



# Administrative Unit Outcomes Plan and Report (Academic and Student Services & Administrative Support Units)

## SECTION I: UNIT INFORMATION

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**Annual Report Year** 2022-23

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**Reports To** Paula Arnett, Associate Dean for Administration

**Mission**

The UK College of Public Health strives to develop health champions, through inspiring instruction, multidisciplinary and applied research, and increased collaboration with partners on-campus and off, to improve the health within the commonwealth and beyond.

**Description of Services Provided**

In 2004, the University of Kentucky established the College of Public Health to develop transformative solutions to health challenges through teaching, research and service efforts. Located in Lexington, Kentucky, we take seriously our public health responsibility to all communities and individuals in the Commonwealth of Kentucky and beyond.

Our state is at the epicenter in some of the major public health challenges in the areas of obesity, cardiovascular disease, and cancer, among others. With that in mind, we are dedicated to transforming and assisting in the creation of a healthier community, state, and world - for everyone.

**Populations Served  
(e.g., Online, Off-campus, Faculty)**

On-campus and off-campus (online) students, faculty and staff, general population of the commonwealth (numerous partners and active staff and faculty work directly with and for Kentucky's government), external stakeholders from health departments, long-term care facilities, and healthcare facilities who hire our graduates.



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### SECTION II: OUTCOMES AND ASSESSMENT

Complete the table for each outcome the unit will assess during the current cycle. At least 1 outcome should align with the new University Strategic Plan; the Strategic Plan objective(s) to which a given outcome aligns should be specified in the space provided below the field containing the outcome statement. The University Strategic Plan goals and objectives are provided in Appendix I. During the planning phase, the unit should specify the measure(s) that will be used to assess each outcome, a target for each measure, and the year(s) for which data will be (or have been) collected and reported as part of the current cycle. During the reporting phase, a summary of results, interpretation of results, and any actions planned in response to the results should be provided for each measure. The unit will be asked to provide a reflection on any actions taken as part of the current cycle at the end of the following year.

<b>Outcome #1 Statement:</b>		Improve student success across programs by ensuring student retention and completion					
<b>Strategic Plan Objective(s) Aligned with (e.g., 2.1)</b>		SF4					
<b>Measure</b>	<b>Measurement</b> <small>(Measurement should include the process, the tools, and resources planned to measure the outcome/objective, as well as specific individuals responsible for collecting the data)</small>	<b>Target</b> <small>(Target should be directly related to the measurement)</small>	<b>Year(s) Assessed</b> <small>(e.g., AY 2021-22, Calendar Year 2021)</small>	<b>Results</b> <small>(Description of results)</small>	<b>Interpretation of Results</b> <small>(Include whether the target was met or unmet, what this means for the unit, when metrics will be reassessed, and next steps)</small>	<b>Actions Planned</b> <small>(Description of actions planned or enhancements that will occur in response to results. Include any budgetary considerations)</small>	<b>Reflection on Past Action Planned</b> <small>(Provide evidence that planned actions occurred. Descriptions of whether actions were effective at improving operations and efficiencies)</small>
1	Undergraduate Enrollment  Tableau enrollment workbook - % change  Associate Dean for Academic & Student Affairs responsible	5-7% growth per year	AY 2022-2023	BPH percent change from Fall 2021 – Fall 2022 was (-26.2%)  Pre-BPH percent change from Fall 2021 – Fall 2022 was (2.4%)  This averages out to a (-17.8%) change from Fall 2021 – Fall 2022	The target was not met for enrollment in the BPH and just under for enrollment in the Pre-BPH. Overall, the target was not met for our undergraduates combined.	We will be hiring an undergraduate recruiter to help increase enrollment numbers.	This is the first year we have tracked this measurement.



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<b>2</b>	<p>MPH Completion Rate</p> <p>Tableau Time to Degree workbook – Graduation Rates Rollup</p> <p>Associate Dean for Academic &amp; Student Affairs responsible</p>	80% or greater	AY 2022-2023	<p>The AY 2016-2017 cohort had a 79.5% graduation rate earning a degree in 3 years, 82.1% for 7 years, and 82.1% for 10 years.</p>	<p>The target goal was met.</p>	<p>Our completion rates have not been an area of concern for us for the MPH program. We will look at a different program measurement for our next plan.</p>	<p>This is the first year we have tracked this measurement</p>
<b>3</b>	<p>Accelerated Degree Program Student Year 2 Retention</p> <p>Internally tracked</p> <p>Associate Dean for Academic &amp; Student Affairs responsible</p>	80% or greater	AY 2022-2023	<p>Fall 21 – Fall 22 retention rate was 90%. Looking at trends, all of our cohorts since fall 2018 have had at least an 80% retention rate from fall 1 to fall 2.</p>	<p>The target was met for the fall 21 – fall 22 retention rate.</p>	<p>Our retention rates are not an area of concern for us for the 4+1 program. We will look at a different program measurement for our next plan.</p>	<p>This is the first year we have reported.</p>



