

Criterion I: Mission, Goals, and Objectives

► **CRITERION I: THE SCHOOL SHALL HAVE A CLEARLY FORMULATED AND PUBLICLY STATED MISSION WITH SUPPORTING GOALS AND OBJECTIVES.**

I.1 A clear and concise mission statement for the school as a whole.

The Mission of the University of Arkansas for Medical Sciences (UAMS) Fay W. Boozman College of Public Health (COPH) is *to improve the health and promote the well being of individuals, families, and communities in Arkansas through education, research, and service.*

This Mission was developed through preliminary biweekly strategic planning meetings by an inaugural group of identified college *pro tem* leaders beginning in January 2001, shortly after it became clear that the College would be created. The Mission was then modified during a COPH planning committee retreat in May 2001. This retreat involved not only initial college *pro tem* leaders but inaugural faculty and national public health leaders/consultants as well. The Mission statement was intended to emphasize the core functions of public health, to recognize the strong commitment to the people of Arkansas, and to address the significant public health problems in Arkansas. Although the Mission focuses on Arkansas, we recognize that we cannot separate ourselves from global public health issues, and thus as we achieve our Mission, the COPH will also contribute much to public health at the national and even international levels. This Mission has been the on-going focus in decision-making within the COPH as we have continued to develop since our last self-study was submitted in July 2003.

I.2 One or more goal statements for each major function by which the school intends to attain its mission, including instruction, research, and service.

Global goal statements for each function include:

Instruction – To train and retrain the public health practitioners and researchers in Arkansas to improve the health and well-being of all Arkansans, with a broad range of public health training programs, including continuing education and certificate programs, master of public health programs (MPH – generalist and specialist in at least the five core areas of public health) and equivalent degree programs as appropriate (e.g., MHSA), an MPH program which is offered in combination with other relevant degree programs (e.g., MPH/JD, MPH/MD, MPH/PharmD), doctoral practice-focused programs (DrPH), and academic degree programs (MS, PhD).

Research – To develop research programs which will address the major sources of morbidity and mortality in Arkansas, overall and among population sub-groups who suffer disproportional disease burden or are particularly vulnerable, and emerging health issues, providing answers to a variety of public health questions relevant to Arkansas, including etiological factors and best practices, and serving as model public health programs for training and dissemination of community programs to other communities.

Service – To serve as a resource to elected officials, practitioners, and community members in the development of model programs to improve the health and well-being of all Arkansans.

More detailed goal statements for each function are contained in Table I-1.

I.3 A set of measurable objectives relating to each major function through which the school intends to achieve its goals of instruction, research, and service.

The evolution of the COPH has been different from that of many schools of public health, largely as a result of the manner in which we were funded at a university with only a few dispersed, but no large or concentrated, rudiments of a school of public health. Although interest in developing a school of public health in Arkansas can be traced back for more than half a century, funding from a strong majority of the popular vote endorsing Initiated Act I of 2000 and the subsequent revenue stream created by the Tobacco Settlement Proceeds Act of 2001 provided funds for a truly new college. Development of most other schools of public health has involved a more gradual process, in which *de novo* planning typically has occurred over a period of time. In contrast, the COPH was catapulted into existence by the infusion of Tobacco Settlement funds, enabling more rapid *a priori* planning for the COPH and our Mission in a manner that is not often found elsewhere.

Our goals and measurable objectives have evolved from the COPH's Mission. Table I-1 summarizes our supporting goals, measurable objectives, measures we anticipate using to evaluate each objective, and current status of the COPH for each measurable objective. Data on our performance are generally reviewed at college-wide retreats as part of our on-going strategic planning process (see Criterion X, Section X.A.1). The Dean's Office is responsible for monitoring these measures and the associated measurable objectives, and for alerting the Dean's Executive Committee (DEC) of any measurable objectives that are at risk for not being met.

I.4 A description of the manner in which mission, goals, and objectives are developed, monitored, and periodically revised and the manner in which they are made available to the public.

The COPH holds regular, typically annual, college-wide retreats (retreats have been held in May 2001, October 2002, November 2003, and October 2004, and are being planned for September 2006 and then again in January 2007). During early retreats, the emphasis was on broad issues such as the College's Mission and Vision and early goals and measurable objectives. Our Vision and Mission have remained essentially unchanged since early planning, with more recent retreats focused on revising goals and objectives, policies, and other areas identified by the faculty and DEC as needing attention. These retreats have included a broad representation from within the College, from other key constituent groups, and from our major community partners. In addition, the COPH has received external consultation from nationally recognized experts in public health (e.g., Drs. Ann Anderson, Leslie Beitsch, Kay Bender, Linda Bilheimer, Eli Capilouto, Andrew Coburn, Earl Fox, Peter Ginter, Larry Green, Thomas LaVeist, Arnold Kaluzny, Charles Mahan, James Rice, Jonathan Samet, Harrison Spencer, Rachel Stevens, Paul Stolley, Hugh Tilson, and Paul Wiesner, and Kathy Cahill, Ella Greene-Moton, and Vickie Ybarra) who have provided or are providing consultation and advice on the COPH and departmental goals, objectives, and programs. Although no significant changes are anticipated in the College's Vision and Mission in the near future, they, along with our goals and measurable objectives, are reviewed, assessed, and revised as necessary during these strategic planning retreats.

