Project Title: Strategic Plan Implementation

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Background, Challenge or Opportunity: The UIC School of Public Health (SPH) completed a Strategic Plan for 2013-2018 in September 2013. The plan outlines goals, objectives, and strategies in the areas of 1) Teaching and Learning, 2) Research and Translation, 3) Service, Practice, and Partnerships, and 4) Diversity. The next step in the process is to develop an implementation plan.

Purpose/Objectives: The purpose of this project is to develop an implementation plan for the recently approved SPH Strategic Plan. The objectives of the project are: 1) to examine the Strategic Plan objectives to determine common strategies or activity areas; 2) to develop specific steps for achieving the objectives; and 3) to develop metrics for judging progress toward the goals and objectives.

Methods/Approach: The Strategic Plan was examined to identify objectives, across the four areas, that involved common activities (e.g., conducting a needs assessment). Each objective was evaluated to determine the responsible party (faculty or administration) and additional strategies were suggested. A project timetable is being developed and the overall implementation plan will be presented to the SPH Executive Committee and SPH Faculty.

Outcomes and Evaluation Strategy: Initially, the objectives associated with all of the goals were organized into four categories to determine common actions to achieve efficiency. We found that objectives fell into four general areas—Evaluation Systems, Inventory & Needs Assessment, Infrastructure & Organization, and Actions & Initiatives. For example, many of the goals included objectives requiring us to inventory what we are doing now or conducting an internal and/or external assessment to determine the need for and direction of strategic initiatives.

Yearly, the Senior Associate Dean will summarize the progress toward each of the goals and objectives. The Executive Committee will be provided with the summary and supporting evidence and will be responsible for the assessment of the extent to which the goal was achieved and make recommendations for action. The administration, including the Dean, Senior Associate Dean, and Associate Deans will consider those recommendations in an effort to achieve the goals and objectives of the strategic plan and foster an environment of continuous quality improvement.
Background

The UIC School of Public Health (SPH) completed a Strategic Plan for 2013-2018 in September 2013. The plan outlines goals, objectives, and strategies in the areas of 1) Teaching and Learning, 2) Research and Translation, 3) Service, Practice, and Partnerships, and 4) Diversity.

Purpose/Objectives

The purpose of this project is to develop an implementation plan for the recently approved SPH Strategic Plan. The objectives of the project are: 1) to examine the Strategic Plan objectives to determine common strategies or activity areas; 2) to sort objectives and strategies into those that are the responsibility of the SPH central administration and which are the responsibility of the SPH faculty; 3) to develop metrics for judging progress toward the goals and objectives; and 4) to determine a timeline for objectives and strategies.

Methods

1. Planning meeting of proposed implementation committee to determine next steps
2. Retreat with Dean's office leadership and staff
3. Integration of results of meeting and retreat into preliminary plan
4. Presentation of preliminary plan to SPH Leadership Council (elected faculty executive committee, division directors, senior dean's office leadership, dean)
5. Identification of next steps

Outcomes

1. Initial Planning Meeting: Objectives were initially sorted in four categories (Evaluation Systems, Inventory & Needs Assessment; Infrastructure & Governance; Curriculum, Faculty Development, Integration)
2. Retreat: Each objective was examined and timeline and important stakeholders (executive committee, division directors, senior dean's office leadership, dean)
3. Integration: The results of the initial planning meeting and the retreat were integrated into a proposed plan where three categories of activities (Needs Assessment, Evaluation Systems, and Actions/Initiatives) were proposed
4. Presentation of Preliminary Plan: The proposed implementation plan was divided into those objectives that are primarily administrative tasks (Needs Assessment, Evaluation Systems; Inventory & Needs Assessment; Infrastructure & Governance, Curriculum, Faculty Development, Integration)
5. The SPH Leadership Council asked for timelines and resource needs associated with each Action item. My office will begin the tasks associated with the Needs Assessment and Evaluation Systems

Next Steps

1. Develop Project Management Plan
   • Include resource needs and timelines for Action items
2. Assign Action objectives and strategies to appropriate standing faculty committees
3. Establish ad hoc faculty committees where necessary
4. Assign administrative staff member(s) to each faculty committee
5. Develop data collection instruments
6. Develop data collection and evaluation plan
7. Establish an external advisory board
8. Inventory existing resources and systems
9. Upgrade existing data systems

DIVERSITY

7 Create accountability within school-wide leadership (identified as leaders at all levels) to assure a common vision of diversity as a fundamental institutional value that is supported and encouraged.
8 Have an intentional and transparent climate of diversity and equity, stating in clear terms its diversity and equity priorities.

Figure 1. Proposed Implementation Plan: Administrative Tasks and Responsibilities