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Outcome #2 Statement:		Advance the development and diversity of CPH faculty and staff.					
Strategic Plan Objective(s) Aligned with (e.g., 2.1)		OP1, OP2					
Measure	Measurement <small>(Measurement should include the process, the tools, and resources planned to measure the outcome/objective, as well as specific individuals responsible for collecting the data)</small>	Target <small>(Target should be directly related to the measurement)</small>	Year(s) Assessed <small>(e.g., AY 2021-22, Calendar Year 2021)</small>	Results <small>(Description of results)</small>	Interpretation of Results <small>(Include whether the target was met or unmet, what this means for the unit, when metrics will be reassessed, and next steps)</small>	Actions Planned <small>(Description of actions planned or enhancements that will occur in response to results. Include any budgetary considerations)</small>	Reflection on Past Action Planned <small>(Provide evidence that planned actions occurred. Descriptions of whether actions were effective at improving operations and efficiencies)</small>
1	Baseline data collection in URM faculty & staff HR/SAP Data and Student Data pulled each summer as of May 15  Internally tracked Assistant Dean for Finance responsible	Increase URM faculty and staff (baseline year FY2021-2022)	2021-2022; 2022-2023	Increased URM by 12. Specifically, Faculty 1, Staff, 7, and 4 post-docs.	DEI is a continuous focus for CPH. The aim is to ensure we are a college of diversity, equity, & inclusion.	We aim to hire qualified employees and continue the efforts of employing URM faculty and staff.	Attached employee counts with prior year submission data.
2	Website counts (New HR webpage being developed for Professional Development)  Internally tracked Assistant Dean for Finance responsible	Increase awareness of Professional Development opportunities for staff.	2022-2023	This is a work in progress. It is a high priority for the CPH HR team.	Target was not met. This page hasn't existed in the past, however it is needed to provide faculty, staff, and students with important information regarding HR	Meetings have already taken place regarding information needed on the HR webpage. A development plan is next on the agenda to	This is the first year we have reported.



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					policy, procedures, and current job opportunities. At this time, they are all directed to the UK HR webpage.	determine each page layout.	
3	Attendance at Trainings Internally tracked Assistant Dean for Finance responsible	Develop & Implement orientation and training for CPH faculty/staff	2022-2023	Several HR and Finance trainings were held over the year. Results are employees have a broader understanding of University and CPH policy and procedures.	Target was met and next steps are to continue in new fiscal years. Employees will be encouraged to attend.	Plan is to survey employees on training needs. Then approach the new year with offerings not only within the college but encouraged attendance to University trainings ie. Audit, HR, purchasing, etc.	Trainings provided on multiple occasions. One primary example is several CDEM trainings were offered in groups settings, one-on-one's, and a lab type environment. This training specifically improved efficiencies in entering cost distributions in the departments.



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Outcome #3 Statement:		Increase our collaborative & community-centered <b>contributions</b>					
Strategic Plan Objective(s) Aligned with (e.g., 2.1)		OP4					
Measure	Measurement <small>(Measurement should include the process, the tools, and resources planned to measure the outcome/objective, as well as specific individuals responsible for collecting the data)</small>	Target <small>(Target should be directly related to the measurement)</small>	Year(s) Assessed <small>(e.g., AY 2021-22, Calendar Year 2021)</small>	Results <small>(Description of results)</small>	Interpretation of Results <small>(Include whether the target was met or unmet, what this means for the unit, when metrics will be reassessed, and next steps)</small>	Actions Planned <small>(Description of actions planned or enhancements that will occur in response to results. Include any budgetary considerations)</small>	Reflection on Past Action Planned <small>(Provide evidence that planned actions occurred. Descriptions of whether actions were effective at improving operations and efficiencies)</small>
<b>1</b>	# External partnerships & collaborations for continuing education offerings  Internally tracked  Associate Dean for Practice & Workforce Development responsible	Establish a baseline from previous year	AY 2022-2023; Month1	A pilot survey was created and sent to the HMP faculty to collect their data from the previous year. Out of the 13 faculty that responded, 6 indicated they had participated in workforce development opportunities.	A target was not set since we were gathering initial baseline data using the HMP department as a pilot for the new survey.	Plan to follow up with faculty not completing the survey to determine barriers, as well as get closer to a higher percentage of faculty completion. (n= 21)  Swim lane flowchart depicting the types of collaborations and community engagement will be developed.	This is the first year we have tracked this measurement
<b>2</b>	# faculty & staff serving on community or organizational boards  Internally tracked	Establish a baseline from previous year	AY 2022-2023; Month1	A pilot survey was created and sent to the HMP faculty to collect their data from	A target was not set since we were gathering initial baseline data using the HMP	Plan to follow up with faculty not completing the survey to determine barriers,	This is the first year we have tracked this measurement



