2013.</li> </ul>

<b>INCREMENTAL STRATEGIES:</b>			
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1. Increase the number of GEF supported faculty positions to a minimum of 15 FTE in each department	<ul style="list-style-type: none"> <li>• Develop a business plan for generating revenues to meet faculty goals without shrinking the number of faculty in departments with &gt;15 FTE</li> </ul>	<ul style="list-style-type: none"> <li>• Create financial models which include increased funding and reassignment of funds for achieving strategy</li> <li>• Seek philanthropic donations to endow faculty lines</li> <li>• Implement cluster hires in genetics and sustainability</li> <li>• Seek consulting/contracting opportunities for faculty salary support</li> <li>• Project faculty retirements to</li> </ul>	<ul style="list-style-type: none"> <li>√ Satisfactory progress toward FY2013 objective</li> <li>□ Unsatisfactory progress toward FY2013 objective</li> <li>□ Completed FY2013 objective</li> </ul> <u>FY2013 activities included:</u> <ul style="list-style-type: none"> <li>• Completed second recruitment in genetics cluster for the Department of Biostatistics. Reassigned funds to ensure 50% funding of position.</li> <li>• Projected possible effects of federal sequestration.</li> <li>• Provided non-recurring funds for new faculty positions.</li> <li>• Reviewed the number of phased and regular retirements.</li> <li>• Continue to work with UI foundation to identify funding</li> </ul>

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		identify opportunities for new hires	sources.
2. Increase participation of undergraduates in degree programs and classes targeted at undergraduates	<ul style="list-style-type: none"> <li>Increase undergraduate course capacity in the college</li> </ul>	<ul style="list-style-type: none"> <li>Develop undergraduate articulation agreement with Grinnell College</li> <li>Develop on-campus Fundamentals of Public Health undergraduate course</li> </ul>	<ul style="list-style-type: none"> <li>√ Satisfactory progress toward FY2013 objective</li> <li>□ Unsatisfactory progress toward FY2013 objective</li> <li>□ Completed FY2013 objective</li> </ul> <p><u>FY2013 activities included:</u></p> <ul style="list-style-type: none"> <li>Continued to meet with Grinnell College faculty and staff regarding an undergraduate to graduate articulation agreement. Currently working on logistics and administrative concerns.</li> <li>Developed an on-campus version of Fundamentals of Public Health to be offered beginning Fall 2013.</li> </ul>
	<ul style="list-style-type: none"> <li>Increase visibility of public health program options on the UI campus and other regional campuses</li> </ul>	<ul style="list-style-type: none"> <li>Work with student advisors at UI and other regional campuses to assist with recruitment</li> </ul>	<ul style="list-style-type: none"> <li>√ Satisfactory progress toward FY2013 objective</li> <li>□ Unsatisfactory progress toward FY2013 objective</li> <li>□ Completed FY2013 objective</li> </ul> <p><u>FY2013 activities included:</u></p> <ul style="list-style-type: none"> <li>Planned and carried out expanded recruitment activities for the 3 + 2 and MPH programs. MPH program students and staff spoke with 28 UI student organizations, participated in 10 UI classes and events, visited 6 Iowa colleges/universities, met with high school students and parents visiting UI, and talked with undergraduate advisors at UI and other Iowa colleges/universities.</li> <li>Created a fact sheet and website for the 3 + 2 program.</li> </ul>
3. Develop innovative traditional and non-traditional academic	<ul style="list-style-type: none"> <li>Identify capacities and opportunities for growth</li> </ul>	<ul style="list-style-type: none"> <li>Explore development of Executive MHA program</li> <li>Pilot a service learning course utilizing Business Leadership Network communities</li> </ul>	<ul style="list-style-type: none"> <li>√ Satisfactory progress toward FY2013 objective</li> <li>□ Unsatisfactory progress toward FY2013 objective</li> <li>□ Completed FY2013 objective</li> </ul> <p><u>FY2013 activities included:</u></p>