During strategic planning retreats starting in 2002 (after early visioning had occurred and the College's Mission was defined), a pre-retreat planning process involving faculty and the DEC led to the identification of high-priority topics to consider during each retreat. Consideration of these topics during the retreat commonly led to the development of working groups for additional data collection, analysis, and proposal development for review by the DEC and/or faculty, and later review during the subsequent annual planning retreat. A list of attendees of each of these retreats since our last site visit, and copies of the retreat minutes, are provided in the Resource File.

In addition to these COPH-initiated activities, the RAND Corporation, which is funded by the Arkansas Tobacco Settlement Commission, continues to conduct a process, impact, and outcome evaluation of the COPH as part of an evaluation of all entities receiving Arkansas Tobacco Settlement funds. This independent evaluation is required by state legislation. The evaluation model, developed by RAND with input from leadership of the COPH, includes the COPH's goals and objectives, and multiple outcome measures that the COPH is monitoring as part of our on-going self-assessment and strategic planning. In addition to providing feedback to the Arkansas Tobacco Commission and the state legislature, this evaluation provides input into the on-going COPH strategic planning process in examining and considering refinements in our Mission, goals, and objectives. RAND reports of the COPH's accomplishments are contained in the Resource File.

The COPH actively promotes and honors our Vision and Mission statements. The Vision and Mission statements are prominently referenced in written materials (including promotional materials, the student handbook, and the College's annual report which is broadly disseminated throughout the state), in alumni and development materials, on the COPH's Web page at www.uams.edu/coph, in presentations (including Public Health Grand Rounds; Health Research, Policy and Health Promotion Conference; Arkansas Public Health Week activities; and presentations to the UAMS leadership and Board of Trustees), in grant and contract applications, and in strategic planning and major decision-making.

I.5 Assessment of the extent to which this criterion is met.

This criterion is met. The COPH has a clearly formulated and publicly stated Mission with supporting goals and measurable objectives. Goal statements for each major function describe how the College intends to attain our Mission related to instruction, research, and service. A set of measurable objectives has been articulated, relating to each major function through which the College intends to achieve our goals. The COPH has a clearly articulated and described manner in which our Mission, goals, and objectives were developed, are monitored, and will be revised as needed. Finally, the COPH has clear methods by which our Mission, Vision, goals, and objectives are made available to the public.

Table I-1. COPH Goals, Measurable Objectives, Measures, and Current Status.

Goals	Measurable Objective	Measures/Targets	Status
<p>Goal #1 – Maintain a college-level organizational structure of academic leaders and supporting personnel for the COPH to ensure policies and procedures for our effective functioning in addressing our Mission, maximizing the structure over time based on resource availability to optimize the functioning of the College to meet our Mission.</p>	<p>Measurable Objective #1a –Maintain and expand, as appropriate and as resources allow, an college-level organizational structure of academic leaders and supporting personnel in the Dean’s Office to provide leadership and support for faculty and students of the COPH in optimizing our ability to meet our Mission, addressing the following key areas:</p> <ul style="list-style-type: none"> ▪ Academic and student affairs policy leadership, development, and management ▪ Public health practice collaboration development and coordination ▪ Community partnership development ▪ Administration and internal administrative policy development ▪ Student services (recruitment, registration, central advising, information technology support) ▪ Fiscal and resource planning and development ▪ Human resource management ▪ Professional relationships and continuing education ▪ Recruitment, development, and retention of minority faculty, staff, and students ▪ Legislative health policies and governmental relations ▪ Community affairs. 	<p>For each key area, at least one Dean’s Office member is identified as responsible for leading and supporting the COPH</p>	<p>Organizational structure in place to support all identified key areas since January 2002 with at least one Dean’s Office member identified for leading and supporting each area. Distribution of responsibilities has continued to evolve as College has grown.</p>

Goals	Measurable Objective	Measures/Targets	Status
	<p>Measurable Objective #1b – Write, approve, and revise as appropriate essential college-level, key governance and infrastructure policies and procedures to support faculty, personnel, and students of the COPH in meeting our Mission, including policies in the following areas:</p> <ul style="list-style-type: none"> ▪ Governance of the College (see Appendix III.A) ▪ Appointment, tenure, and promotion (see Appendix III.B) ▪ Principles of Community-based Public Health Research, Service, and Training (see Appendix II.C) ▪ Educational Leave Policy (see Resource File) ▪ Students with Disabilities Policy (see Resource File). 	Policies in each of the key areas, all of which have been approved by the required body (faculty, students, DEC), as stated in the COPH Governance	Approval of initial governance document in June 2003. Several revisions have occurred based on input from leadership and faculty since initial approval, with latest revisions approved by faculty in April 2006.
	<p>Measurable Objective #1c – Write, approve, and revise additional policies and procedures, as needed, so that a comprehensive array exist to support faculty, personnel, and students of the COPH in meeting our Mission, including policies in the following areas:</p> <ul style="list-style-type: none"> ▪ By-laws of Honor Council ▪ By-laws of Student Council ▪ Faculty Incentive Plan ▪ Budgeting and Resource Allocation Plan ▪ Faculty Mentorship and Development Principles. 	Policies in each of the key areas, all of which have been approved by the required body (faculty, students, DEC), as stated the COPH Governance	Initial By-Laws of Honor Council approved in December 2003. Initial By-laws of Student Council approved in Fall 2003. Faculty Incentive Plan approved and implemented in Fall 2005. Budgeting and Resource Allocation Plan and Faculty Mentorship and Development Principles being finalized for implementation in Fall 2006.
<p>Goal #2 – Establish department-level organizational structures of academic leaders and supporting personnel for effective functioning of each department to address the College’s Mission in each of the five core areas and in</p>	<p>Measurable Objective #2a – Establish a department in each of the five core discipline areas of public health (biostatistics, epidemiology, environmental and occupational health, health behavior and health education, health policy and management).</p>	Organized departments in each of the five identified disciplines/areas	Six departments established by January 2002 (Biostatistics, Environmental and Occupational Health, Epidemiology, Health Behavior and Health Education, Health Policy and Management, Maternal and Child Health). Department of Maternal and Child Health disbanded in January 2006.

