

ABSTRACT: 2014 ELAM Institutional Action Project Poster Symposium

Project Title: Strategic Plan Implementation

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Collaborators: Paul Brandt-Rauf, DrPH, MD, ScD, Dean; Babette Neuberger, JD, MPH, Associate Dean for Academic Affairs; Geri Donenberg, PhD, Associate Dean for Research; Richard Sewell, MPH, Associate Dean for Community and Public Health Practice; Ebbin Dotson, Assistant Dean for Urban Health and Diversity; Jaclyn Finch, Associate Dean for Finance and Resource Planning; Antoniah Lewis-Reese, Executive Assistant to the Dean.

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.

Lorraine M. Conroy, ScD, CIH, ELAM Fellow

Mentor: Paul Brandt-Rauf, DrPH, MD, ScD, Dean

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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 & Organization; Actions & Initiatives).
 - Diversity Goals and Objectives were added after the initial planning meeting
2. Retreat: Each objective was examined and timeline and important stakeholders were identified
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
 - Timeline was adjusted so that Needs Assessment and Evaluation System activities are accomplished by 2015 (changes shown in *italics*)
 - Actions & Initiatives were grouped into similar topics: Organization, Communication, Infrastructure, Governance, Curriculum, Faculty Development, Integration
4. Presentation of Preliminary Plan: The proposed implementation plan was divided into those objectives that are primarily administrative tasks (Needs Assessment, Evaluation Systems) vs. faculty tasks (Actions/Initiatives).
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

UIC SPH Vision

"A leader among academic institutions improving public health through engaged partnerships in teaching & learning, research, service, and practice"

UIC SPH Mission

"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."

TEACHING AND LEARNING

- 1 Provide a continuum of knowledge and skills fostering leadership, innovation, and vision in local to global public health practice.
- 2 Adapt and contribute to a changing environment through critical evaluation and a systematic approach to scholarship and professional skill development.

RESEARCH AND TRANSLATION

- 3 Refine, promote, and strengthen research in areas of excellence, new public health challenges, and translational science.
- 4 Initiate and enhance interdisciplinary and collaborative research that leads to sustained impact.

SERVICE, PRACTICE, AND PARTNERSHIPS

- 5 Grow the UIC SPH service, practice and partnership efforts to contribute to academic and practice excellence and community engagement.
- 6 Become an integral, seamless partner recognized within the public health practice system and community.

DIVERSITY

- 7 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.
- 8 Have an intentional and transparent climate of diversity and equity, stating in clear terms its diversity and equity priorities.

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**
 - Establish ad hoc faculty committees where necessary
 - Assign administrative staff member(s) to each faculty committee
3. **Plan and launch Needs Assessment (see Figure 1)**
 - Develop data collection instruments
 - Establish an external advisory board
 - Inventory existing resources and systems
4. **Upgrade existing data systems**
5. **Develop and implement routine evaluation processes and systems (see Figure 1)**

Figure 1. Proposed Implementation Plan: Administrative Tasks and Responsibilities