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	Associate Dean for Practice & Workforce Development responsible			the previous year. Out of the 13 faculty that responded, 4 indicated they had served on a community or organizational board.	department as a pilot for the new survey.	as well as get closer to a higher percentage of faculty completion. (n= 21)  Swim lane flowchart depicting the types of collaborations and community engagement will be developed.	
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<b>Outcome #4 Statement:</b>		Increase faculty research productivity and impactful outputs					
<b>Strategic Plan Objective(s) Aligned with (e.g., 2.1)</b>		II2, II3					
Measure	Measurement <small>(Measurement should include the process, the tools, and resources planned to measure the outcome/objective, as well as specific individuals responsible for collecting the data)</small>	Target <small>(Target should be directly related to the measurement)</small>	Year(s) Assessed <small>(e.g., AY 2021-22, Calendar Year 2021)</small>	Results <small>(Description of results)</small>	Interpretation of Results <small>(Include whether the target was met or unmet, what this means for the unit, when metrics will be reassessed, and next steps)</small>	Actions Planned <small>(Description of actions planned or enhancements that will occur in response to results. Include any budgetary considerations)</small>	Reflection on Past Action Planned <small>(Provide evidence that planned actions occurred. Descriptions of whether actions were effective at improving operations and efficiencies)</small>
<b>1</b>	Successful intramural and extramural grant funding (in dollars) with CPH as PI, Co-PI, or multiple PIs  Internally tracked  Assistant Dean Research Operations responsible	We expected to see an increase in total dollar amounts of grant funding from a diverse mix of funding agencies and internal funding opportunities	FY 2022-2023 *  *July 1 <sup>st</sup> , 2022-May15 <sup>th</sup> , 2023)	\$29,976,944	We had a significant increase in total dollar amounts of grant funding and exceeded expectations from the baseline number set at FY2021-2022	We will continue our efforts to support and expand our resources available for our faculty as it relates to proposal development. We will focus our efforts on early	We have been able to create important awareness amongst our faculty to begin proposal development earlier than usual to allow multiple levels of review prior to timely submission.



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						career faculty support.	
<b>2</b>	<p>Number of publications in peer review, high impact and open-access journals</p> <p>Internally tracked</p> <p>Assistant Dean Research Operations responsible</p>	<p>We expect to have an increase in the total number of publications in a variety of peer review journals as new faculty joins the college during this fiscal year.</p> <p>We will create a baseline measurement of high impact journals</p>	<p>FY 2022-2023 *</p> <p>*July 1<sup>st</sup>, 2022-June 1<sup>st</sup>, 2023)</p>	<p>Our faculty published 220 peer-review publications during the reported period.</p>	<p>Although an increase from the baseline (221) was not achieved, the number of publications remained constant to the baseline number achieved during the last fiscal year. We plan to reassess this metric within a 6-month period (December 2023) and report by Department.</p>	<p>At the 6-month period reassessment, we will see if there are any publication trends amongst our faculty. These results will help us determine any potential gaps where we should increase resources for our faculty, such as additional support for our college's Office of Scientific Writing.</p>	<p>We increased the visibility of the Office of Scientific Writing by promoting this service in the weekly research newsletter, at intake meetings during proposal development as well as at any college wide communication opportunity. The Office of Scientific Writing staff provided additional trainings at the newly launched Facts and Snacks training series</p>
<b>3</b>	<p>Number of research contracts and agreements</p> <p>Internally tracked</p> <p>Assistant Dean Research Operations responsible</p>	<p>We expect to see a diverse portfolio of research contracts and agreements and create a baseline measurement</p>	<p>FY 2022-2023 *</p> <p>*July 1<sup>st</sup>, 2022-June 1<sup>st</sup>, 2023)</p>	66	<p>Setting a baseline on the total number of research contracts and agreements.</p>	<p>We will meet with faculty to assess the level of support needed to expand potential partnerships and collaborations.</p>	<p>The newly established Research Committee will play an essential role in developing a strategic plan to increase our research portfolio through contracts and agreements.</p>





