

Catalyzing Positive Change

This strategic plan provides the roadmap for moving the University of Kentucky College of Public (CPH) to the next phase of becoming THE leader for population health change as well as acting in service to the people of the Commonwealth, the nation, and the world. The need for public health in the Commonwealth of Kentucky is tremendous: we rank at or near the bottom in every measure of chronic diseases and opioid overdose, and have very high prevalence of poverty, low educational levels, and environmental risk factors. The CPH vision will be realized by optimizing the student experience, conducting impactful research, and translating discoveries into effective policies and practice. The University of Kentucky (UK) is one of only a few state universities to host the full range of academic disciplines, from agriculture and medicine to engineering and fine arts, on one contiguous campus. This diversity offers the CPH a dynamic context for interdisciplinary cooperation and meaningful collaborations.

On February 22, 2018 Strategic Plan Steering Committee and Administrative Leadership Team met and reviewed this plan for consistency; cohesiveness relative to recent budgetary and structural changes; relative time frame adjustments; and developed a primary/secondary responsibility structure based on recent organizational alignments. An annotated version of this document is available from the Strategic Plan and Assessment Office by emailing CPH.SPAA@uky.edu. Changes are reflected in Quarter 4 2018 (beginning April 1).

Table of Contents

VISION	3
MISSION	3
STRATEGIC INITIATIVE 1: Develop and implement a robust infrastructure and support process to strengthen areas of research expertise in the CPH.	4
STRATEGIC INITIATIVE 2: Ensure we have the highest quality faculty and staff to meet the current and future needs of the CPH.....	5
STRATEGIC INITIATIVE 3: Re-engineer and strengthen the graduate and professional programs.....	7
STRATEGIC INITIATIVE 4: Position the Bachelor of Public Health (BPH) degree program for continued success and to be one of the most sought after public health programs in the nation.....	9
STRATEGIC INITIATIVE 5: Increase giving for long-term financial sustainability and success.	10
STRATEGIC INITIATIVE 6: Collaborate with stakeholders, communities, and the public to solve population health problems.	12

VISION

To be the catalyst of positive change for population health

Key performance indicators:

- Measuring improvements in reducing the burden of health problems in Appalachia
- Providing service and expertise to partnering agencies so that thought leaders will come to the UK CPH for advice and perspectives in solving complex rural problems
- Rising in the rankings and reputation among public schools of public health
- Creating strategic alliances for ethical and reciprocal community and academic engagements and collaborations
- Students and alumni succeeding academically and professionally
- Faculty holding leading roles in public health practice
- Receiving increased inquiries about our academic programs from the most qualified applicants

MISSION

To develop health champions, conduct multidisciplinary and applied research, and collaborate with partners to improve health in Kentucky and beyond

We will accomplish this by:

- Optimizing the student experience
- Generating impactful research and scholarship
- Translating discoveries into positive changes in policies, practice, and communities
- Recognizing and connecting academic and community resources, assets, and expertise to serve communities
- Establishing internal and external partnerships, collaborations, and strategic alliances
- Promoting a culture that values diversity, inclusion, and collegiality
- Bridging the core disciplines of public health with the centers and colleges of UK to advance interdisciplinary professional education and research
- Recruiting and retaining the highest quality faculty, students, and staff
- Engaging and supporting our alumni to succeed throughout their careers
- Ensuring long-term financial sustainability and success

STRATEGIC INITIATIVE 1: Develop and implement a robust infrastructure and support process to strengthen areas of research expertise in the CPH.

In FY 2016, the CPH received nearly \$50 million in new extramurally sponsored project awards and collaborative research funding. As of fall 2017, the CPH faculty were listed as Principal Investigator or co-Principle Investigator on 55 grants and contracts from prestigious sources including: the National Institutes of Health, the Centers for Disease Control and Prevention, the American Heart Association, the US Department of Justice, the Kentucky Office of Highway Safety, the US Health Resources and Services Administration, the National Institute of Occupational Health and Safety, and the Robert Wood Johnson Foundation. To meet the health needs of the Commonwealth and beyond, we must further expand our research portfolio, building on our strengths in population health, and we must remain nimble and innovative during a period of rapid change in health and health care in the US. In FY 2016, the CPH Administration and Finance Office included only one individual with specialized knowledge of and experience with grants, leaving a serious gap in the administrative support for grants and contracts. A realignment of administrative and finance services is necessary to offer enhanced pre- and post-award support for the CPH.

