Introduction to the Strategic Plan for 2013-18

The Colorado School of Public Health is uniquely defined by the school’s collaborative identity and collective strengths. Each day our faculty, students, alumni and community partners work together to fulfill a commitment to protect and promote health across the state, the region, and the world.

Having completed five years functioning as a school, with accreditation since 2010, we now look to the future with a focus on defining our collective strengths, investing in essential areas of activity where our mission is most evident, and aligning our efforts to have the greatest impact on population health.

OUR VISION: The Colorado School of Public Health will become one of the nation’s premier institutions for public health education and research, with top recognition for its work in selected areas and an outstanding reputation for delivering education, training, and service programs that are based in science, proven in practice, and adapted through creativity to meet pressing population health needs.

OUR MISSION: The Mission of the Colorado School of Public Health is to promote the physical, mental, social, and environmental health of people and communities in the Rocky Mountain Region and globally.

OUR DEFINING STRENGTHS: From research and community service, to education and training, our strengths stretch across the school’s collaborative programs and people. They are defined by the areas where our collective expertise can have the greatest impact on population health improvement:

- American Indian and Alaska Native Health
- Cancer Prevention and Control
- Diabetes and Obesity Prevention
- Global Health
- Maternal and Child Health
- Worker Health and Wellness

By focusing on our collective strengths and the emerging health needs of the communities that we serve, we can achieve our vision, advance our mission, and become a stronger collaborative school of public health.
Our Strategic Priorities

Over the next five years we will focus on five strategic priorities, each serving in support of our vision, mission and defining strengths.

ENHANCE AND FACILITATE STUDENT SUCCESS IN PUBLIC HEALTH LEARNING OPPORTUNITIES

Deliver excellent public health learning experiences that draw on the talents of a multi-campus school and reflect the School’s core values related to health equity, collaborative effort, and evidence bases for practice.

CONDUCT RESEARCH AND CREATIVE ACTIVITIES FOR MAXIMUM IMPACT ON POPULATION HEALTH

Leverage current strengths and facilitate collaboration for new directions and increased faculty and student activity.

ENSURE THE FINANCIAL FUTURE OF THE COLORADOSPH IN ORDER TO SUSTAIN AND SELECTIVELY EXPAND PROGRAMS AND SERVICES

Focus on current enrollment and research revenue streams, and cultivate new opportunities.

STRENGTHEN THE SCHOOL’S IDENTITY

Strengthen the 3 partner enterprise in academically meaningful and highly visible ways while maintaining strong, primary links to our three campuses and their resources and facilities.

BUILD COMMUNITY BONDS THROUGH TRAINING AND SERVICE

Meet the needs of both the professional public health community and the populations we serve through training and outreach activities that impact population health needs.
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Strategic Priority #1: Enhance and Facilitate Student Success in Public Health Learning

Deliver excellent public health learning experiences that draw on the talents of a multi-campus school and reflect the School’s core values related to health equity, collaborative effort, and evidence bases for practice.

Goal 1: Recruit and retain students of excellence

- Improve and standardize academic and capstone advising.
- Enhance enrollment management services (recruitment and admissions).
- Identify funding opportunities for student support in all programs and on all campuses, including identification of paid positions on research grants, training grants, and scholarships.
- Enhance career development and employer relations programs.
- Intentionally create a vibrant and interactive student experience.
- Build an inclusive and diverse ColoradoSPH that is reflective of the communities that public health serves.
- Establish a co-curricular program (no-academic credit) to develop specific skill sets in students.

Goal 2: Ensure the quality of the ColoradoSPH curriculum in keeping with CEPH accreditation standards and ColoradoSPH values.

- Enhance practice-based learning opportunities and experiences.
- Carry out systematic and regular review of the curriculum aimed at evaluating the mix, sequencing, and quality of courses within and across programs and campuses.
- Expand the curriculum of the MPH and DrPH degrees to include requiring an understanding of the rationale, design, management, and evaluation of the current major public health programs in Colorado.
- Enhance evaluation of student competency development within the curriculum.
- Critically review and continue to improve the quality of teaching across ColoradoSPH.
- Institute a program of faculty exchanges across campuses.

Goal 3: Expand curriculum offerings in directions that reflect current and emerging strengths of the ColoradoSPH and its values.

- Review protocol for establishment of new degree or certificate programs.
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- Evaluate feasibility, and develop a business plan for an online/hybrid MPH program.

Strategic Priority #2: Conduct Research and Creative Activities for Maximum Impact on Population Health

Leverage current strengths and facilitate collaboration for new directions and increased faculty and student activity.

Goal 1: Promote accelerated discovery and application of knowledge by leveraging current strengths and increasing support for important interdisciplinary areas.

- Establish a process to identify and prioritize new strategic areas and evaluate the need for new centers and programs.
- Develop and support collaborative networks to foster interdisciplinary research across ColoradoSPH departments, and ColoradoSPH partner institutions/schools.
- Strategically recruit faculty in programmatic and methodological areas of public health relevance.
- Increase expectations for and support (through pilot grants) of faculty participation in collaborative research activities.
- Increase expectations for and support (through pilot grants) of faculty participation in collaborative research activities.

Goal 2: Increase research efficiency and productivity by leveraging university resources and improving school-wide services for administration and support of research, including collaborative grants across partner institutions.

