

**Executive Summary (separate document):**

**Section 1: Purpose**

**History**

UIC School of Public Health (SPH) was established in 1970 and admitted its first class of students in 1972. UIC is one of 37 such schools located throughout the United States and is fully accredited by the Council on Education for Public Health. Currently, approximately 600 students are enrolled in our graduate degree programs within 5 disciplines; approximately 5% of our students are in enrolled in our Peoria and Rockford programs with another 3 to 5% enrolled in our online MPH program in Public Health Informatics. The SPH faculty are highly successful researchers (locally, regionally, nationally and internationally) conducting a full breadth of research that impacts the public's health.

**Mission**

The UIC School of Public Health is dedicated to excellence in protecting and improving the health and well-being of the people of the metropolitan Chicago area, the State of Illinois, and the nation, and of others throughout the world. The School achieves this mission by: educating scientists, professionals and the public; conducting research to develop solutions to public health problems; providing public health service; and contributing to the formulation of public health policy.

**Vision**

Our vision for the future is: Acknowledged leader, trusted partner, and recognized source of expertise in the science and practice of public health for our neighborhoods, our nation and the people of the world.

**Guiding Values**

The SPH values:

- Unity in economic and cultural diversity
- Academic and practice excellence
- Health equity and social justice
- Community engagement

Further, the SPH is guided by the following statement of values:

We are a community of scholars, students, and staff dedicated to creating a healthy society. In achieving this goal, we are committed to:

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**Community:** the basic unit of analysis for public health, enabling communities to address their own problems, share skills, lower barriers to action, and act as a catalyst for progress.

**Knowledge:** the pursuit, development, and dissemination of which will improve the health of the public.

**Professionalism:** acting with integrity and collegiality in learning, teaching, research, and public service.

**Stewardship:** of natural, human, and financial resources.

**Idealism:** whether secularly or spiritually motivated.

**Caring:** promoting compassion for and action on behalf of others.

**Justice:** whereby everyone is given access to the resources necessary to live a humane life and necessary to fulfill his or her full potential.

**Diversity:** celebrating unique contributions to the fabric of our community.

**Respect:** for the members of this community and for those whom our efforts are intended to serve.

**Humility:** as we set our goals, as we work together to achieve them, and as we address the inevitable conflicts produced by those joint efforts.

## **Section II: Strategy**

### **Strategic Intent:**

The intent that is the foundation of the School of Public Health's (SPH) strategic planning is to be an acknowledged leader, trusted partner and recognized source of expertise in the science and practice of public health for our neighborhoods, our nation and the people of the world. This intent is, in part, based on the benefits of the SPH being on an urban campus of a great land-grant university that has as part of its mission a Great Cities focus.

### **Strategic Goals**

The School's mission and vision are achieved through unified (school-wide) and programmatic goals measured across the domains of instruction, research, public health practice and community service, and infrastructure/organizational support. The School strives for excellence in all mission critical areas but will put particular emphasis on the following priorities in response to the shifting challenges facing public health.

**Leadership in responding to emerging threats.** Strengthen the capacity to address emerging and re-emerging threats to health, chronic illness, and environmental hazards.

**Expertise in increasing health equity.** Enhance the School's position as a recognized source of expertise in addressing health disparities.

**Focused capacity in addressing global health issues.** Sharpen the international health focus based on the School's relevant competencies in each division.

**A vigorous policy and service presence.** Increase the School's involvement, relevance, and visibility in the state and region, while enhancing existing relationships within UIC and the surrounding community, as well as among national and international partners.

**National presence in translational research.** Increase our involvement in the spectrum of translational research: research which develops, tests and implements health promotion and disease prevention strategies for individuals and communities

The following goals and objectives were developed with these strategic priorities in mind.

### **I. Instructional Goals**

Improve curriculum quality, relevance and responsiveness to student needs, through ongoing evaluation of content, instruction, advisement and resource allocation while making more effective use of distance learning and other nontraditional approaches to instruction. Develop and support public health leaders through an integrated, innovative and relevant educational experience.