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programs			<ul style="list-style-type: none"> <li>• After researching the feasibility of developing an Executive MHA program, HMP has decided to move forward with developing a proposal. A draft of the proposal will be shared with the Graduate College in August 2013 with the plan to move forward with the approval process during the 2014 academic year.</li> <li>• A service learning course was piloted during Spring 2013 with eight CPH students. BLN members helped identify potential community partners. Working with the Southeast Iowa Economic Development Association, in collaboration with Seeds of Hope, the students created a toolkit which provides documentation of the project and the positive effect it had on the community so that it can be replicated in other communities with similar needs.</li> </ul>
	<ul style="list-style-type: none"> <li>• Expand recruiting activities for new programs</li> <li>• Evaluate enrollment in new courses and programs</li> </ul>	<ul style="list-style-type: none"> <li>• Market current 3+2 programs</li> <li>• Monitor enrollment in current 3+2 programs</li> </ul>	<ul style="list-style-type: none"> <li>√ Satisfactory progress toward FY2013 objective(s)</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2013 objective(s)</li> <li><input type="checkbox"/> Completed FY2013 objective(s)</li> </ul> <p>If so, which one(s)?</p> <p><u>FY2013 activities included:</u></p> <ul style="list-style-type: none"> <li>• 3 + 2 programs were marketed extensively on the UI campus. MPH students and staff participated in Hawkeye visit days, talked with undergraduate student advisors, and visited many undergraduate classes. In April, a 3+2 student visit day was held in the CPH. A one-page fact sheet was created for general use and information on the 3+2 programs was added to the CPH website.</li> <li>• While several students have expressed interest in the 3+2 program, no student has applied.</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop interprofessional education opportunities for health sciences</li> </ul>	<ul style="list-style-type: none"> <li>• Convene interprofessional education (IPE) steering committee and facilitate initial activities</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Satisfactory progress toward FY2013 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2013 objective</li> <li>√ Completed FY2013 objective</li> </ul>

INCREMENTAL STRATEGIES:			
Strategies	FY2013 Objectives	FY2013 Tactics	FY2013 Annual Progress Report
	students		<p><u>FY2013 activities included:</u></p> <ul style="list-style-type: none"> <li>• The IPE Steering Committee, with representatives from all 5 of the health science colleges plus the UIHC Nurse Residency Program, the HLHS, and PT has been meeting almost monthly since October 2012; two subcommittees, Strategic Planning and Faculty Development, helped to accelerate the IPE Initiative.</li> <li>• Activities completed during FY2013 include: <ul style="list-style-type: none"> <li>- Survey of Critical Elements (SOC) for Implementing IPE focused on issues regarding culture and sustainability, curricula and learning opportunities, faculty development, and evaluation.</li> <li>- IPE Curriculum Inventory was completed which provides information on faculty who are teaching IPE-related curricula, the IPE competencies being covered, and instructional strategies.</li> <li>- Strategic plan drafted— goal areas are: 1) logistics and sustainability; 2) faculty development; 3) curricular and learning; and 4) student engagement. The strategic plan will provide a roadmap for the activities, inputs and resources that are necessary to ensure that IPE grows and thrives on the UI campus.</li> <li>- Faculty Development; two faculty experts from the University of Manitoba gave a public seminar, met with the IPE Steering Committee as well as the HSC Deans, and gave a workshop on faculty development for IPE.</li> <li>- A team from the UI health science colleges attended the IPEC Interprofessional Faculty Development Institute for Quality Improvement and Patient Safety in May 2013.</li> <li>- Students for Interprofessional Education (SIPE), was approved as a formal UI Student Organization. SIPE, with the support of the IPE Steering Committee, held two events in spring 2013.</li> </ul> </li> </ul>