Goals	Measurable Objective	Measures/Targets	Status
<p>other areas as resources allow, to optimize the departmental structure in meeting the College's Mission.</p>	<p>Measurable Objective #2b – Establish a sixth Department of Maternal and Child Health (MCH) as resources allow based on strategic planning of congruence with the College's Mission, identification of important MCH needs in Arkansas, and significant interest and support from key partners (e.g., UAMS Department of Pediatrics faculty and staff; staff in the DOH; and Arkansas Advocates for Children and Families).</p>		<p>Anticipated date of achievement: dependent on resource availability.</p>
	<p>Measurable Objective #2c – Establish other departments with at least 4.0 faculty FTE as resources allow and strategic planning support based on the College's Mission.</p>	<p>Departments with at least 4.0 faculty FTE</p>	<p>Department of MCH planned as 6th dept.; Anticipated date of achievement: dependent on resource availability.</p>
	<p>Measurable Objective #2d – Identify appropriate departmental Chair and other leaders as appropriate in each established department.</p>	<p>An existing <i>pro tem</i>, interim, or permanent Chair serving for each department</p>	<p>Chairs <i>pro tem</i> for all departments identified by January 2002. Permanent chairs in 4 of 5 departments identified by fall 2006. Two-year appointment of Interim Chair of the Department of Health Behavior and Health Education to expire in fall 2008 at which time a search for a permanent Chair is planned.</p>
<p>Goal #3 – Establish interdisciplinary centers in obesity, tobacco, and maternal and child health as well as other centers, as resources permit, in other areas identified as important to the COPH's Mission to</p>	<p>Measurable Objective #3a – Identify and hire center directors for the Obesity, Tobacco and Maternal and Child Health Centers.</p>	<ul style="list-style-type: none"> ▪ Identified center director for obesity ▪ Identified center director for tobacco ▪ Identified center director for maternal and child health 	<p>Director for the Center for the Study of Obesity began in June 2003. Director of Center for the Study of Tobacco began in August 2004. Director for Maternal and Child Health Studies began in January 2006 with establishment of center.</p>

Goals	Measurable Objective	Measures/Targets	Status
<p>ensure the development of mission-driven, coordinated interdisciplinary research, teaching, and service programs.</p>	<p>Measurable Objective #3b – Identify and hire faculty in appropriate departments to participate in the interdisciplinary center programs of obesity, tobacco, maternal and child health.</p>	<p>Faculty in at least three different departments participating in obesity, tobacco, and maternal and child health centers</p>	<p>Achieved in April 2003 for Center for the Studies of Obesity. Faculty recruitments in progress for Center for Study of Tobacco. Faculty recruitments to develop Center for Maternal and Child Health Studies will depend on securing sufficient resources and future recruitments.</p>
	<p>Measurable Objective #3c – As funds and other resources become available, identify other areas for college-wide interdisciplinary center programs based on strategic planning to ensure the development of mission-driven, coordinated interdisciplinary research, teaching, and service programs.</p>	<p>Other identified interdisciplinary programs</p>	<p>Center for Maternal and Child Health Studies was identified as need in December 2005. Other interdisciplinary programs are anticipated to evolve as resources allow.</p>
	<p>Measurable Objective #3d – Identify and hire center directors and faculty members to represent appropriate disciplines in the center programs, as other strategically planned interdisciplinary centers are identified and resources permit.</p>	<ul style="list-style-type: none"> ▪ Identified center program director for new programs ▪ Identified faculty in at least three different departments participating in new programs 	<p>Center Director for Center for Maternal and Child Health Studies identified by January 2006 with faculty in two depts. Directors and faculty for other interdisciplinary center programs to be identified based on future strategic planning and resource availability.</p>