1) Unified Goal: Provide a high-quality educational experience in an academic environment of excellence.

a) Improve teaching.

(1) Objectives

(a) Finalize and increase utilization of the teaching portfolio by creating an online mechanism for compiling and managing information (CEQs), peer-review evaluations of teaching, advisee feedback, etc.)

(b) Increase emphasis on faculty development.

(c) Ensure equitable distribution of teaching loads.

b) Review and enhance curriculum.

(1) Objectives

(a) Continue to evaluate the core competencies/learning objectives and make changes to core courses and other aspects of the curriculum in response to these evaluations (e.g., MPH student and graduate surveys, course evaluations and review of ASPH and other competencies for

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- the MPH degree).
  - (b) Consider the development of an undergraduate minor in Public Health.
  - (c) Continue efforts in establishing new/improving existing joint degree programs.
  - (d) Develop more interdisciplinary courses that can be cross-listed with other colleges on campus (particularly with the health sciences colleges).
- c) Provide a supportive and enriching learning environment for our students.
- (1) Objectives
    - (a) Identify additional preceptorships and/or practica for all academic programs.
    - (b) Create a database of practica for MPH students and maintain contact with practica preceptors.
    - (c) Identify alumni who will serve as mentors to current and graduating students.
    - (d) Increase the amount of financial aid available to students.
  - d) Provide educational opportunities for both the public health work force in Illinois and other health care professionals.
    - (1) Objectives
      - (a) Increase the number of MPH graduates at the satellite campuses in Rockford and Peoria.
      - (b) Increase the number of public health professionals completing the new DrPH degree in Public Health Leadership.
      - (c) Increase the number of students completing the Public Health Informatics and the Environmental Health Informatics Certificate programs.
      - (d) Increase the number of professionals completing the new MHA degree program.
      - (e) Increase the number of continuing education courses completed by public health workers.
      - (f) Increase MPH field placements at the local, regional and state health departments.
- 2) Programmatic Goals
- a) Increase faculty capacity (through use of clinical and research lines) in targeted areas.
    - (1) Objectives
      - (a) Enhance linkages with public health and community organizations and

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agencies to facilitate classroom instruction and field experiences, and field practica.

- (b) Expand the breadth of faculty through the continued use of adjunct faculty and clinical and research lines.
- (c) Increase faculty capacity in community-based participatory research methodologies involving the socio-behavioral sciences and in health communication, from interpersonal to mass media and new technologies.

b) Enhance curriculum.

(1) Objectives

- (a) Develop and teach new high-level courses in the health education/promotion and gerontology curriculum.
- (b) Graduate students who are leaders engaged in a variety of activities including project administration, planning and evaluation, policy development and advocacy.
- (c) Continue and expand the MCH epidemiology program at the MPH and PhD levels and obtain a doctoral training grant to support the PhD students.

c) Work through Institute for Environmental Science and Policy (IESP) to implement a graduate environmental concentration in collaboration with other SPH divisions and other UIC colleges.

(1) Objectives

- (a) Encourage students to identify areas of concentration through the IESP graduate environmental concentration.
- (b) Identify faculty to serve on committees and mentor students from other UIC colleges enrolled in the environmental concentration.

d) Collaboratively develop an injury prevention concentration, through building research and tenure track faculty.

(1) Objective

- (a) Hire additional faculty with expertise in safety and injury epidemiology and develop new cross-listed courses in these areas.

e) Work across divisions and colleges to develop global health and environmental justice capacity.

(1) Objective

- (a) Increase course content that addresses global health and environmental justice.

f) Enhance curriculum in Epidemiology and Biostatistics

(1) Objectives

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- (a) Hire (through the use of clinical and research lines) additional faculty for teaching courses in both disciplines.
  - (b) Create specialized tracks for the MS and PhD programs in Epidemiology such as infectious disease, cancer, environmental/occupational health and genetics.
  - (c) Create additional courses in Epidemiology in collaboration with other divisions at SPH and other departments at UIC.
- g) Rationalize and strengthen our health policy curricula.
- (1) Objectives
    - (a) Fully implement the new MPH in public health policy and management.
    - (b) Implement the new MS in clinical research.
    - (c) Develop four new PhD tracks in HPA, including one in health services research.