- Recruit an associate dean for research.
- Significantly improve research infrastructure, including clerical, pre-and post-award, project coordination and human subjects research support.
- Establish a school-wide research committee.
- Enhance the administrative feasibility of inter-institution collaboration.
- Develop, maintain and further enhance an integrated research computing infrastructure to support research endeavors.
Goal 3: Increased research opportunities and mentoring for junior faculty.
- Develop and implement a school-wide grant peer-review program for junior faculty.
- Develop and implement a school-wide pilot program for mentored research.
- Implement school-wide and department-specific “Research in Progress” seminar series.

Goal 4: Increase student participation in research and creative activities.
- Increase expectations for and support of student participation in scholarly activities.
- Connect students to research projects and other creative activities, including practice-based research and public health projects.
- Obtain or substantively participate in pre-and post-doctoral training grants.
- Offer school-wide and department-specific seminars (e.g., research discussion groups, scientific writing, etc.).
- Implement a summer undergraduate research program for under-represented students.

Strategic Priority #3: Ensure the Financial Future of the ColoradoSPH in Order to Sustain and Selectively Expand Programs and Services
Focus on current enrollment and research revenue streams, and cultivate new opportunities.

Goal 1: Assess Academic Cost Efficiency.
- Clarify cost of instruction at the school, department and course levels.
- Develop department and program models for enrollment growth, based on student and faculty capacity and department/program assumptions.
- Align faculty roles and rewards in each track (i.e., tenure, teaching, research, etc.) between the workload model and intended roles, actual roles.
- Identify opportunities to leverage University resources to provide administrative and other support functions for the ColoradoSPH.

Goal 2: Evaluate the Cost Efficiency of the School and Academic Partnerships.
- Evaluate the cost-efficiency and economic incentives of the School’s financial planning and spending models
- Establish approach to assessing cost-effectiveness of new partner institutions.
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- Assess the current funding structure with existing partners to determine sustainability.
- Evaluate cost-effectiveness of new and existing dual degree programs.

Goal 3: Develop revenue streams based on new academic programming.
- Evaluate feasibility and develop a business plan for increased continuing education, certificate programs, and summer institutes.

Goal 4: Position the school to adapt to changes in funding sources for research.
- Maintain and strengthen partnerships with community-based organizations and health care partners to secure and increase collaborative research funding.
- Develop the infrastructure to seek receipt of private research funding (industry, business, foundations).

Goal 5: Launch a Campaign for ColoradoSPH.
- Prepare a case statement for the School.
- Develop a prospective donor base and donor cultivation program.
- Formalize a ColoradoSPH campaign through the Dean’s Advisory Board and a Campaign Council.
- Model the way by carrying out an Internal Campaign for ColoradoSPH.

Goal 6: Create a sustainable alumni engagement and development program.
- Develop an alumni communication plan based on updated contact information and data.
- Formalize school-wide alumni volunteer engagement program.
- Develop alumni giving program focused on participation and pipeline development.

Goal 7: Develop revenue-producing service units within the ColoradoSPH.
- Extend the Development and Informatics Service Center (DISC) to support both ColoradoSPH and community technology needs.
- Evaluate feasibility and develop a business plan for an Evaluation Services Center.
Strategic Priority #4: Strengthen the School’s Identity

Strengthen the 3 partner enterprise in academically meaningful and highly visible ways while maintaining strong, primary links to our three campuses and their resources and facilities.

Goal 1: Harmonize inter-institutional governance, processes, systems and communications.

- Increase communication with University administrators and ColoradoSPH Dean/Directors.
- Evaluate collaborative governance of ColoradoSPH to ensure that all partners participate in decision making.
- Evaluate processes/operations across campuses to ensure efficiency and quality for all partners.

Goal 2: Create a consistent identity/brand that values the unique strengths of the school and its campuses and that is known and used by all partners.

- Identify the unique strengths that are valued by faculty, students and funders.
- Articulate the school’s identity and the strengths of our three collaborative campuses.
- Develop and share a school marketing and communication plan to promote the school’s identity.
- Increase ColoradoSPH visibility on UNC, CSU, and CU Anschutz campuses.

Goal 3: Enhance and facilitate collaborative, complementary cross-campus courses and education programs that engage faculty and students across campuses.

- Create a dedicated infrastructure at CSU for faculty in the public health program.
- Develop and implement complimentary school, campus and program level faculty and student engagement plans.
- Identify and promote areas of specialization that encompass courses on all campuses and introduce students to faculty and projects across campuses (e.g., preparedness, chronic disease prevention, high impact biostatistics and informatics).
- Identify and promote collaborative cross-campus education programs (e.g. global health, food safety, worksite safety).
- Create/ enhance communication resources to facilitate the partnership.
Strategic Priority #5: Build Community Bonds through Training and Service

Meet the needs of both the professional public health community and the populations we serve through training and outreach activities that impact population health needs.

Goal 1: Increase the reach and effectiveness of training and technical assistance offered by the ColoradoSPH to the public health workforce in Colorado.

- Implement expanded training and technical assistance statewide.

Goal 2: Facilitate professional exchanges in teaching, research, and practice through relationships with key organizations in Colorado, and beyond that have missions to improve health of the public.

- Evaluate the potential costs, need, and benefits of formal relationships with new, non-academic partners for the ColoradoSPH.
- Develop partnerships tailored to the needs of other organizations focused on teaching, research, and/or practice.

Strategic Planning Committee Members

Planning Group Spring 2013

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Judith Albino, PhD | Associate Dean for Planning and Development
Tim Byers, MD, MPH | Associate Dean for Public Health Practice
Lori Crane, PhD | Associate Dean for Academic Affairs
Dana Dabelea, MD, PhD | Associate Dean for Faculty
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