INCREMENTAL STRATEGIES:			
Strategies	FY2013 Objectives	FY2013 Tactics	FY2013 Annual Progress Report
			<ul style="list-style-type: none"> <li>- A pilot IPE event for all first year health science college students is being planned to launch in fall 2013.</li> <li>- A website has been developed and launched, <a href="http://interprofessional.uiowa.edu/">http://interprofessional.uiowa.edu/</a> which includes background information, resources, and upcoming events.</li> </ul>
4. Enhance collegiate infrastructure for career development, curricular innovation, research growth, and public health service and outreach	<ul style="list-style-type: none"> <li>• Review operational needs to continue the Business Leadership Network</li> </ul>	<ul style="list-style-type: none"> <li>• Identify ways to expand the Business Leadership Network</li> <li>• Develop a service learning program</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Satisfactory progress toward FY2013 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2013 objective</li> <li>✓ Completed FY2013 objective</li> </ul> <p><u>FY2013 activities included:</u></p> <ul style="list-style-type: none"> <li>• Applied for and received funding through a grant from the UI's "Better Future for Iowans" initiative which allowed BLN to plan, organize and conduct two community outreach events in Ottumwa and Mason City in Spring 2013.</li> <li>• Created and conducted a course in service learning during the Spring 2013 semester that included instructor, Jason Daniel-Ulloa and eight CPH students (a combination of first and second-year students). Students partnered with the Southeast Iowa Economic Development Association (SEIDA) to produce a toolkit and evaluation of the 'Seeds of Hope' community gardens project in Centerville, IA.</li> </ul>
	<ul style="list-style-type: none"> <li>• Identify building use planning processes and procedures for events</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and disseminate policies and procedures for building use for events</li> </ul>	<ul style="list-style-type: none"> <li>✓ Satisfactory progress toward FY2013 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2013 objective</li> <li><input type="checkbox"/> Completed FY2013 objective</li> </ul> <p><u>FY2013 activities included:</u></p> <ul style="list-style-type: none"> <li>• CPH Facilities Office has drafted a checklist for scheduling of events.</li> <li>• CPH Facilities Office and Deans Office is working together to identify ways to improve the eco-friendliness of events.</li> </ul>

INCREMENTAL STRATEGIES:			
Strategies	FY2013 Objectives	FY2013 Tactics	FY2013 Annual Progress Report
	<ul style="list-style-type: none"> <li>Increase minority student recruitment activities</li> </ul>	<ul style="list-style-type: none"> <li>Prioritize and implement Diversity Subcommittee on Student Recruitment recommendations</li> </ul>	<ul style="list-style-type: none"> <li>√ Satisfactory progress toward FY2013 objective</li> <li>□ Unsatisfactory progress toward FY2013 objective</li> <li>□ Completed FY2013 objective</li> </ul> <p><u>FY2013 activities included:</u></p> <ul style="list-style-type: none"> <li>The Diversity Subcommittee on Student Recruitment recommendations were prioritized and implementation began in FY2013 with the following: <ul style="list-style-type: none"> <li>Hired .5 FTE Diversity Recruitment Coordinator hired.</li> <li>Awarded ten diversity recruitment scholarships and two graduate assistantships. Of those, seven will be attending CPH in fall 2013.</li> <li>Creating recruitment materials.</li> <li>Creating prioritized list of diversity-related recruitment events to attend in FY2014.</li> </ul> </li> </ul>
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	<ul style="list-style-type: none"> <li>Integrate our collective areas of excellence, rural health, comparative effectiveness research, and community engagement, into the culture of the college</li> </ul>	<ul style="list-style-type: none"> <li>Showcase collective areas of excellence in CPHB</li> <li>Establish a Board of Advisors student award related to collective areas of excellence</li> </ul>	<ul style="list-style-type: none"> <li>√ Satisfactory progress toward FY2013 objective</li> <li>□ Unsatisfactory progress toward FY2013 objective</li> <li>□ Completed FY2013 objective</li> </ul> <p><u>FY2013 activities included:</u></p> <ul style="list-style-type: none"> <li>The CPH hosted several events in FY2013 that showcased its collective areas of excellence. Those include: <ul style="list-style-type: none"> <li>Midwest Rural Agricultural Safety and Health Conference, Nov 2012 – Rural Health</li> <li>Joe Selby, Director of PCORI, April 2013 – Comparative Effectiveness Research</li> <li>Latino Cancer Summit, May 2013 – Community Engagement</li> </ul> </li> <li>A Board of Advisors student award was piloted in April of 2013. The award received 20 nominations with first, second and third awards given. The award will continue in</li> </ul>

