
























School of Public Health Strategic Plan - Appendix B
Section IV: Monitoring/Evaluation of Plan Implementation and Results

Goals	Objectives	Outcome/metric	Frequency	AY07	AY08	AY09	AY10	AY11
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) a) (1) Improve teaching	(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.)	Implementation of online teaching portfolio						
	(b) Increase emphasis on faculty development.	Institutionalize annual meetings with junior faculty & periodic meetings with associate professors						
	(c) Ensure equitable distribution of teaching loads.	Finalize & implement SPH workload study outcomes						
1) b) (1) Review and enhance curriculum	(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 the MPH degree).	Anualize report from SPH-CEP	Annual	Ongoing				
	(b) Consider the development of an undergraduate minor in Public Health.	Make decision to develop or not	Annual					
		If decision is to pursue, develop and implement						
	(c) Continue efforts in establishing new/improving existing joint degree programs.	Analyze report from Academic Affairs	Annual	Ongoing				
	(d) Develop more interdisciplinary courses that can be cross-listed with other colleges on campus (particularly with the health sciences colleges).	Analyze report from SPH-CEP	Bi-annual	Ongoing				
1) c) (1) Provide a supportive and enriching learning environment for our students.	(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.	Creation of database and system for capturing and evaluating preceptorships, practica, etc.						
	(c) Identify alumni who will serve as mentors to current and graduating students.	Creation of database and system for capturing and evaluating potential alumni mentors						
	(d) Increase the amount of financial aid available to students.	Evaluate current status to determine appropriate percentage of increase to target						

Goals	Objectives	Outcome/metric	Frequency	AY07	AY08	AY09	AY10	AY11
1) d) (1) Provide educational opportunities for both the public health work force in Illinois and other health care professionals.	(a) Increase the number of MPH graduates at the satellite campuses in Rockford and Peoria.	Evaluate current status and determine appropriate increase percentage for Rockford graduates and Peoria graduates.						
	(b) Increase the number of public health professionals completing the new DrPH degree in Public Health Leadership.	Preliminary expectations suggest a steady-state cohort of ~40 students by AY 2011. However, we will use the current year to finalize plans and projections						
	(c) Increase the number of students completing the Public Health Informatics and the Environmental Health Informatics Certificate programs.	PHI Certificate currently projected at a steady-state of 30, EHI @ 10; will analyze projections and finalize during this year						
	(d) Increase the number of professionals completing the new MHA degree program.	see plan for target						
	(e) Increase the number of continuing education courses completed by public health workers.	Centralize the management of information for all CE offerings to determine appropriate increase						
	(f) Increase MPH field placements at the local, regional and state health departments.	Upon implementation of the new data management system (DMS), evaluate placements, develop marketing strategy						
2) a) (1) Increase faculty capacity (through use of clinical and research lines) in targeted areas.	(a) Enhance linkages with public health and community organizations and agencies to facilitate classroom instruction and field experiences, and field practica.	Upon implementation of the new data management system (DMS), evaluate placements, develop marketing strategy						
	(b) Expand the breadth of faculty through the continued use of adjunct faculty and clinical and research lines.	Target hiring accros the breadth of the PH spectrum		Ongoing				
	(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.	Target hiring accros the breadth of the PH sprectum; provide opportunities for exposure to (conferences/workshops) and training in CBPR methodologies		Ongoing				
2) b) (1) Enhance curriculum.	(b) Graduate students who are leaders engaged in a variety of activities including project administration, planning and evaluation, policy development and advocacy.	Using new DMS, measure progress via data from exit interviews and alumni surveys	Annual exit surveys; Periodic alumni surverys	Ongoing				


Goals	Objectives	Outcome/metric	Frequency	AY07	AY08	AY09	AY10	AY11
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) a) (1) Support campus goal of achieving AAU status.	(a) Increase research and training grant proposal submissions and the proportion of submissions to federal agencies.	By 10%/year for the next 5 years						
	(b) Maintain the number of doctoral students and increase postdoctoral fellows.	Increase fellows by 30% over the next 5 years						
	(c) Support faculty participation on important national committees; encourage faculty competition for and/or nominate faculty for appropriate awards and prizes.	Establish a fund to support this from ICR and use DMS for track and manage information						
	(d) Increase support for faculty proposal preparation.	Expand the services provided by the SPH Office of Research Services (ORS)						
1) b) (1) Promote interdisciplinary research.	(a) Encourage research centers administered by SPH to continue and increase collaboration with other campus units.	Analyze the number of new collaborations each year and adjust plans, when and if necessary	Annual	Ongoing				
	(c) Use the database of faculty research and community service efforts to generate reports for distribution to other units on campus promoting the development of new research and/or service partnerships.	Create user-friendly faculty and unit productivity reports for distribution						
	(d) Continue contributing to campus interdisciplinary research efforts through multiple avenues, for example the Research Advisory Council.	Continued participation	Ongoing					
2) a) (1) Enhance and increase research in health education and promotion, maternal and child health and gerontology	(c) Jointly plan research projects and/or grant applications through linkages with public health and other community organizations utilizing community-based participatory research methodologies.	Review current status; Establish fund from ICR & use expanded SPH ORS infrastructure to increase activity appropriately over the next 5 years						
2) b) (1) Continue to increase funding resources for students and post-doctoral research fellows.	(a) Increase training grants to support doctoral and post-doctoral training across all disciplines,	II. Research Goals. 1) a) (1) above						\
	(b) Increase the number of NIOSH-funded graduate training programs within the SPH Educational Resource Center.	Analysis in progress						