SD1.1 Advance our culture of research.

Obj 1.1.1 By Q1, 2018-19, establish a center for population health. Accountable: Dean

Obj 1.1.2 By Q3, 2018-19, to determine network of expertise and establish growth/improvement, track individual research programs and collaborative research projects across campus and externally through a quarterly report. Accountable: Associate Dean for Research Interim responsibility: Director of Communication/Director of Philanthropy

Obj 1.1.3 By Q4, 2019-2020, promote research collaborations that occur within the CPH, across the campus, and externally through targeted communication. Accountable: Director of Communication working with the Director of Research Operations

SD1.2 Improve efficiency and effectiveness of research administrative processes.

Obj 1.2.1 By Q2, 2018-19, hire and train pre-award and post-award grants coordinators, including definition and implementation of, and accountability to, revised business processes and procedures. Accountable: Director of Research Operations

Obj 1.2.2 By Q2, 2018-19, formalize project/budget manager roles on sponsored projects to mirror new college-level positions by convening monthly peer learning groups of project/budget managers and tracking salary coverage for those on soft money to retain high quality research staff. Accountable: Director of Research Operations

Obj 1.2.3 By Q1, 2018-19, develop a model for how to put varying levels of budget management responsibilities into a grant application. Accountable: Director of Research Operations

Obj 1.2.4 By Q1, 2018-19, streamline and automate business processes and procedures with customer-facing references and flow charts leveraging technology as much as possible and beta-testing with end users to ensure ease of use. Accountable: Director of Research Operations

STRATEGIC INITIATIVE 2: Ensure we have the highest quality faculty and staff to meet the current and future needs of the CPH.

Recent changes in personnel provide an opportunity for the CPH to redefine roles, refresh expectations, recruit enthusiastic candidates, and build a culture of innovation and excellence. Building capacity to support undergraduate program enrollment growth, expanding graduate academic and professional programs, and increasing the size of our research portfolio necessitates the recruitment and retention of faculty and staff who contribute to the CPH becoming a national leader in education and research. It is the collective leadership of faculty and staff that will inspire a culture of inclusivity, civility, and enhanced communication within the CPH, and create a sustainable environment in which all CPH constituents thrive.

SD2.1 Enhance and expand professional development opportunities for faculty and staff.

Obj 2.1.1 By Q3, 18-19, develop and implement a model of team mentoring and advocacy/sponsorship for faculty that reaches across the CPH and campus. Accountable: Chair of Faculty Council

Obj 2.1.2 Beginning Q1, 2018-19 and ongoing, provide opportunities for faculty to further develop and enhance their teaching skills to successfully implement our novel and alternative curricula. Accountable: Chair of Faculty Council working with the Associate Dean for Academic and Student Affairs

Obj 2.1.3 By, (Tabled until Associate Dean for Research role is filled) create strategic opportunities to promote research, scholarship, and dissemination (e.g., publications, presentations) of research. Accountable: Associate Dean for Research

Obj 2.1.4 By Q4, 2018-19, develop a mentoring and training program for all staff to enhance their professional development. Accountable: Chair of Staff Council working with the Associate Dean for Administration

Obj 2.1.5 Beginning Q2, 2017-18 and ongoing, create a system of incentives to encourage faculty and staff to integrate students into research. Accountable: Associate Dean for Academic and Student Affairs

Obj 2.1.6 Beginning Q2, 2017-18 and ongoing, all faculty and staff will be trained on inclusive excellence. Accountable: Assistant Dean for Inclusive Excellence working with the Chair of Faculty Council and Chair of Staff Council

SD2.2 Implement strategies to strengthen and target inclusive retention and recruitment efforts to align with our strategic priorities.

Obj 2.2.1 Beginning Q2, 2017-18 and ongoing, develop and implement an inclusive excellence plan. Accountable: Assistant Dean for Inclusive Excellence

Obj 2.2.2 Beginning Q3, 2017-18 and ongoing, prioritize faculty retention and recruitment to support the research, teaching, and service priorities of the CPH. Accountable: Department Chairs working with the Dean

Obj 2.2.3 Beginning Q1, 2018-19 and ongoing, identify and strategically market our strengths to convey the competitive advantage of working at the CPH. Accountable: Director of Communication working with the Dean

SD2.3 Ensure balance and alignment regarding all aspects of effort in the integration of research, teaching, and service.