Goals	Measurable Objective	Measures/Targets	Status
<p>Goal #4 – Expand recruitment and hiring of a well-qualified, diverse faculty in all five departments as resources are leveraged, prioritizing the growth of departments based on the COPH’s Mission and strategic planning, to provide the breadth and depth of educational, research, and service programs within the COPH consistent with our Mission.</p>	<p>Measurable Objective #4 – Recruit and hire a sufficient group of full-time faculty with race, ethnicity and gender diversity minimally in proportions in Arkansas in all five departments, prioritizing expansion based on the COPH’s Mission and strategic planning, to address the COPH’s overall Mission and provide educational, research, and service programs in each department.</p>	<p>Diversity of faculty based on race, ethnicity and gender at least matching proportions in Arkansas</p>	<p>Current faculty includes: 19% racial or ethnic minorities; 47% women. While approximating Arkansas’ population diversity, recruitment of sufficient diversity, particularly of racial and ethnic minority faculty, is an on-going high priority.</p>
<p>Goal #5 – Develop adequate physical facilities to house the new COPH and our expanding programs, and foster interdisciplinary synergy, as well as academic/community collaborations, in our educational, research, and service programs.</p>	<p>Measurable Objective #5 – Occupation of adequate classroom, office, and research space that continues to be sufficient for faculty, staff, and students in the COPH to meet our Mission and is configured to foster interdisciplinary and academic/community collaborations.</p>	<ul style="list-style-type: none"> ▪ Square feet of classroom, office, and research space ▪ Square feet of common space to foster interdisciplinary and academic/community collaborations 	<p>Initial new facilities completed in September 2003 were adequate at that time. Completion of unfinished space in new building as of March 2006 provided additional space. Future space needs will necessitate off-campus rental and/or on-campus expansion as on-campus space becomes available with new campus construction.</p>

Goals	Measurable Objective	Measures/Targets	Status
<p>Goal #6 – Stimulate and facilitate interdisciplinary exchange of ideas among faculty, students, support personnel, and community partners, functioning as a consortium of disciplines and partners in approaching the College’s Mission and fostering creativity and collaboration that ensures high-quality public health practice.</p>	<p>Measurable Objective #6a – Conduct an array of all-college conferences, seminars, classes, and retreats, representing at least one program/week on average, to promote interdisciplinary and community exchanges of ideas among faculty, students, community partners, and support personnel.</p>	<ul style="list-style-type: none"> ▪ No. of all-college conferences, seminars, and retreats represent at least one weekly program ▪ List of topics representing diversity ▪ Attendance by personnel category (faculty, students, community partners, and support personnel) 	<p>Conferences, seminars and retreats to foster interdisciplinary exchange are ongoing and continue to exceed weekly goal on average.</p>
	<p>Measurable Objective #6b – Utilize the CPH building so that it has ample open, attractive, and comfortable meeting areas, fostering opportunities for interdisciplinary interactions among faculty, students, community partners, and support personnel.</p>	<ul style="list-style-type: none"> ▪ Square feet of open, common area ▪ Square feet of meeting areas ▪ No. of interdisciplinary meetings among faculty, students, community partners, and support personnel 	<p>Initial common space incorporated in structure completed on September 2003. Additional common space will need to be developed to match expansion of college.</p>

Goals	Measurable Objective	Measures/Targets	Status
	<p><u>Measurable Objective #6c</u> – Establish interdisciplinary center programs in high-priority areas related to the COPH’s Mission to foster creativity and collaboration in teaching, research, and service programs, ensuring high-quality public health practice.</p>	<ul style="list-style-type: none"> ▪ No. of interdisciplinary center programs ▪ Documentation of methods to identify high-priority areas related to the COPH’s Mission to foster creativity, collaborations, and high-quality public health practice 	<p>Initial interdisciplinary center programs (obesity, tobacco) established in September 2002. Center for Maternal and Child Health Studies established in January 2006. Additional programs, based on strategic planning, will be developed as resources allow.</p>
	<p><u>Measurable Objective #6d</u> – Offer courses with interdisciplinary co-instructors, when appropriate, to both foster interdisciplinary collaboration among faculty and facilitate students’ integration of basic areas of public health and provision of high-quality public health practice.</p>	<ul style="list-style-type: none"> ▪ No. of courses with interdisciplinary co-instructors 	<p>Courses (Social Epidemiology, Community-Based Public Health I and II, Intro to Public Health) with interdisciplinary co-instructors being taught; others being developed.</p>
	<p><u>Measurable Objective #6e</u> – Offer courses that incorporate principles of community-based research and practice to include at least 6 in at least 3 departments, in order to foster linkages between the COPH and our community partners, model interdisciplinary approaches in the classroom and ensure students gain significant exposure to community-based public health activities.</p>	<p>No. of courses that incorporate principles of community-based research and practice to include at least 6 in at least 3 departments</p>	<p>Six courses that incorporate principles of community-based public health offered (e.g., Social Epidemiology, Community-Based Public Health I and II, Advanced Health Behavior Theory, Survey Research Methods, Introduction to Public Health) in 3 depts.</p>

Goals	Measurable Objective	Measures/Targets	Status
	<p>Measurable Objective #6f – Secure sufficient classroom (including distance-learning facilities and computer), laboratory (wet and dry facilities), and office spaces to support the COPH in our Mission.</p>	<ul style="list-style-type: none"> ▪ No. of available distance-learning facilities, total square feet, and total no. of seats ▪ No. of available computer labs, total square feet, and total no. computers, no. of wet and dry laboratories, & total square feet ▪ No. & square feet of offices 	<p>Classroom and laboratory space became available in September 2003 with completion of new building. Additional space planned for future, expanded needs. Distance-based facilities available in form of 3 streaming/web classrooms and access to Grid-equipped room and compressed-video classrooms. Two computer labs are available in COPH facilities, and 2 additional computer labs are available in campus-wide facilities.</p>
<p>Goal #7 – Develop partnerships that establish and sustain model community-based, participatory public health programs to contribute to the service, research, and educational aspects of the COPH’s Mission.</p>	<p>Measurable Objective #7a – Establish at least four community partnerships, two in urban settings and two in a rural settings in Arkansas, that support community-based, participatory public health programs related to the COPH’s Mission.</p>	<ul style="list-style-type: none"> ▪ No. of urban partnerships involved in community-based, participatory public health programs related to the COPH’s Mission ▪ No. of rural partnerships involved in community-based, participatory public health programs related to the COPH’s Mission 	<p>Four community partnerships were developed by June 2002. Others to be considered during September 2006 and January 2007 all-college retreats. In addition, a total of 32 major partners, and 16 other developing partners with whom interactions have not yet grown to be considered major (see Table II.B). Many of these partners, while not representing communities directly, have, in turn, partnerships with communities, thus extending the current number of community-based partnerships which the COPH has through these connections.</p>