## **II. Research Goals**

Support a full spectrum of research activities, from basic research to applied practice and intervention effectiveness, as a major driver of curriculum expertise, resource development, faculty and student recruitment, and School reputation.

- 1) Unified Goal: Support a scientifically rigorous program of public health research which includes both applied and theoretical emphases.
  - a) Support campus goal of achieving AAU status.
    - (1) Objectives
      - (a) Increase research and training grant proposal submissions and the proportion of submissions to federal agencies.
      - (b) Maintain the number of doctoral students and increase postdoctoral fellows.
      - (c) Support faculty participation on important national committees; encourage faculty competition for and/or nominate faculty for appropriate awards and prizes.
      - (d) Increase support for faculty proposal preparation.
  - b) Promote interdisciplinary research.
    - (1) Objectives
      - (a) Encourage research centers administered by SPH to continue and increase collaboration with other campus units.
      - (b) Use the database of faculty research and community service efforts to generate reports for distribution to other units on campus promoting

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the development of new research and/or service partnerships.

- (c) Continue contributing to campus interdisciplinary research efforts through multiple avenues, for example the Research Advisory Council.

2) Programmatic Goals

- a) Enhance and increase research in health education and promotion, maternal and child health and gerontology.

(1) Objectives

- (a) Provide leadership on campus through the Center for Health Behavior Research and the Health Promotion and Disease Prevention Research Centers of the Institute for Health and Policy Research to foster health promotion research activities.
- (b) Provide leadership on campus through the Center for Research on Health and Aging to foster funded research within the center.
- (c) Jointly plan research projects and/or grant applications through linkages with public health and other community organizations utilizing community-based participatory research methodologies.

- b) Continue to increase funding resources for students and post-doctoral research fellows.

(1) Objectives

- (a) Increase training grants to support doctoral and post-doctoral training across all disciplines,
- (b) Increase the number of NIOSH-funded graduate training programs within the SPH Educational Resource Center.
- (c) Increase extramural research support for graduate students studying occupational and environmental health

- c) Continue and strengthen research collaboration across SPH, UIC and other health related universities and organizations.

(1) Objectives

- (a) Increase the number of joint grant applications, extramurally funded research projects and co-authored peer reviewed publications.
- (b) Foster and identify support for research conferences and seminars that facilitate collaborative research projects within our strategic areas of focus.

- d) Increase research activity in occupational safety, injury epidemiology, and global health and environmental justice.

(1) Objectives

- (a) Increase the number of extramural grant applications for research and training in the area of occupational safety and injury epidemiology.

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- (b) Increase the number of grant applications targeting global health and environmental justice issues.
- e) Improve research support for faculty and students.
  - (1) Objectives
    - (a) Expand the quantitative biostatistics core to support the development of biomedical research at UIC
    - (b) Develop data coordination services
    - (c) Continue to improve our grants development and management infrastructure within SPH.
- f) Continue the rapid expansion of health services research.
  - (1) Objectives
    - (a) Maintain the growth rate of outside funding for Division of Health Policy and Administration faculty
    - (b) Strengthen health services research capabilities, including increasing the number and quality of publications by faculty, postdoctoral fellows and students.

**III. Research and Instructional Goals (benefits both domains)**

- 1) Unified Goal: Recruit and retain leading-edge faculty and high-quality students, and engage alumni to create a diverse and dynamic learning community that is committed to excellence.
  - a) Select and retain well-qualified faculty.
    - (1) Objectives
      - (a) Successfully recruit top faculty.
      - (b) Continue to work with other units on campus to enhance our faculty through multidisciplinary opportunistic hires.
      - (c) Continue to work on providing competitive salaries
  - b) Increase diversity among students and faculty.
    - (1) Objectives
      - (a) Continue to enhance the school's relationships with communities of underrepresented minorities through the Office of Urban Health and Diversity Programs (UHDP).
      - (b) Continue identification of prospective students through UHDP's pipeline programs.
      - (c) Develop and implement new strategies to recruit high-quality students from diverse backgrounds.
      - (d) Continue support and recruitment of minority students through school-based scholarship funds.