Obj 2.3.1 Beginning Q3, 2017-18 and ongoing, evaluate DOE, and take actions to ensure fairness, completeness, and accuracy across all the faculty in each department in terms of teaching, research, service, student advising and mentoring, faculty mentoring, and administration loads. Accountable: Faculty Council working with the Dean

Obj 2.3.2 Beginning Q1, 2018-19 and ongoing, design and implement individualized development plans for faculty that facilitate and support the integration of research, teaching, and service. Accountable: Department Chairs

SD2.4 Provide competitive compensation and incentives for faculty and staff that are aligned to support the goals of the CPH.

Obj 2.4.1 Beginning Q1, 2018-19 and ongoing, develop an incentive system for faculty that supports the strategic goals of the CPH. Accountable: Chair of Faculty Council working with the Dean

Obj 2.4.2 Beginning Q1, 2018-19 and ongoing, develop an incentive system for staff that supports the strategic goals of the CPH. Accountable: Chair of Staff Council working with the Associate Dean for Administration

Obj 2.4.3 Beginning Q3, 2018-19 and ongoing, maintain and offer competitive and equitable compensation for faculty and staff. Accountable: Associate Dean for Administration working with the Dean

STRATEGIC INITIATIVE 3: Re-engineer and strengthen the graduate and professional programs.

Competition in recruiting graduate and professional students among schools of public health continues to increase as more academic programs are implemented. The Council on Education for Public Health (CEPH) and the Commission on Accreditation of Healthcare Management Education (CAHME) accreditations both have new requirements necessitating curricular and learning strategy assessment and redesign. The CPH will strategically reassess curriculum and pedagogical offerings. Areas of opportunity include technology-mediated instruction, public health service-learning, and adult-centric pedagogies. Striking a balance between curricular offerings, innovation, and human capital will assure sustainability of the graduate curriculum and experience at UK CPH.

SD3.1 Determine the appropriate graduate degrees and certificates.

Obj 3.1.1 By Q1, 2018-19, develop a cohesive philosophy and goals for each program.

Accountable: Associate Dean for Academic and Student Affairs working with the Council of Program Directors

Obj 3.1.2 By Q1, 2018-19, complete a school-wide, collaborative needs assessment of each of the graduate programs to identify gaps and determine how to differentiate the programs.

Accountable: Associate Dean for Academic and Student Affairs working with the Council of Program Directors

SD3.2 Review and modernize existing curricula to ensure relevance.

Obj 3.2.1 Beginning Q2, 2017-18 and ongoing, utilize the needs assessment to create effective and efficient course offerings with the goal of ensuring learning outcomes and appropriate standardization across instructors. Accountable: Associate Dean for Academic and Student Affairs working with the Department Chairs

Obj 3.2.2 Beginning Q3, 2018-2019 and ongoing, establish a committee of faculty to ensure ongoing consistency of learning outcomes/competencies and relevance of content for each course. Accountable: Associate Dean for Academic and Student Affairs working with the Council of Program Directors

Obj 3.2.3 Beginning Q2, 2018-19 and ongoing, incentivize the development of novel and alternative courses through course buy-outs or other mechanisms. Accountable: Associate Dean for Academic and Student Affairs working with the Associate Dean for Administration

Obj 3.2.4 Beginning Q2, 2017-18 and ongoing, establish a documented process within each program for admissions, advising, and curriculum review to ensure optimal program operation. Accountable: Associate Dean for Academic and Student Affairs working with the Council of Program Directors

Obj 3.2.5 Beginning Q1, 2018-19 and ongoing, strengthen our investment in student engagement in research. Accountable: Associate Dean for Academic and Student Affairs working with the Associate Dean for Research

SD3.3 Ensure recruitment of top graduate candidates.