Goals	Measurable Objective	Measures/Targets	Status
	<p>Measurable Objective #7b – Maintain and further develop a partnership with the DOH, with secondary and administrative appointments of primary DOH staff in the COPH, administrative appointments of primary COPH faculty at the DOH, co-funding of positions, and a committee to provide oversight and foster this collaboration.</p>	<ul style="list-style-type: none"> ▪ No. of secondary & administrative appointments of primary DOH staff in the COPH ▪ No. of co-funded positions ▪ Documentation of committee to provide oversight and foster this collaboration 	<p>Multiple secondary and administrative appointments of DOH staff from College’s inception, including Associate Dean for Public Health Practice and currently the Chair of the COPH’s Department of Health Policy and Management (who currently also serves as the DOH Director). Other co-funded faculty positions exist and continue to increase. The Joint Oversight Committee provides oversight, and the partnership with DOH continues to evolve and strengthen.</p>
	<p>Measurable Objective #7c – Develop partnerships, as evidenced minimally by joint appointments, co-teaching of jointly listed courses, opportunities for student practicum with sites, and/or collaborative projects, with other agencies, units, and organizations, including:</p> <ul style="list-style-type: none"> ▪ UAMS Academic Units – many units across the UAMS campus, including Arkansas Center for Health Improvement; Arkansas Cancer Research Center; Donald W. Reynolds Institute on Aging; UAMS Center for Addictions Research; Office of Regional Programs, including the Area Health Education Centers; Arkansas Centers for Mental Healthcare Research, Department of Psychiatry; Department of Pediatrics; and Department of Family and Preventive Medicine ▪ Other Academic Units – many across state, including University of Arkansas (UA) Clinton School of Public Service; Bowen Law School, University of Arkansas at Little Rock (UALR); School of Mass Communication, College of Professional Studies, UALR; Department of Social Work, College of Professional Studies, UALR ▪ State Agencies – Arkansas DHHS Division of Health; Arkansas Commission for Minority Health; Arkansas 	<ul style="list-style-type: none"> ▪ No. of joint appointments by agency, unit, or organization ▪ No. of courses co-taught by personnel from different agencies, units, and organizations ▪ No. of practicum sites by agency, unit, or organization ▪ No. of collaborative projects 	<p>Examples of partnerships with all identified categories achieved by June 2003. Activities with all categories of agencies and organizations continue to evolve. Joint appointments with DOH now number 26.</p>

Goals	Measurable Objective	Measures/Targets	Status
	<p>Department of Environmental Quality; Arkansas Department of Environmental Quality</p> <ul style="list-style-type: none"> ▪ State Legislative Appointments (Committees) – Public Health Education and Welfare Committees (Senate and House of Representatives) ▪ Legislated Task Forces and Committees – Suicide Prevention Task Force, Arkansas 2020 Task Force, Act 1220 of 2003 Child Health Advisory Committee, Act 1816 of 2003 Nutrition Committee, Act 663 of 2005 Acute Stroke Care Task Force, Joint Interim Committee on Health Insurance and Prescription Drugs ▪ Statewide Coalition Participation – Tobacco Coalition, Cancer Coalition, Oral Health Coalition, Cardiovascular Health Coalition ▪ Federal Organizations and Programs – Community Health Centers of Arkansas, U.S. Department of Health and Human Services-supported; National Center for Toxicological Research, Food and Drug Administration; South Central Mental Illness Research, Education, and Clinical Center, VA Medical Center, North Little Rock; Nutrition Intervention Research Initiative, Department of Agriculture ▪ State-level Nonprofit Organizations – Arkansas Children’s Hospital, Arkansas Advocates for Children and Families ▪ Community-based Nonprofit Organizations –Mid-Delta Community Consortium; Boys, Girls, and Adults Community Development Corporation in Marvell, Arkansas; We Care, Higgins Community, Pulaski County; La Casa, Southwest Pulaski County; Walnut Street Works, Phillips County 		