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- (e) Strengthen retention effort for admitted students through advising and referral, if appropriate, to support and counseling services.
- (f) Give consideration in all faculty hires to increasing the proportion of underrepresented minorities. Actively recruit minority candidates in all searches.
- (g) In conjunction with the campus ensure that solid faculty retention efforts are made for faculty from underrepresented minorities.

**IV. Public Health Practice and Community Service Goals**

Serve our community partners and support initiatives that impact targeted community needs and provide leadership that contributes to the formulation of public health policy and the practice of public health at the local, state, regional and national levels and globally.

- 1) Unified goal: Support linkages and collaborations with communities and public health agencies and through those linkages contribute to the formulation of public health policy.
  - a) Increase links to communities.
    - (1) Objectives
      - (a) Continue to increase linkages with grass-roots and community-based organizations.
      - (b) Support and participate in the campus's Great Cities Initiative, which focuses on interdisciplinary applied research in the greater Chicago community.
      - (c) Continue and expand efforts to provide technical assistance to community-based public health related organizations.
  - b) Increase links to governmental agencies.
    - (1) Objectives
      - (a) Increase mutual education, work/study and research opportunities with local and regional health departments.
      - (b) Increase research, training, technical assistance and service opportunities with relevant government agencies such as, the Environmental Protection Agency, the Illinois Department of Human Services (Medicaid) and the U.S. Department of Health and Human Services.
      - (c) Continue working with the Institute for Government and Public Affairs (IGPA) to improve public health policy.
- 2) Programmatic Goals:
  - a) Continue and strengthen involvement in public health work force education, in providing technical assistance, and in conducting research with community health agencies.

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(1) Objectives

- (a) Continue to provide professional education for public health workers in the region/state.
  - (b) Expand the activities of the Naomi Morris Collaborative for Assessment and Evaluation to meet the needs of community and public health agencies for evaluation and assessment support.
  - (c) Continue to involve national, state, community and local agencies as partners in aging and health promotion research, and develop an international presence in this area.
- b) Continue to strengthen opportunities for hands-on experiences at federal, state and local governmental agencies as well as nongovernmental organizations (NGOs).

(1) Objectives

- (a) Develop additional summer opportunities for students at the local, state, national and international level at agencies such as Occupational Safety and Health Administration, Housing and Urban Development, Environmental Protection Agency, and the Illinois Department of Public Health.
  - (b) Encourage volunteer opportunities in NGOs.
  - (c) Strengthen and expand the Epidemiology Student Core.
- c) Provide leadership in public service to the campus, the community, and government agencies in solving public health policy and health services problems.

(1) Objectives

- (a) Increase the impact of our service on governmental policies.
- (b) Increase collaboration with other campus units.

**V. Strengthen Infrastructure/Organizational Support Goals**

1) Unified goal: Strengthen the infrastructure and the organizational support for the SPH mission

- a) Foster a supportive organizational culture. Promote a participatory organizational culture, and systems that foster collegiality, equity, responsiveness and accountability.

(1) Objectives

- (a) Achieve greater integration of UIC SPH functions and a more interdisciplinary approach within the school and with other units of the university.
- (b) Enhance organizational arrangements and policies that permit expansion of programs to reflect emerging and ongoing health issues, including health disparities and global health.