Obj 3.3.1 By Q1, 2018-19, develop and implement an inclusive excellence plan. Accountable:
Assistant Dean for Inclusive Excellence

Obj 3.3.2 By Q2, 2018-19, develop and implement a plan for college-supported graduate student
recruitment. Accountable: Associate Dean for Academic and Student Affairs, working with the
Admissions and Recruitment Coordinator

Obj 3.3.3 By Q1, 2019-20, create strategies around diversifying the funding portfolio for support
of students. Accountable: Dean

STRATEGIC INITIATIVE 4: Position the Bachelor of Public Health (BPH) degree program for continued success and to be one of the most sought after public health programs in the nation.

The BPH program is the fastest-growing major at UK. In efforts to balance human capital for courses and student success services, the CPH has tightened admissions criteria to manage growth and recruit the very brightest students. Review and analysis of competitor/comparator schools and degree programs, undergraduate certificates, and accelerated BPH to MPH programs will be used to inform strategies to attract talented students. Furthermore, to promote student success the CPH strives to ensure an inclusive environment in which all students feel a sense of belonging and actively participate in extra-curricular and co-curricular activities.

SD4.1 Enhance the BPH academic program.

Obj 4.1.1 By Q4, 2021-22, connect undergraduate students to existing resources across the university. Accountable: Director of Undergraduate Studies

Obj 4.1.2 By Q2, 2018-19, develop a cohort-centered course sequence that establishes a progression through core and CPH-elective classes. Accountable: Director of Undergraduate Studies

Obj 4.1.3 Beginning Q3, 2018-19 and ongoing, establish a committee* of faculty to ensure ongoing consistency of learning outcomes/competencies and relevance of content for each course. Accountable: Associate Dean for Academic and Student Affairs with the Council of Program Directors [*Committee established in Obj 3.2.2]

Obj 4.1.4 By Q1, 2019-20, develop incentives for exemplary instruction in undergraduate education. Accountable: Associate Dean for Academic and Student Affairs working with the Associate Dean for Administration

Obj 4.1.5 By Q1, 2018-19, develop marketing materials to raise awareness and understanding of the BPH. Accountable: Director of Undergraduate Studies

SD4.2 Optimize and enhance the BPH student experience.

Obj 4.2.1 By Q1, 2018-19, develop and implement an inclusive excellence plan. Accountable: Assistant Dean for Inclusive Excellence

Obj 4.2.2 Beginning Q2, 2017-18 and ongoing, develop and implement a minimum of two structured opportunities to facilitate undergraduate interaction with faculty. Accountable: Director of Undergraduate Studies

Obj 4.2.3 By Q2, 2019-20, create and implement at least two ongoing engagement opportunities for BPH alumni. Accountable: Director of Undergraduate Studies

Obj 4.2.4 By Q3, 2018-19, enhance space for students to gather (e.g., student lounge, study spaces, etc.). Accountable: Associate Dean for Administration working with the Dean

STRATEGIC INITIATIVE 5: Increase giving for long-term financial sustainability and success.

Recognizing the need to enhance philanthropic contributions to UK, the UK Office of Philanthropy is launching a Capital Campaign in FY 17-18. The CPH has developed a set of priorities as active participants in this campaign, including 1) a new CPH building, 2) support for a future Center for Population Health, 3) programmatic support of key areas including combating opioid addiction, and chronic disease prevention in rural populations, 4) student scholarships, and 5) endowed professorship(s). The CPH now employs its first-ever full-time Director of Philanthropy, who is building a comprehensive giving program.

SD5.1 Obtain funding for and build a new facility for the CPH.

Obj 5.1.1 By Q1, 2018-19, build a philanthropy committee as part of the Board of Advisors with a charge of a new building. Accountable: Dean with the Director of Philanthropy

Obj 5.1.2 Beginning Q1, 2017-18 and ongoing, build relationships for a lead gift. Accountable: Dean with the Director of Philanthropy

Obj 5.1.3 By Q4, 2021-22, build a new facility for the CPH. Accountable: Dean

SD5.2 Develop a comprehensive philanthropy plan that capitalizes on the strengths of the CPH.