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<p>Goal #8 – Contribute to a population-based perspective within the University of Arkansas (UA) system, promoting expanded interdisciplinary collaborations in teaching, research, and service programs.</p>	<p>Measurable Objective #8a – Offer faculty with primary appointments in other colleges within UAMS and across the UA system secondary appointments in the COPH when appropriate and when the faculty define an appropriate role in which they can make a contribution to the COPH, to foster interdisciplinary collaborations outside the COPH, and further ensure high-quality public health practice.</p>	<p>No. of faculty with primary appointments in other colleges in UAMS or across the UA system with secondary appointments in the COPH</p>	<p>79 faculty with primary appointments in other UAMS colleges currently have secondary appointments in COPH; 23 faculty with primary appointments in other UA system institutions have secondary appointments in COPH.</p>
	<p>Measurable Objective #8b – Establish combined degree programs with other colleges in the UA system when appropriate (e.g., MD/MPH, MSN/MPH, JD/MPH, PharmD/MPH, MSW/MPH).</p>	<p>Documentation of combined degree programs with other colleges in the UA system</p>	<p>JD/MPH and MD/MPH combined degree programs established by October 2002. Combined PharmD/MPH established and opened for student enrollment in January 2006. Combined MSW/MPH program and MPS/MPH program being developed.</p>
	<p>Measurable Objective #8c – Conduct collaborative research and service programs between COPH faculty, staff and students and those in other programs in the UA system.</p>	<ul style="list-style-type: none"> ▪ No. of collaborative research programs between COPH and other UA programs ▪ No. of collaborative service programs between COPH and other UA programs 	<p>Collaborative research programs continue to evolve.</p>

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<p>Goal #9 – Develop faculty and other needed resources (support for faculty development in distance-learning instructional methods and skills; general instructional effectiveness; course design, including development of learning objectives and syllabi) to support education, research, and service in the five core areas of public health and other concentrations as resources permit and additional programs develop based on the College’s mission, with an initial emphasis on developing a capacity for general and specialized (in each of the five core areas) professional master’s degree (MPH) programs.</p>	<p>Measurable Objective #9a – Establish a critical mass of faculty of at least 4.0 FTE and sufficient advanced-level courses to support an MPH program of excellence in each of the five basic areas of public health sufficient for a student to pursue either a generalized or a specialized professional degree in each area.</p>	<ul style="list-style-type: none"> ▪ No. of courses available for each MPH track (generalist and each specialty) by department to be sufficient ▪ No. of faculty by department to include at least 4 FTE 	<p>Sufficient faculty FTE (at least 4.0) in each of the five core areas of public health are available to offer a sufficient number of courses for an MPH program in each area.</p>
	<p>Measurable Objective #9b – Ensure faculty awareness and access to instructional technical assistance associated with distance-learning instructional methods and skills; general instructional effectiveness; course design, including development of learning objectives and syllabi.</p>	<ul style="list-style-type: none"> ▪ Documentation of access to instructional assistance in each area ▪ No. of faculty who have been provided with instructional assistance in each area 	<p>Instructional technical assistance available to faculty from UAMS Office of Educational Development since College’s inception. COPH Office of Educational Technology was developed in 2006 to assist faculty further in utilizing various technologies in the classroom and for distance education formats.</p>
<p>Goal # 10 – Develop all professional degree programs (i.e., MPH, equivalent master’s degrees, and doctoral [DrPH]) that both meet the current public health workforce needs in Arkansas and anticipate developing</p>	<p>Measurable Objective #10a – Require at least one course in each of the five basic areas of public health for all MPH and equivalent master’s degree students.</p>	<p>Description of the MPH and equivalent degree curriculum requirements in current course catalog</p>	<p>One course in each core area required for all MPH students since classes began in January 2002. Coursework in each core area will be offered for MHPA students anticipated to be enrolled in fall 2006 (see http://www.uams.edu/coph/degree%5Fprograms/mhpa/courses.asp).</p>

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<p>needs by ensuring that students (a) develop an understanding of the areas of knowledge that are basic to public health, (b) acquire skills and experience in the application of basic and emerging public health concepts and of specialty knowledge to the solution of the current and emerging health problems in Arkansas, and (c) demonstrate integration of knowledge through a culminating experience at a sufficient level to ensure graduates' capability of functioning in modern public health settings.</p>	<p>Measurable Objective #10b – Require a prerequisite of at least one master's-level course in each of the five basic areas of public health, as well as require a doctoral-level course in each of the five areas, for all DrPH students.</p>	<p>Description of the DrPH admission and curriculum requirements in the current course catalog</p>	<p>Description included in course catalog of at least one master's-level course in each of the five basic areas of public health, as well as at least one doctoral-level course required in each of the five areas, for all DrPH students from program inception in 2003.</p>
	<p>Measurable Objective #10c – Require a preceptorship in public health for all professional degree (MPH, equivalent master's degree, and DrPH) students that requires (a) at least 135 hours of field experience under the joint direction of a public health faculty member and a qualified specialist working in selected areas of public health, and (b) students to earn a satisfactory grade on a written report specifying activities, products, and outcomes of the experience.</p>	<ul style="list-style-type: none"> ▪ Documentation of MPH equivalent-degree program (MHSA) preceptorship requirements ▪ Documentation of DrPH preceptorship requirements 	<p>Preceptorship required for all MPH and MHSA students. Preceptorship required for all DrPH students from program inception.</p>
	<p>Measurable Objective #10d – Require an integrative project for all MPH, equivalent master's degree, and DrPH students, thereby providing a culminating experience in which students synthesize and integrate knowledge and apply theory of public health practice by preparing a significant product approved by faculty advisors, such as a manuscript for publication, a technical report, or a research proposal.</p>	<ul style="list-style-type: none"> ▪ Documentation of MPH and equivalent master's degree integrative experience requirements ▪ Documentation of DrPH integrative experience requirements 	<p>Integrative project required for all MPH and MHSA students. Integrative capstone project required for all DrPH students from program inception.</p>

