

Strategic Plan



2016

UCI Program in Public Health



VISION AND MISSION

We **envision** a world where risk factors for diseases and disabilities are understood and curtailed through our **mission** to lead research, teach reflectively, reveal all evidence, and reform practice for public health improvements.

LUSTRUM PRIORITIES

1. Transform the Program in Public Health into a School.
2. Cultivate excellence in the graduate programs, M.P.H. and Ph.D. in Public Health, through increasing enrollment, financial endowment, accessible concentrations, and academic rankings.
3. Expand research profile through targeted recruitment of high impact faculty members, increasing success rates for extramural grant proposals and philanthropic funding.
4. Secure full re-accreditation of the Program by the Council on Education for Public Health during 2017-2018.
5. Develop new self-sustaining signature programs, including for example, a certificate curriculum under our global health research, education, and translation (GHREAT) initiative as a source of revenue.



Build an Eminent School on a Foundation of Public Health Scholarship

We will successfully transform the Program in Public Health into a School. More than 50 people attended the Town Hall meeting held on 15 January 2016 at the Newkirk Alumni Center to discuss the outline for a consolidation proposal for a School of Public Health at UC Irvine. On January 4th 2016, the Vice Chancellor for Health Affairs visited the faculty meeting of the Program in Public Health to discuss visions for consolidating the strengths of Health Sciences within an empowered Health Affairs Enterprise. Since then additional meetings are being held among various constituencies to support the consolidation goal outlined by the Provost and Executive Vice Chancellor. To meet the standards of accredited Schools of Public Health, we must recruit new faculty members to build on our research strengths and to fill gaps in our academic enterprise, including scholarship, curricula, and community engagement. We must also secure physical space and resources to accommodate the growth and stature of a School.



Cultivate Excellence in Graduate Education

In 2016, our M.P.H. degree was ranked 10th nationally among the best such degree programs in the country. By the Fall 2016, we will offer 4 emphases to incoming M.P.H. students: Biostatistics, Environmental Health, Epidemiology, and Sociocultural Diversity and Health. Current criteria for a School of Public Health requires five emphases. Therefore, we will develop Global Health, a priority area for system-wide UCOP-supported Global Health Institute. We expect that these five emphases within the M.P.H. will attract top-notch students including international applicants. We will seek extramural training grants for the Ph.D. in Public Health, and we will streamline interactions among the three existing Ph.D. degrees contributing to the new School of Public Health: Ph.D. in Public Health with concentrations in Global Health and Disease Prevention; Ph.D. in Environmental Health Science with concentrations in Exposure Science and Toxicology; and Ph.D. in Epidemiology. We expect these doctorate programs to be ranked highly when they debut in the National Research Council's periodic ranking of research training programs. To accomplish this goal, we must strengthen the doctorate degrees to ensure uniform standards of excellence through peer-reviews, faculty-led seminars, increase success rates for fellowships, broadening experiences for career opportunities, and open dissertation defense.



Increase the Rigor and Reach of Undergraduate Education

Our B.A. in Public Health Policy and B.S. in Public Health Sciences degrees were recently ranked 2nd in the nation among accredited Bachelors' programs in public health. We are thrilled by this assessment, but we must continue to strengthen the quality of the popular degree programs and ensure a stable curriculum with permanent highly valued lecturers. The undergraduate program provides the opportunity for revenue-generating programs. We are among the trailblazers in online education, with UCOP awards to support two fully online courses (Principles of Public Health and Natural Disasters). We were also recently approved to develop an online course "Introduction to Global Health" that will be offered under the auspices of the UC Global Health Institute. We will continue to strengthen our efforts in this direction. However, we believe that resource generation will be enhanced by packaging courses into certification modules for professional workforce development. Over the next three years, we will develop a self-sustaining certification program under our global health research, education, and translation (GHREAT) initiative as a source of revenue for the Program.



Recruit and Retain Superlative Faculty

We will raise our research profile through high impact faculty recruitment. We are fortunate to have secured some of the coveted high impact faculty cluster recruitment in the area of salivary biomarkers in public health. We are also engaged in reviewing applicants to the Program in Public Health through the new mid-career faculty recruitment initiative. We will continue to build on these successes by applying independently and collaboratively to the high impact faculty recruitment initiative. We are also actively pursuing the identification of potential candidates for appointment at the level of Distinguished Professor, which comes with the award of a faculty FTE. Space is one of the limitations for faculty growth in public health, and we have to solve that problem as soon as possible. One strategy is to collaborate with other units with spare space for recruiting faculty, but this is not ideal because we are at a development phase when we want faculty members to contribute vigorously, intellectually, and by physical presence, to the realization of our mission to achieve school status, and to do with excellence in all our signature research, academic, professional and community engagement programs. Our philanthropic funding raising efforts focus on enhancing specific areas of faculty research strength, including endowed professorships, naming opportunities for laboratories and scholarships for students.



Maintain High Reputation Among Peers

We will secure full re-accreditation of the Program: We have begun the process of self-study that is required for re-accreditation of the Program in Public Health. The Council on Education for Public Health has established a date for the site visit on October 9th and 10th 2017. We expect full accreditation for 7 years (2018 – 2025). Achievement of re-accreditation requires that we meet nearly 30 criteria established by CEPH in consultation with APHA and ASPPH regarding the quality of our academic and professional responsibilities, including adequate staffing, community engagement, student-faculty ratio, and research enterprise.