Obj 5.2.1 Beginning Q1, 2017-18 and ongoing, assess internal and external relationships including faculty, staff, alumni, private, public, corporate, and foundation to determine current donors and potential areas for expanding the donor base. Accountable: Director of Philanthropy

Obj 5.2.2 Beginning Q1, 2017-18 and ongoing, develop a sustainable Student Support Fund to support at least four students per fiscal year for unmet gaps in living expenses. Accountable: Director of Philanthropy

Obj 5.2.3 By Q4, 2021-22, develop the infrastructure to position the CPH to increase its financial support. Accountable: Director of Philanthropy

Obj 5.2.4, Tabled as of 2/22/18 hire an Alumni Coordinator. Accountable: Interim responsibility: Director of Philanthropy

SD5.3 Develop and implement a philanthropy communication plan which includes stewardship and outreach to donors and alumni.

Obj 5.3.1 By Q3, 2018-19, assess the current philanthropy communication to determine target audiences and effective messages. Accountable: Director of Philanthropy working with the Director of Communication

Obj 5.3.2 By Q3, 2019-20, develop, utilize, and deploy a minimum of one interactive method for philanthropy content distribution. Accountable: Director of Communication working with the Director of Philanthropy

Obj 5.3.3 By Q4, 2019-20, solicit and incorporate feedback on the philanthropic communication. Accountable: Director of Communication working with the Director of Philanthropy

SD5.4 Build a culture of giving among faculty, staff, students, and alumni.

Obj 5.4.1 Beginning Q3, 2017-18 and ongoing, build a faculty and staff giving campaign where faculty lead by example. Accountable: Director of Philanthropy

Obj 5.4.2 Beginning Q1, 2018-19 and ongoing, develop and implement a student- and alumni-focused giving program. Accountable: Director of Philanthropy

STRATEGIC INITIATIVE 6: Collaborate with stakeholders, communities, and the public to solve population health problems.

The CPH has been actively engaged, since its inception, in the work of coalition-building and collaboration with a wide variety of stakeholders including government agencies, non-profits, foundations, community groups, and researchers across the University and in other institutions. To promote the service mission of both the CPH and UK, systematically maximizing current relationships and growing new ones with members of the public health system locally, statewide, nationally, and internationally will sustain an active reciprocal connection between the CPH and the practice community.

SD 6.1 Develop an infrastructure and implement processes to support the service and workforce development components of the CPH mission.

Obj 6.1.1 By Q4, 2017-18, in line with the budget, identify and implement the structure to support service and workforce development in the CPH. Accountable: Associate Dean for Administration working with the Dean

SD6.2 Enhance and increase our ability to deliver practice-based services and improve the capacity of the public health workforce*. [External delivery]

*Intended to be broadly defined, e.g., first responders, public health personnel, managed care providers, teachers, etc.; also, those individuals providing public health who have not been trained as well as those who have been trained and need additional development.

Obj 6.2.1 By Q2, 2018-19, assess the skills, capacity, and needs of the workforce the CPH serves in partnership with public health practitioners and selected universities. Accountable: Associate Dean for Practice and Workforce Development

Obj 6.2.2 By Q2, 2017-18, strategically engage students in solving population health problems through their applied practice experiences. Accountable: Associate Dean for Practice and Workforce Development and Chair of Practice and Community Engagement Committee

Obj 6.2.3 By Q4, 2018-19, design and implement a minimum of one workforce development opportunity consistent with needs and capacity. Accountable: Associate Dean for Practice and Workforce Development

Obj 6.2.4 By Q2, 2018-19, establish a tracking system to demonstrate consistent partnerships (i.e. sustainability, long term relationship building, and trust) with the community. Accountable: Associate Dean for Practice and Workforce Development

SD 6.3 Identify opportunities for service* with stakeholders and assess our capacity to provide service.

*As defined by public health practice, community engagement, health promotion, technical assistance, workforce development, and continuing education.

Obj 6.3.1 Beginning Q2, 2019-20 and ongoing, conduct an environmental scan to identify key stakeholders, all current service activities, and gaps in service activities. Accountable: Associate Dean for Practice and Workforce Development

Obj 6.3.2 By Q4, 2019-20, conduct an environmental scan to analyze capacity for service provision. Accountable: Associate Dean for Practice and Workforce Development

Obj 6.3.3 By Q2, 2020-21, develop a plan for service based on the environmental scans. Accountable: Associate Dean for Practice and Workforce Development

Obj 6.3.4 By Q4, 2021-22, establish college-wide standards and expectations for service provision. Accountable: The Chair of Faculty Council working with the Associate Dean for Practice and Workforce Development