



2013-2018 STRATEGIC PLAN EXECUTIVE SUMMARY

In May 2011, the UIC SPH Executive Committee charged the Strategic Directions Committee (SDC) with developing and coordinating a continuous strategic planning process that represents, to the degree possible, a collective vision of the SPH community (UIC SPH students, faculty, staff, alumni, and community and public health partners) and aligns with reaccreditation requirements established by the Council on Education for Public Health.

Feedback collected from the SPH community throughout the strategic planning process identified four core strategic issues that required address through the strategic plan in order to achieve the SPH vision and mission:

INTEGRATION/COLLABORATION **IDENTITY** **INFRASTRUCTURE/ORGANIZATION** **INCLUSION/DIVERSITY**

Strategic Think Groups (STGs) were convened to develop community goals and measurable objectives consistent with the vision and mission in the strategic directions of teaching and learning, research and translation, service practice and partnerships, and organizational design. Diversity goals and objectives were developed by the UIC SPH Diversity Committee as part of the campus-wide Diversity Strategic Thinking and Planning initiative.

The charge of the Organizational Design STG was revised to identify organizational and infrastructural needs critical to the achievement of the goals and objectives of the broader strategic plan, recommend strategies as appropriate, and to help establish criteria for implementation.

The goals and objectives define a plan of action that supports the vision and mission in response to the strategic issues of identity, integration/collaboration, infrastructure/organization, and inclusion/diversity. Proposed strategies, which reflect feedback collected from the SPH community throughout the strategic planning process via surveys, the online discussion board, full faculty meetings, staff and student town hall meetings, and in the Strategic Think Group and Diversity Committee discussions, are outlined in the [full strategic plan document](#).

The SDC presented the final strategic plan to SPH full faculty for vote on September 16, 2013. The proposed goals and objectives were approved unanimously. An Implementation Team has been assembled to propose a strategic plan of action to Executive Committee complete with task assignments, timelines, and criteria for prioritization within the context of the environmental scan, existing opportunities, current needs, available resources, baseline data requirements, constraints, and activity relationships.

TEACHING AND LEARNING	
1	<p>Provide a continuum of knowledge and skills fostering leadership, innovation, and vision in local to global public health practice.</p> <p>Objective 1.1: By 2016, refine the necessary skills for our graduates, and assess the extent to which they are able to compete successfully and progress professionally, revising programs and curricula accordingly.</p> <p>Objective 1.2: by 2015, establish a continuing quality management system to evaluate, support, and incentivize excellence in teaching</p> <p>Objective 1.3 : By 2015 develop three sustainable, coordinated approaches that integrate research, service, and practice in teaching</p>
2	<p>Adapt and contribute to a changing environment through critical evaluation and a systematic approach to scholarship and professional skill development.</p> <p>Objective 2.1: By 2018, develop and maintain an array of educational programs that are financially and programmatically sustainable within the school-wide structure.</p> <p>Objective 2.2: By 2016, develop academic programs that are customizable, flexible, and responsive to the diverse needs of learners.</p> <p>Objective 2.3: Improve infrastructure to support teaching excellence based on needs assessment to be completed by 2016.</p>
RESEARCH AND TRANSLATION	
3	<p>Refine, promote, and strengthen research in areas of excellence, new public health challenges, and translational science.</p> <p>Objective 3.1: By 2014, implement a process for identifying emerging public health challenges</p> <p>Objective 3.2: By 2015, identify areas of research excellence</p> <p>Objective 3.3: By 2015, establish a strategic hiring process for increasing the number of FTE that support research, along with teaching, service and practice agendas with specific consideration toward improving faculty diversity.</p> <p>Objective 3.4: Improve infrastructure to support research excellence based on needs assessment to be completed by 2016.</p>
4	<p>Initiate and enhance interdisciplinary and collaborative research that leads to sustained impact.</p> <p>Objective 4.1 : By 2015, establish a policy to enhance translation of UIC SPH research and improve dissemination of knowledge between UIC SPH and its partners internal and external to the University, including other colleges, health agencies, international and community-based organizations, and policy makers through the coordination of SPH research and practice units.</p> <p>Objective 4.2: Increase investment and opportunities to support and expand community engaged research based on a needs assessment to be completed by 2016.</p>
SERVICE, PRACTICE, AND PARTNERSHIPS	
5	<p>Grow the UIC SPH service, practice and partnership efforts to contribute to academic and practice excellence and community engagement.</p> <p>Objective 5.1: By 2016, increase the aggregate mean proportion of effort that SPH faculty devote to teaching, scholarly practice, service, and research in diverse local and global communities and organizational settings.</p> <p>Objective 5.2: By 2016, increase the mean number of hours that SPH students devote to learning, service, and research in local and global communities and organizational settings.</p> <p>Objective 5.3: By 2016, increase the number of faculty promotions that include scholarly public</p>

	<p>health practice as a major focus. Objective 5.4: By 2015, increase school-wide investment in faculty development and internal/external awareness regarding service, practice and partnerships.</p>
<p>6</p>	<p>Become an integral, seamless partner recognized within the public health practice system and community.</p> <p>Objective 6.1: By 2015, establish a school-wide unit to coordinate service, practice, and partnership activities with responsibilities to include:</p> <ol style="list-style-type: none"> 1. identifying opportunities to integrate service and practice into teaching and research activities through engaged partnerships 2. assessing the needs of external stakeholders to enhance opportunities for partnership 3. unifying and coordinating all non-credit continuing education activities 4. defining coordinated methods for identifying and formalizing partnerships 5. serving as a conduit for public health translation 6. developing and managing a mechanism for SPH faculty and staff to provide technical assistance and consulting services to external entities on a fee for service basis.
<p>DIVERSITY</p>	
<p>7</p>	<p>Create accountability within school-wide leadership (defined as leaders at all levels) to assure a common vision of diversity as a fundamental institutional value that is supported and encouraged.</p> <p>Objective 7.1: By 2014, a representative committee will be established to develop and monitor progress in achieving diversity plan objectives and implementation strategies. Objective 7.2: By 2015, the diversity committee will assure that appropriate SPH committees develop and maintain a database on issues relevant to recruitment and retention of faculty, staff, and students. Objective 7.3: By 2015, the diversity committee will assure that contact information and relevant resources on recruitment and retention of faculty, staff, and students are developed and maintained in a database. Objective 7.4: By 2016, the SPH will identify a baseline and expand its strategic reach across diverse Chicago communities, Illinois communities, and other communities in teaching, research, practice, and service by engaging additional partners and increasing the range of engagements with existing partners.</p>
<p>8</p>	<p>Have an intentional and transparent climate of diversity and equity, stating in clear terms its diversity and equity priorities.</p> <p>Objective 8.1: By 2014, a climate survey on diversity and equity will be developed to assess and evaluate for improvements. The survey will be deployed on a periodic basis (to be determined) and the committee will recommend actions to improve the SPH climate based upon survey findings.. Objective 8.2: By 2015, baseline data will be collected for these diversity priorities:</p> <ol style="list-style-type: none"> 1. Faculty diversity (by definitional category, division, program, and faculty rank) 2. Staff diversity (by definitional category, division, program, and rank) 3. Student diversity ((by definitional category, division, and degree program) <p>Objective 8.3: By 2016, the SPH curriculum and other learning avenues will be explored to identify opportunities to expand the knowledge, skills and sensitivity of the SPH community to include diversity and cultural competence. Objective 8.4: By 2017, the SPH will demonstrate diversity at all levels of leadership within the faculty and staff. Assessment of this objective will be incorporated into the accountability responsibilities of the Diversity Committee.</p>