INCREMENTAL STRATEGIES:			
Strategies	FY2013 Objectives	FY2013 Tactics	FY2013 Annual Progress Report
	<ul style="list-style-type: none"> <li>Conduct activities identified with collective areas of excellence</li> </ul>	<ul style="list-style-type: none"> <li>Organize two visiting distinguished lectures in the spring semester</li> <li>Invite one or two funding agency leaders to visit in the spring semester</li> </ul>	<p>2014.</p> <ul style="list-style-type: none"> <li>√ Satisfactory progress toward FY2013 objective</li> <li>□ Unsatisfactory progress toward FY2013 objective</li> <li>□ Completed FY2013 objective</li> </ul> <p><u>FY2013 activities included:</u></p> <ul style="list-style-type: none"> <li>One funding agency leader visited the CPH, Joe Selby, Director of PCORI, April 2013 – Comparative Effectiveness Research.</li> <li>Plans are being discussed to organize visiting distinguished lectures in the spring semester.</li> </ul>
6. Implement a strategic marketing/public relations plan	<ul style="list-style-type: none"> <li>Implement strategic initiatives to enhance collegiate culture, communications, and alumni engagement</li> </ul>	<ul style="list-style-type: none"> <li>Develop strategies and materials to integrate Collective Areas of Excellence into collegiate culture</li> <li>Redesign core collegiate and departmental web pages</li> <li>Investigate and develop new tactics to engage media outlets</li> <li>Support effective alumni relations: conduct CPH alumni survey; finalize strategic planning process for CPH alumni relations; coordinate collegiate and departmental alumni initiatives</li> </ul>	<ul style="list-style-type: none"> <li>√ Satisfactory progress toward FY2013 objective</li> <li>□ Unsatisfactory progress toward FY2013 objective</li> <li>□ Completed FY2013 objective</li> </ul> <p><u>FY2013 activities included:</u></p> <ul style="list-style-type: none"> <li>Produced initial collective areas of excellence informational materials, including atrium banner, content for digital signage, CPH facts brochure, website, and article in InSight magazine.</li> <li>Collegiate/departmental redesign process progressing: new web servers purchased, installed, configured, and tested; new content management system installed and preliminary pages constructed; series of consultative meetings held with academic departments, programs, research centers, and other units to assess current web content, identify concerns/needs, and opportunities for future development.</li> <li>FY2013 media engagement efforts included: close collaboration with University Communications and Marketing and CPH faculty to identify story ideas for media coverage; two communications office staff members completing required training to contribute CPH content to Iowa Now; continued development of CPH social media</li> </ul>