Goals	Measurable Objective	Measures/Targets	Status
<p>Goal #11 – Develop additional academic degree programs (MS, PhD) consistent with the College’s mission, including: a) an existing MS program in environmental and occupational health; b) initially, two additional doctoral programs based on strategic planning based on the College’s Mission to enroll students prior to December 2007; c) additional doctoral programs based on strategic planning consistent with the College’s Mission and as resources allow; and d) ensure that these academic degree programs encourage students to acquire an understanding of public health problems and a generic public health education.</p>	<p>Measurable Objective #11a – Continue to offer a previously existing MS degree program in environmental and occupational health, ensuring that it encourages students to acquire an understanding of public health problems and a generic public health education.</p>	<ul style="list-style-type: none"> ▪ Documentation of MS degree program in environmental and occupational health ▪ Documentation of program requirements encouraging students to acquire an understanding of public health problems and a generic public health education 	<p>MS in environmental and occupational health continues to be offered with students encouraged to acquire an understanding of public health problems and a generic public health education.</p>
	<p>Measurable Objective #11b – Offer two additional doctoral PhD programs based on previously strategic planning consistent with the College’s Mission, ensuring that they encourage students to acquire an understanding of public health problems and a generic public health education.</p>	<ul style="list-style-type: none"> ▪ Documentation of two additional PhD degree programs ▪ Documentation of program requirements encouraging students to acquire an understanding of public health problems and a generic public health education 	<p>PhD program in Health Systems Research first admitted students in fall 2006; PhD program in Health Promotion and Prevention Research) being considered for final approval by Arkansas Department of Higher Education in October 2006 for student admissions in fall 2007. Both PhD programs encourage students to acquire an understanding of public health problems and a generic public health education.</p>

Goals	Measurable Objective	Measures/Targets	Status
	<p>Measurable Objective #11c – Offer additional academic degree programs (MS, PhD) consistent with the College’s Mission as resources allow, ensuring that they encourage students to acquire an understanding of public health problems and a generic public health education.</p>	<ul style="list-style-type: none"> ▪ Documentation of additional academic degree program(s) ▪ Documentation of program requirements encouraging students to acquire an understanding of public health problems and a generic public health education 	<p>Anticipated date of Achievement: based on resource availability.</p>
<p>Goal #12 – Offer a Post-Baccalaureate Certificate (PBC) degree designed to provide students from public health and other related backgrounds with a well-rounded exposure to all five basic areas of public health and to strengthen and support the public health workforce in Arkansas.</p>	<p>Measurable Objective #12 – Enroll and graduate 10 students per year from the PBC program.</p>	<ul style="list-style-type: none"> ▪ No. of students enrolled in the PBC program ▪ No. of graduates from the PBC program 	<p>Graduated 5 PBC students in 2004-2005. Will graduate 6 PBC students in 2005-2006. Anticipate reaching goal of 10 PBC graduates in 2006-2007.</p>
<p>Goal #13 – Offer a generalist MPH degree designed to prepare health professionals and public health leaders to critically assess and resolve public health problems by drawing on knowledge and skills in the five basic areas of public health.</p>	<p>Measurable Objective #13 – Enroll and graduate 10 students per year from the generalist MPH program.</p>	<ul style="list-style-type: none"> ▪ No. of students enrolled in the generalist MPH program ▪ No. of graduates from the generalist MPH program 	<p>Graduated 3 Generalist MPH students in 2004-2005. Will graduate 5 Generalist MPH students in 2005-2006. Anticipate reaching goal of 10 Generalist MPH graduates in 2007-2008.</p>

Goals	Measurable Objective	Measures/Targets	Status
<p>Goal #14 – Offer specialist MPH degrees designed to prepare students to enter a specialized field in any of the five basic areas of public health, as well as in MCH.</p>	<p>Measurable Objective #14 – Enroll and graduate 35 students per year from the specialist MPH program.</p>	<ul style="list-style-type: none"> ▪ No. of students enrolled in each specialist track of the MPH program ▪ No. of graduates from each specialist track of the MPH program 	<p>Graduated 14 Specialist MPH students in 2004-2005. Will graduate 18 Specialist MPH students in 2005-2006. Anticipate reaching goal of 35 Specialist MPH graduates in 2007-2008.</p>
<p>Goal #15 – Offer a Master of Health Services Administration (MHSA) degree designed to prepare students to enter the field of management and administration in health care services delivery.</p>	<p>Measurable Objective #15 – Enroll and graduate 12 students per year from the MHSA program.</p>	<ul style="list-style-type: none"> ▪ No. of students enrolled in the MHSA program ▪ No. of graduates from the MHSA program 	<p>Students anticipated to be enrolled in MHSA program in fall 2006. Graduation of at least 12 MHSA students per year anticipated to be met in 2007-2008.</p>
<p>Goal #16 – Offer a DrPH program to prepare students for advanced public health leadership roles.</p>	<p>Measurable Objective #16 – Enroll and graduate 5 students per year from the DrPH program.</p>	<ul style="list-style-type: none"> ▪ No. of students enrolled in the DrPH program ▪ No. of graduates from the DrPH program 	<p>Six students enrolled in DrPH program by fall 2004; another four DrPH students enrolled in fall 2005. Anticipate graduating four DrPH students 2007-2008.</p>
<p>Goal #17 – Offer academic degree programs (i.e., MS, PhD) that support training consistent with acquiring an understanding of public health problems and methods to improve health and quality of life in Arkansas, ensuring that students enrolled in these programs also acquire a general public health education.</p>	<p>Measurable Objective #17a – Obtain UAMS Graduate School approval of appropriate curricula to support at least three academic degree (i.e., master’s or doctoral) that supports advancing an academic agenda, ensuring that students enrolled in these academic degree programs acquire an understanding of public health problems in Arkansas, as well as a general public health education.</p>	<p>Documentation of approval by UAMS Graduate School</p>	<p>MS in environmental and occupational health established in college in January 2002. PhD in Health Systems Research approved in spring 2006, and enrolled two students in fall 2006. PhD in Health Promotion and Prevention Research pending final approval in October 2006, with expected student enrollment in fall 2007.</p>

