

Criterion I – Mission, Goals and Objectives

Criterion I

The school shall have a clearly formulated and publicly stated mission with supporting goals and objectives.

Expected Documentation

1. A clear and concise mission statement for the school as a whole.
2. One or more goal statements for each major function by which the school intends to attain its mission, including instruction, research and service.
3. A set of measurable objectives relating to each major function through which the school intends to achieve its goals of instruction, research and service.
4. A description of the manner in which mission, goals and objectives are developed, monitored and periodically revised and the manner in which they are made available to the public.
5. Assessment of the extent to which this criterion is met.

Criterion I – Mission, Goals and Objectives

1. Mission Statement

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 formulating public health policy.

We value:

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

Our Vision for the Future

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.

2. Goals and Objectives

The School's mission and vision are achieved through unified (schoolwide) and programmatic (divisional) goals measured across the domains of instruction, research; public health practice and community service. The School strives for excellence in all mission critical areas but will, based on our most recent strategic planning effort, put particular emphasis on the following strategic 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.

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 that develops tests and implements health promotion and disease prevention for individuals and communities.

The following goals and objectives were developed with these strategic priorities in mind. The benchmarks and timeline for evaluation are included in Criterion X.A (see Table X.A.2).

3. 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.

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.

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 the MPH degree).
- (b) Consider developing 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.

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.

(e) Increase MPH field placements at the local, regional and state health departments.

d) Provide educational opportunities for both the public health work force in Illinois and other health care professionals.

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.

2) Programmatic Goals

a) Increase faculty capacity (through use of clinical and research lines) in targeted areas.

Objectives

(a) Enhance linkages with public health and community organizations and 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 specific curriculum.

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.
 - (d) Create specialized tracks for the MS and PhD programs in Epidemiology such as infectious disease, cancer, environmental/occupational health and genetics.
 - (e) Create additional courses in Epidemiology in collaboration with other divisions at SPH and other departments at UIC.
- 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.

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.

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.

Objective

- (a) Increase course content that addresses global health and environmental justice.
- f) Rationalize and strengthen our health policy curricula.

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.

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.

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 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.

Objectives

(a) Provide leadership on campus through the Center for Health Behavior Research, Health Promotion and Disease Prevention Research Centers, and the Center for Research and Aging of the Institute for Health and Policy Research to foster funded research activities.

- (b) 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.

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.

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.

Objectives

- (a) Increase the number of extramural grant applications for research and training in the area of occupational safety and injury epidemiology.
 - (b) Increase the number of grant applications targeting global health and environmental justice issues.
- e) Improve research support for faculty and students.

Objectives

- (a) Expand the quantitative biomedical sciences program 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.

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.

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.

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, financially support and retain high-quality students from diverse backgrounds.
- (d) Give consideration in all faculty hires to increasing the proportion of underrepresented minorities. Actively recruit minority candidates in all searches.
- (e) 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.

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.

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.

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).

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 Corps.
- c) Provide leadership in public service to the campus, the community, and government agencies in solving public health policy and health services problems.

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.

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.
- (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 instruction, 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.

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 the 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.

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.

4. Development and Monitoring of Mission, Goals and Objectives

The school underwent a strategic planning process that began in 2003 and included as participants faculty, students, staff, alumni and external stakeholders in the school. The process culminated in a final report in May 2005. Through this all-inclusive process, the mission and vision were revised to their current form. Stimulating intellectual debate prevailed throughout the process, and strategic goals and priorities for the school were developed. These strategic goals since have guided decisions related to the school's operation. The school's Executive Committee is the faculty group charged with reviewing overall progress toward achievement of the strategic plan goals. Periodically, during an academic year, strategic planning review and discussion are a focused part of the agenda. However, it is important to point out that the Executive Committee, by virtue of its charge and the structure of its monthly meeting agenda is continuously evaluating the school and monitoring the decisions made and policies developed using the strategic plan as a framework. Further, other standing committees in the School address ongoing and periodic issues related to their specific area of responsibility. All faculty, students and staff have been involved in the process of developing the strategic plan, including the development of the mission, goals, objectives and priorities, and invaluable input also was provided by the SPH Alumni Board and the Dean's Advisory Group. The mission and values of the School, along with a condensed version of the Strategic Plan, including the strategic priorities, are

available to the public on the website <http://www.uic.edu/sph/about.htm>. The full sets of documents related to the strategic plan are available to the faculty, staff and students via the University's Blackboard site.

5. Assessment

We believe that the School meets this criterion. The School has a clearly formulated mission that is supported by values, goals and objectives outlined in the responses above. We feel that strategic planning is an ongoing process that includes continual evaluation of progress towards identified goals and modifications of those identified goals when both internal and external situations dictate.