INCREMENTAL STRATEGIES:			
Strategies	FY2013 Objectives	FY2013 Tactics	FY2013 Annual Progress Report
			<p>platforms, including Facebook, Twitter, YouTube, and student/faculty blogs; responding to media inquiries and proactively providing CPH content to outlets such as Iowa Watch, ASPH Friday Letter, and others.</p> <ul style="list-style-type: none"> <li>FY2013 alumni relations efforts included completing a strategic planning process; special events and activities to honor the CPH's first honorary degree recipient; recognition of outstanding alumni at the collegiate and university level; ongoing collegiate and departmental communications; homecoming activities; updated alumni careers display in CPHB; participation in Hometown Hawkeye communications; and a collegiate presence at APHA annual meeting. A college-wide alumni survey is scheduled to be released in August 2013.</li> </ul>
7. Create a nationally visible Iowa Institute for Public Health Research	<ul style="list-style-type: none"> <li>Obtain BOR approval for establishment of an Institute as an entity within UI CPH</li> </ul>	<ul style="list-style-type: none"> <li>Create précis for Institute that builds from: <ul style="list-style-type: none"> <li>Other successful proposals (e.g., Genetics Institute)</li> <li>Initiatives at other universities</li> <li>Existing research initiatives with natural affinity to an institute model and relevance to Collective Areas of Excellence</li> </ul> </li> <li>Obtain approval from UI leadership for Regents' application based on précis</li> <li>Submit application before end of FY2013</li> </ul>	<ul style="list-style-type: none"> <li>√ Satisfactory progress toward FY2013 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2013 objective</li> <li><input type="checkbox"/> Completed FY2013 objective</li> </ul> <p><u>FY2013 activities included:</u></p> <ul style="list-style-type: none"> <li>Draft concept paper was completed and shared with the CPH Board of Advisors. Recommendations from the Board are being discussed and incorporated into a précis to discuss with the Provost.</li> <li>Work group expanded to include Drs. Peek-Asa and Parker.</li> </ul>
8. Create collegiate-wide initiatives in global public health	<ul style="list-style-type: none"> <li>Develop international practicum placements for MPH students</li> </ul>	<ul style="list-style-type: none"> <li>Identify possible public-private partnerships (eg, Deere)</li> <li>Develop a guide for international practicum sites (What is it we need to be sure of before we send</li> </ul>	<ul style="list-style-type: none"> <li>√ Satisfactory progress toward FY2013 objective</li> <li><input type="checkbox"/> Unsatisfactory progress toward FY2013 objective</li> <li><input type="checkbox"/> Completed FY2013 objective</li> </ul> <p><u>FY2013 activities included:</u></p>



<b>INCREMENTAL STRATEGIES:</b>			
<b>Strategies</b>	<b>FY2013 Objectives</b>	<b>FY2013 Tactics</b>	<b>FY2013 Annual Progress Report</b>
	<ul style="list-style-type: none"> <li>• Identify models for faculty leadership in global public health</li> <li>• Identify strengths and gaps in current global public health curricular content</li> </ul>	<p>a student to the site?)</p> <ul style="list-style-type: none"> <li>• Explore options for a new faculty hire to lead global public health initiatives</li> <li>• Review existing courses that provide global public health content</li> </ul>	<ul style="list-style-type: none"> <li>• The Executive Committee Subgroup met regularly during FY2013 and discussed each of these objectives. A Subgroup report will be submitted to the dean in the fall of FY2014.</li> </ul>

Outcome Measures	Target*	FY2013	FY2012	FY2011
<b>EDUCATION</b>				
<b>The quality of the academic students we attract</b>				
Yield Rate (number of enrollees to the number of acceptances)	Track	68%	73%	72%
MHA GRE*	1100	1163/305	1141	1120
MHA GPA	3.25	3.25	3.42	3.36
MPH GRE*	1100	1235/312	1183	1180
MPH GPA	3.25	3.41	3.44	3.5
MS GRE*	1100	1128/314	1160	1200
MS GPA	3.25	3.32	3.55	3.6
PhD GRE*	1200	1259/319	1171	1210
PhD GPA	3.33	3.8	3.59	3.87
* GRE scoring was changed in FY13 so old and new GRE scores are reported for FY13: old GRE/new GRE				
<b>Student enrollment—note that .5 represents combined degree students</b>				
MPH student enrollment	Track	188	182.5	192
MHA student enrollment	Track	65	66.5	59
MS student enrollment	Track	74	71	70
PhD student enrollment	Track	86	99	107
Minority student enrollment	10.9%	16%	13%	13%
International student enrollment	9.0%	8%	11%	12%
Undergraduates taught in CPH classes	Track	227	263	269