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- (c) Create recognition and reward mechanisms that are aligned with strategic directions and continuing priorities of the school; enhance productivity and achieve an effective balance between teaching, research and community service.
- (d) Improve management systems that capture, track and report critical information; support strategic and key operational functions for research and resource development; and engage and organize expertise required for effective problem solving and strategy implementation.
- b) Promote a stimulating intellectual environment throughout the school.
  - (1) Objectives
    - (a) Continue to use the University Hour to provide opportunities for seminars.
    - (b) Continue the SPH Distinguished Lecture as the initial Dean's Forum each academic year.
    - (c) Institutionalize an annual SPH Student Research and Awards Day
    - (d) Increase school-wide participation in student MPH capstone presentations, and student thesis and dissertation oral presentations.
  - 2) Programmatic Goal
    - a) Continue to upgrade laboratory space through planned campus infrastructure development.
      - (1) Objectives
        - (a) Revise and resubmit capital request for laboratory infrastructure upgrade through improvements in existing laboratories.
        - (b) Develop capital request plans for construction of a new SPH building that can incorporate laboratory space.

**Stretch Ideas:**

We feel that our three of our strategic goals are stretch goals if carried out to the fullest possible level. These are increasing health equity, addressing global health issues, and becoming a national presence in translational research.

**Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis**

Appendix A contains both the full detail of the SPH analysis and a summary showing how this overlays the campus level SWOT

**Section III: Resources Plan for Achieving Strategic Goals**

Resources Needed *for*:

- New faculty expertise in:

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- genetic-molecular epidemiologist
  - health services research
  - health policy
  - Health equity
  - Global health
  - Environmental justice
  - occupational safety
  - injury epidemiologist
- 
- Expansion of proposal development infrastructure to accommodate research and training grant initiatives for faculty and students
  - Funding the support of faculty scholarly productivity (journal editorships, publication fees, sponsoring research conferences and seminars etc.)
  - Creating “seed” pool funding for inter-unit and community-based proposal development (community relationship building)
  - Permanently funding Annual SPH Student Research and Awards Day
  - Funding buy-out for faculty-lead exploration of and (possible) development of undergraduate minor in Public Health
  - Additional staff support for the Office of Academic Affairs
  - Expanding classroom capacity (both physical and technological) to accommodate current and future academic program needs
  - Building the laboratory facilities required to deliver competitively and academically appropriate public health laboratory sciences.

Resource Procurement Strategy (e.g., reallocation, new funding)

- Restructure faculty salaries to include sponsored support as part of the base
- Hire more research and clinical faculty
- Use the Alternatively Allocated ICR to expand centralized support of grant production and management from
- Increase funding from foundations and private giving
- Reinvest F&A earned by Quantitative Biomedical Science Core (QC) back in QC to expand service offering to all UIC units
- Reallocate salaries as retirements and resignations occur to strategic priorities
- Tuition and tuition differential increases
- Continue to work with campus on capital request for laboratory sciences facility

## **Section IV: Monitoring/Evaluation of Plan Implementation and Results**

See Appendix B.

### **Mandates Impacting Unit**

Key sources of mandates

- Land Grant status of the U of I
- Legislative mandate and budget expressed by General Assembly, Governor, Board of Trustees
- Accrediting bodies: CEPH, ABET, CAHME
- Sponsor Agreements
- IOM Reports on role of Schools of Public Health

### **Environmental Assessment**

To be done.

### **Key Strategic Issues Facing the Organization**

Achieving a balance among teaching, service, and research that effectively supports and rewards each

Improving and rewarding faculty and staff productivity in the face of budgetary restrictions

Continuing to increase the ethnic diversity of faculty and students

Increasing (in quality and quantity) externally funded research efforts in light of increased competition, reduced federal funding, limited local (UIC) support, and faculty overwork?

Increasing the teaching, research, and service activities addressing the strategic priorities of global health and health equity

Further develop, support and coordinate distance learning in light of changing needs and demands of students

Improving the quality and competitiveness of doctoral programs while continuing to meet the needs of masters' level students

Creating and developing an organizational arrangement that facilitates an interdisciplinary approach to cross cutting programmatic issues (e.g. women's health, life-course health, etc.) in conjunction with the campus and other colleges

Effectively engaging alumni in all areas of curricula, career placement, recruitment, field practica, etc.

Continuing to improve community engagement in teaching, research and policy work