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<b>4</b>	<p>Number of training and research faculty development opportunities</p> <p>Internally tracked</p> <p>Assistant Dean Research Operations responsible</p>	<p>We expect to provide meaningful training to our faculty through webinars, presentations and services offered by the Office of Scientific Writing. We will create a baseline of this measurement</p>	<p>FY 2022-2023 *</p> <p>*July 1<sup>st</sup>, 2022- June 1<sup>st</sup>, 2023)</p>	<b>7</b>	<p>Setting a baseline on the total number of research training, such as webinars for faculty development.</p>	<p>We plan to elevate the Facts and Snacks series by providing this faculty development opportunity on biweekly rather than monthly and extend an invitation to colleagues from across colleges to contribute their knowledge and expertise</p>	<p>During this fiscal year, we launched the monthly hybrid webinar series called “Facts and Snacks”. This series of training opportunities has assisted faculty with professional development. Additionally, we had the inaugural Public Health Showcase, where faculty had the highlight their research projects and receive feedback</p>
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### APPENDIX I: UK STRATEGIC PLAN GOALS AND OBJECTIVES

PUTTING STUDENTS FIRST	
<b>SF1</b>	Expand on the existing foundation of a focused, intentional, purpose-driven curricular and co/extra-curricular experience with state-wide and global relevance, led and fostered by faculty and staff excellence.
<b>SF2</b>	Further utilize the distinctive attribute of an academic medical center and full range of academic colleges and offerings to further develop efforts to enhance holistic student well-being as part of a comprehensive approach to support for our community, in connection with activities within the principle “Taking Care of Our People.”
<b>SF3</b>	Enhance our smart enrollment plan for the economic growth, workforce and societal development of the Commonwealth — in alignment with CPE’s stated goals around educational attainment — that reflects the diverse, interdependent and complex world our students will enter.



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<b>SF4</b>	Enhance and engage in a student-first ethos that inclusively embraces all students (e.g., full-time, part-time, transfer, non-traditional, international, etc.) utilizing equity mindedness lens.
<b>TAKING CARE OF OUR PEOPLE</b>	
<b>OP1</b>	Enhance the highest levels of holistic wellness for faculty, staff and students by expanding comprehensive, integrated structures to support working and learning environments where all may flourish and thrive.
<b>OP2</b>	Advance further our transformational culture and environment where students, faculty and staff are enabled and inspired to flourish and thrive by experiencing meaning and engagement in work and learning.
<b>OP3</b>	Create a healthier Kentucky for a more diverse and better prepared workforce for tomorrow, in coordination with “Putting Students First” and “Inspiring Ingenuity” principles.
<b>OP4</b>	Expand and enhance the land-grant engagement mission to include the entire campus community and leverage community-based resources to accelerate health, workforce and economic development across the Commonwealth.
<b>INSPIRING INGENUITY</b>	
<b>II1</b>	Build upon our strengths in research and creative work to address a broader range of local, national and global challenges, the solutions to which will attract prosperity and well-being to Kentucky and its citizens.
<b>II2</b>	Advance a culture of innovation in research, teaching and creative work that integrates disciplines and/or fields of study to address local, national and international challenges.
<b>II3</b>	Promote an agile research and creativity ecosystem that supports impactful, self-sustaining and efficient research addressing present and future challenges facing our local, national and global communities.
<b>ENSURING GREATER TRUST, TRANSPARENCY, AND ACCOUNTABILITY</b>	
<b>TTA1</b>	To ensure a more responsive institution that can timely adapt when necessary or during challenges, assess language and application of university guidance and policies to better structure and define roles with respect to the bedrock principle of shared governance among faculty, students, staff and administrators.
<b>TTA2</b>	Empower effective decision-making at administrative, unit, departmental and college levels by utilizing resource-based budgeting approaches in a transparent fashion necessary to support the university’s mission in alignment with the Strategic Plan and institutional values.
<b>TTA3</b>	Strengthen and expand orientation and training across all levels to promote compliance with university standards and processes through programs grounded in UK’s institutional values, goals and objectives.
<b>TTA4</b>	Develop additional programs and approaches to engaging, resonant communication with both internal and external audiences.
<b>BRINGING TOGETHER MANY PEOPLE, ONE COMMUNITY</b>	



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<b>PC1</b>	To broadly demonstrate and communicate the value of diversity of the UK campus to the Commonwealth of Kentucky and to the global community to create more interaction and involvement between campus and communities on DEI matters
<b>PC2</b>	Further recruit and retain diverse populations (students, faculty, staff) within all units on campus.
<b>PC3</b>	To create greater and direct partnerships between the university and communities throughout the Commonwealth on DEI-related matters.
<b>PC4</b>	To model and provide a hospitable, safe and inclusive environment acknowledging our past and creating opportunities for the free and open exchange of ideas to all people of the Commonwealth, the United States and the world.