Outcome Measures	Target*	FY2013	FY2012	FY2011
<b>Student funding</b>				
Funding support for PhD students	90%	94%	100%	95%
<b>Student outcomes</b>				
% of FT MPH students graduating within 3 years	80%	85%	82%	85%
% of PT and joint degree MPH students graduating within 5 years	80%	78%	86%	75%
% of FT MHA students graduating within 2 years	80%	100%	95%	95%
% of joint degree MHA students graduating within 4 years	80%	100%	85%	89%
% of MS students graduating within 3 years	80%	88%	81%	93%
% of PhD students graduating within 7 years	70%	43%	75%	63%
% of graduates with job placement (including internships & fellowships) at 12 months post-graduation or pursuing further education.	90%	95%	97%	96%
# of publications with students and graduates less than 2 years out	Track	Begin FY14	Begin FY14	Begin FY14
<b>Faculty</b>				
Minimum of 15 GEF supported tenure-track, primary faculty positions per department	75 (15 ea)	BIO: 12/12 CBH: 9/9 EPI: 13/14 HMP: 11/11 OEH: 16/18 TOTAL: 61/64	BIO: 14/14 CBH: 8/8 EPI: 11/12 HMP: 11/11 OEH: 15/17 TOTAL: 59/62	BIO: 15/16 CBH: 7/8 EPI: 12/17 HMP: 12/13 OEH: 16/17 TOTAL: 62/71
Number of <b>teaching</b> adjunct, secondary, or other as of fall semester	Track	24	49	24
Minority tenured and tenure-track faculty	16%	20%	17%	15%

<b>Outcome Measures</b>	<b>Target*</b>	<b>FY2013</b>	<b>FY2012</b>	<b>FY2011</b>
Female tenured and tenure-track faculty	32%	42%	33%	39%
Primary faculty leadership activities	Track	559	572	540
# of nominations of faculty for appropriate national awards	Track	10	9	6
# of nominations of faculty for fellow status in professional or scientific societies	Track	1	1	2
<b>RESEARCH</b>				Tracking began in FY12
<b>Applications</b>				
Total	Track	243	265	
Direct	Track	\$44,414,887	\$48,722,001	
F&A	Track	\$14,326,415	\$14,746,472	
Total Funding	Track	\$58,741,302	\$63,468,473	
<b>Applications by source</b>				
NIH	Track	39	52	
Direct	Track	\$20,901,864	\$19,439,066	
F&A	Track	\$7,830,190	\$7,718,789	
Total Funding	Track	\$28,732,054	\$27,157,855	
Other Federal	Track	34	55	
Direct	Track	\$8,988,289	\$17,818,326	
F&A	Track	\$2,696,848	\$3,741,788	
Total Funding	Track	\$11,685,137	\$21,560,114	
Non-Federal	Track	170	158	

Outcome Measures	Target*	FY2013	FY2012	FY2011
Direct	Track	\$14,524,734	\$11,464,609	
F&A	Track	\$3,799,377	\$3,285,895	
Total Funding	Track	\$18,324,111	\$14,750,504	
<b>Applications by type</b>				
New and Competing	Track	145	128	
Direct	Track	\$15,440,439	\$20,629,919	
F&A	Track	\$4,839,481	\$5,715,595	
Total Funding	Track	\$20,279,920	\$26,345,514	
Non-Competing Renewal	Track	98	137	
Direct	Track	\$28,974,448	\$28,092,082	
F&A	Track	\$9,486,934	\$9,030,877	
Total Funding	Track	\$38,461,382	\$37,122,959	
<b>Awards</b>				
Total	Track	165	172	
Direct	Track	\$29,602,641	\$39,021,083	
F&A	Track	\$9,316,439	\$12,117,210	
Total Funding	Track	\$38,919,080	\$51,138,293	
<b>Awards by source</b>				
NIH	Track	27	34	
Direct	Track	\$10,621,283	\$20,263,538	
F&A	Track	\$4,291,909	\$7,771,535	