Goals	Objectives	Outcome/metric	Frequency	AY07	AY08	AY09	AY10	AY11
	(c) Increase extramural research support for graduate students studying occupational and environmental health	Analysis in progress						
2) c) (1) Continue and strengthen research collaboration across SPH, UIC and other health related universities and organizations.	(a) Increase the number of joint grant applications, extramurally funded research projects and co-authored peer reviewed publications.	Evaluate current status to determine appropriate increase over the next 5 years						
	(b) Foster and identify support for research conferences and seminars that facilitate collaborative research projects within our strategic areas of focus.	Use ICR fund established for scholarly research efforts						
2) d), e) and f) Enhancing research productivity in targeted areas		a) evaluate current status to determine appropriate increase over the next 5 years; b) use SPH EORS to support ongoing efforts within SPH and QC to expand capacity in biomedical research campus-wide						









III. Research and Instructional Goals (benefits both domains)

1) a) (1) Select and retain well-qualified faculty.	Objectives a-c	Evaluate fac search efforts and outcomes; review faculty salaries for compression and inequities	Annual	Ongoing
1) b) (1) Increase diversity among students and faculty	Objectives a-c	Review UHDP report and set goals, analyze progress toward goals; make adjustments where necessary	Annual	Ongoing
	(f) Give consideration in all faculty hires to increasing the proportion of underrepresented minorities. Actively recruit minority candidates in all searches.	Evaluate faculty search efforts and outcomes; update minority candidate sources	Annual	Ongoing
	(g) In conjunction with the campus ensure that solid faculty retention efforts are made for faculty from underrepresented minorities	Institutionalize annual meetings with junior faculty & periodic meetings with associate professors with special focus on needs of minority faculty	Annual	Ongoing

IV. Public Health Practice and Community Service Goals

1) a) (1) Increase links to communities.	(a) Continue to increase linkages with grass-roots and community-based organizations.	Evaluate current status to determine appropriate increase over the next 5 years		
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Goals	Objectives	Outcome/metric	Frequency	AY07	AY08	AY09	AY10	AY11
1) b) (1) Increase links to governmental agencies.	(b) Support and participate in the campus's Great Cities Initiative, which focuses on interdisciplinary applied research in the greater Chicago community.	Evaluate breadth of SPH sponsored activity and its alignment with GC mission						
	(c) Continue and expand efforts to provide technical assistance to community-based public health related organizations.	Evaluate current status to determine appropriate increase over the next 5 years						
	(a) Increase mutual education, work/study and research opportunities with local and regional health departments.	Evaluate current status to determine appropriate increase over the next 5 years						
	(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.	Evaluate current status to determine appropriate increase over the next 5 years						
	(c) Continue working with the Institute for Government and Public Affairs (IGPA) to improve public health policy.	Review current activity; set goals and evaluate	Annual					
2) a) (1) Continue and strengthen involvement in public health work force education, in providing technical assistance, and in conducting research with community health agencies.	(a) Continue to provide professional education for public health workers in the region/state.	Centralize the management of information for all CE offerings to determine appropriate level of service						
2) b) (1) Continue to strengthen opportunities for hands-on experiences at federal, state and local governmental agencies as well as nongovernmental organizations (NGOs).	(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.	Analysis in progress						
	(a) Develop additional summer opportunities for students at the local, state, national and international level at agencies such Occupational Safety and Health Administration, Housing and Urban Development, Environmental Protection Agency, and the Illinois Department of Public Health.	Upon implementation of the new data management system (DMS), evaluate placements, develop marketing strategy						
	(b) Encourage volunteer opportunities in NGOs.	Use listserve postings and general information sessions	Ongoing					
	(c) Strengthen and expand the Epidemiology Student Core.	Review current status; complete needs assessment with local and state HDs						

Goals	Objectives	Outcome/metric	Frequency	AY07	AY08	AY09	AY10	AY11
2) c) (1) Provide leadership in public service to the campus, the community, and government agencies in solving public health policy and health services problems.	Objectives (a) and (b)	Define impact by measures such as participation in the development of policy; service on policy making committees; developing information briefings						
V. Strengthen Infrastructure/Organizational Support Goals								
1) a) (1) Foster a supportive organizational culture. Promote a participatory organizational culture, and systems that foster collegiality, equity, responsiveness and accountability.	(a) Achieve greater integration of UIC SPH functions and a more interdisciplinary approach within the school and with other units of the university.	SPH EC to review activity and determine effectiveness; propose modifications to the current approach						
	(b) Enhance organizational arrangements and policies that permit expansion of programs to reflect emerging and ongoing health issues, including health disparities and global health.	Modify procedures to increase flexibility & reduce response time						
	(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.	Develop an awards program						
	(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.	Complete and implement new DMS						
1) b) (1) Promote a stimulating intellectual environment throughout the school.	(c) Institutionalize an annual SPH Student Research and Awards Day	Provide permanent funding						
	(d) Increase schoolwide participation in student MPH capstone presentations, and student thesis and dissertation oral presentations.	Increase and diversify communication						
2) a) (1) Continue to upgrade laboratory space through planned campus infrastructure development.	(a) Revise & resubmit capital request for laboratory infrastructure upgrade through improvements in existing laboratories.	Submit of new repair and renovation request						

Goals	Objectives	Outcome/metric	Frequency	AY07	AY08	AY09	AY10	AY11
	(b) Develop capital request plans for construction of a new SPH building that can incorporate laboratory space.	Submit new capital request (possibly through IBOH)		