Building Around the Four Pillars of Our Mission

UCI Program in Public Health

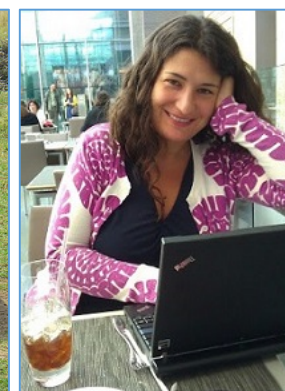


PILLARS OF OUR MISSION	GOALS	OBJECTIVES	STRATEGIES	TACTICS	MEASURABLE OUTCOME(S)
RESEARCH “Create knowledge that makes a difference”	<p>Strengthen Research Profile of the Program in Public Health</p> <p>Increase Funding for Research, particularly Dollars per Grant</p> <p>Enhance faculty research productivity by continuing to raise the caliber of graduate research programs (Ph.D.)</p>	<p>Identify and cultivate “signature” research topic areas.</p> <p>Extramural endowment of research topics and named faculty chairs and professorships</p>	<p>Increase recruitment of senior faculty with strong, active, and funded research programs.</p> <p>Increase recruitment of junior and mid-career faculty to establish the broad spectrum of excellence in topical research areas</p>	<p>Pursue high impact faculty hiring.</p> <p>Pursue distinguished professor nominations.</p> <p>Raise funds to support higher set-up funds for faculty under recruitment.</p> <p>Identify and pursue candidates for mid-career faculty FTEs</p>	<p>Increase in number and frequency of high impact research publications.</p> <p>Increase in number of invention disclosures and patents.</p> <p>Increase in research funding per faculty member</p>

PILLARS OF OUR MISSION	GOALS	OBJECTIVES	STRATEGIES	TACTICS	MEASURABLE OUTCOME(S)
REFLECT “Recruit and retain top-notch students”	<p>Provide structured research opportunities for doctoral students</p> <p>Prepare doctoral students for research careers post-graduation.</p> <p>Promote a culture of excellence regarding expectations of routine peer-review and constructive criticism for doctoral students’ research.</p>	<p>Increase national competitiveness of applicant pool of Ph.D. students</p> <p>Raise expectation of research productivity in first year for doctoral students</p>	<p>Receive pre-doctoral training grants from extramural agencies or development sources.</p> <p>Brand faculty research, and our program’s unique foci, more clearly to target high-level applicants to the Ph.D. Program.</p> <p>Connect undergraduate major pool of applicants to our graduate degrees through invitations to information sessions held early in the admissions cycle and and frequently thereafter.</p>	<p>Increase awareness of public datasets, programs, etc. and promote their use</p> <p>Mandatory doctoral seminar to replace weekly PH seminar speaker series. Doctoral seminar (2 units) would have each student present their work.</p> <p>Incentivize faculty application to pre-doctoral training “centers”</p> <p>Consider a direct BA-PhD transition, or incentivize a 4+1 BA/MPH (less preferable)</p> <p>Offer favorable (GSR) financial packages to admits that are on par with top-tier PhD programs</p>	<p>Increase in number and frequency of high impact research publications, co-authored with doctoral students.</p> <p>Stronger admission metrics of entire graduate applicant pool</p> <p>Enhanced yield of top applicants to the graduate programs</p>

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REVEAL “Publications and Public Action”	<p>Increase productivity and impact of faculty research through high impact journals coverage of Program discoveries and reports.</p> <p>Increase faculty representation on editorial boards</p> <p>Increase visibility of faculty research to the community and our campus</p>	<p>Encourage peer-nominations to editorial boards; nationally visible honorary awards and fellowships.</p> <p>Implement inaugural lectures for all tenured faculty</p>	<p>Create a database of nominations and applications for honorary and prestigious fellowships and memberships</p> <p>Reserve specific dates per quarter in our seminar series for our own faculty members to present their research</p> <p>Consider implementation of working paper series for both faculty and graduate students</p>	<p>Identify priorities and target annual number of nominations processed by Committee on Faculty Affairs</p> <p>Make research faculty more visible to undergraduates in terms of teaching courses; PH-199s; public announcements to incoming majors (e.g., Fall of Freshman, Junior years)</p>	<p>Increase in the number of faculty awards and memberships of prestigious editorial boards and honorary societies.</p> <p>Increase in the number of invitations to deliver keynote addresses, to contribute editorials, and host symposia.</p> <p>Increase in the number of undergraduate students who are admitted to our graduate programs.</p>

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REFORM “Create Chance and Demonstrate Positive Impacts”	<p>Partner with local agencies and philanthropists to co-develop research agenda.</p> <p>Increase opportunities for faculty to serve on government advisory boards, give congressional testimony, and write meta-analysis reports.</p>	<p>Financial self-sustainability</p> <p>Salience of UCI Public Health to Orange County.</p> <p>Impact of translational research.</p> <p>Create database of opportunities and representation of faculty and students on influential boards</p>	<p>Development team, and modest involvement of PH faculty via talks and meetings.</p> <p>Assign responsibility and priorities to the Committee on Faculty Affairs</p> <p>Work with the Public Health Association to develop strategies for student engagement in public health reform initiatives.</p>	<p>Host regional and nationally visible conferences. For example, Ebola Forum; Forum on Flint Michigan Polluted Water; Forum on Earthquake Preparedness.</p>	<p>Differentiation of the Public Health “product” from other College of Health Sciences units, medicine, nursing science, and pharmaceutical sciences.</p>





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