Outcome Measures	Target*	FY2013	FY2012	FY2011
Total Funding	Track	\$14,913,192	\$28,035,073	
Other Federal	Track	38	39	
Direct	Track	\$9,128,668	\$13,188,178	
F&A	Track	\$2,737,601	\$3,105,404	
Total Funding	Track	\$11,866,270	\$16,293,582	
Non-Federal	Track	100	99	
Direct	Track	\$9,852,690	\$5,569,367	
F&A	Track	\$2,286,928	\$1,240,271	
Total Funding	Track	\$12,139,618	\$6,809,638	
<b>Awards by type</b>				
New and Competing	Track	68	59	
Direct	Track	\$11,765,012	\$8,675,596	
F&A	Track	\$3,429,937	\$3,248,879	
Total Funds	Track	\$15,194,949	\$11,924,475	
Non-Competing Renewal	Track	97	113	
Renewal Direct	Track	\$17,837,629	\$30,345,487	
F&A	Track	\$5,886,502	\$8,868,331	
Total Funds	Track	\$23,724,131	\$39,213,818	
<b>Collaborations</b>				
Cross-Departmental				
# of Grants	25% of grants will have this type of	32	42	

Outcome Measures	Target*	FY2013	FY2012	FY2011
% of All Grants	activity	19%	24%	
Total Dollars		\$13,992,695	\$29,720,035	
% of All Dollars		36%	58%	
Cross-Collegiate	25% of grants will have this type of activity			
# of Grants		34	36	
% of All Grants		21%	21%	
Total Dollars		\$19,807,694	\$28,936,953	
% of All Dollars		51%	57%	
External	Track	23	28	
% of All Grants	Track	14%	16%	
Total Dollars	Track	\$15,016,644	\$30,060,617	
% of All Dollars	Track	39%	59%	
Collaborative Grants with CPH PI Number	Track	60	62	
Collaborative Grants with CPH PI % of All Grants	Track	36%	39%	
<b>Primary faculty as PI on funded grant</b>				
Number	Track	49	64	
%	Track	62%	89%	
<b>Success rate</b>				
Submitted 2007 and funded by 6/30/2010	Track		70%	
Submitted 2008 and funded by 6/30/2011	Track		56%	
Submitted 2009 and funded by 6/30/2012	Track		71%	

<b>Outcome Measures</b>	<b>Target*</b>	<b>FY2013</b>	<b>FY2012</b>	<b>FY2011</b>
Submitted 2010 and funded by 6/30/13	Track	73%	NA	
NIH	Track	56%	53%*	
Other Federal	Track	78%	80%*	
Non-Federal	Track	82%	78%*	
*Submitted 2009 and funded by 6/30/12				
<b>PUBLIC HEALTH IMPACT</b>				
Certificate program enrollment	Track	40	49	41
Non-degree/continuing education activities	Track	12,604	9534	13,042
# of faculty presenting at CE/professional development activities	Track	9	9	8
<b>Publications</b>				
# of publications where authors are from different departments/colleges	Track	191	157	332
# of publications in peer reviewed journals	Track	363	274	346
During FY number of times CPH-based publications referenced (using ISI Web of Knowledge reference tracking database)	Track	527	598	722
<b>Alumni</b>				
Conduct alumni survey every 3 years	Every third year	Conducting in early FY14	Due in FY13	Due in FY13
<b>Cross-Cutting</b>				
Fund raising campaign	\$25 M	\$17 M	N/A	N/A
Minority staff	7.5%	11%	10%	11%
Females in executive, administrative, and managerial positions	37%	50%	51%	49%



<b>Outcome Measures</b>	<b>Target*</b>	<b>FY2013</b>	<b>FY2012</b>	<b>FY2011</b>
Minorities in executive, administrative, and managerial positions	8%	2%	2%	2%
Primary faculty salary offset through external funding	50%	55%	62%	61%
List of University committees on which primary faculty serve	Track	130	107	74
Research dollars per full-time-equivalent faculty	\$500,000	\$618,150	\$624,542	\$666,899
Employee climate survey conducted every 2 years by the UI (Working@Iowa); CPH results reviewed and recommendations implemented during following FY	UI WAI survey conducted/survey results reviewed	WAI survey review completed	WAI survey completed	N/A
Conduct diversity climate surveys every 2 years	Conduct in odd years	Completed	Due in FY13	N/A

\*Benchmarks represent the average from FY2008-2010.