Goals	Measurable Objective	Measures/Targets	Status
	Measurable Objective #17b – Enroll and graduate at least 6 students per year from all academic programs.	<ul style="list-style-type: none"> ▪ No. of students enrolled in academic programs ▪ No. of graduates from academic programs 	Students enrolled in all currently approved academic programs; anticipate approval of PhD program in Health Promotion and Prevention Research to enroll students in fall 2007. Anticipate graduating at least 6 academic degree students by spring 2011.
<p>Goal #18 – Pursue research programs consistent with our Mission, specifically focusing on:</p> <ul style="list-style-type: none"> ▪ Major sources of morbidity and mortality for Arkansans (i.e., coronary heart disease, cancer, and stroke) and the underlying risk factors for these problems (i.e., obesity; tobacco use; hypertension; diabetes; and coronary heart disease and cancer screening), recognizing maternity, childhood, and family formation as critical periods for prevention ▪ Major methods for population-based risk-factor reduction for these major sources of morbidity and 	<p>Measurable Objective #18a – Identify (through COPH-wide strategic planning) and establish components of an administrative and methodologic infrastructure that support the development of competitive research proposals and innovative methods to address research questions relevant to the health of Arkansans.</p>	<ul style="list-style-type: none"> ▪ Documentation of strategic planning ▪ Documentation of administrative and methodologic infrastructure priorities ▪ Documentation of personnel, funds, and space, as needed to establish high-priority components 	Established administrative support in Dean’s office to provide assistance in grant development in June 2003. Administrative support staff continues to expand to meet faculty needs. Methodologic expertise provided by Biostatistics faculty and research associates and other COPH faculty. Programming expertise to be offered with establishment of the Office for Data Management by fall 2007.
	Measurable Objective #18b – Establish at least one research program related to each of the above sub-goal areas with sources from extramural funding.	Documentation of extramural research funding by sub-goal area	At least one continuing research program established in each identified area with approximately over \$5 million of total funding by July 2005. Evidence of programs continuing to expand with over \$6 million of annual research funding by end of 2005-2006 fiscal year.

Goals	Measurable Objective	Measures/Targets	Status
<p>mortality (i.e., legislative and non-legislative policies; population-based behavioral change; and health communications methods)</p> <ul style="list-style-type: none"> ▪ Methods of individually directed risk-reduction programs capable of being implemented through diverse channels (e.g., community resident-led programs; health provider-based interventions; health professional-led programs) ▪ Methods and research to identify the risks to Arkansans of major sources of morbidity and mortality ▪ Methods to quantify and evaluate the process, impact, and outcomes at both qualitative and quantitative levels associated with intervention methods ▪ Methods to identify and control the major morbidity and mortality stemming from environmental exposures faced by Arkansans ▪ Methods to address issues related to emerging health threats (e.g., bioterrorism, newly defined communicable diseases). 	<p>Measurable Objective #18c – Ensure at least 30 grant proposals submitted each year, with no less than 30% of them receiving funding when reviewed.</p>	<ul style="list-style-type: none"> ▪ No. of grant proposals submitted ▪ No. of proposals funded 	<p>Original goal of 10 grants submissions/year was achieved: 12/04. Rate of grant submissions in 2005-2006 exceeded revised submission goal. Rate of grant funding has never fallen below 30%.</p>

Goals	Measurable Objective	Measures/Targets	Status
<p>Goal #19 – Pursue active and comprehensive service programs appropriate for a COPH and consistent with our Mission.</p>	<p>Measurable Objective #19a – Encourage the participation of all faculty in service activities through tenure and promotion policies and at least 50% of students through practical and integrative experiences, in order to serve as a source of expertise and technical assistance for public health practitioners associated with the Arkansas DHHS Division of Health (DOH), Arkansas Department of Environmental Quality, other state agencies, community-based organizations, and other service-oriented entities, as appropriate, on issues addressing the major sources of morbidity and mortality for Arkansans.</p>	<ul style="list-style-type: none"> ▪ Documentation in tenure and promotion policy of service importance ▪ Documentation of students’ practical and integrative experiences ▪ Documentation of support personnel work effort in providing technical assistance to agencies, organizations and other service-oriented entities 	<p>Tenure and promotion policy has emphasized service since put into effect in 2004. Numerous examples of service contributions addressing the major sources of morbidity and mortality are documented and continue to expand, providing evidence of the contributions of all faculty and at least 50% of students.</p>
	<p>Measurable Objective #19b – Sponsor at least one weekly on average continuing education (CE) programs for both health providers and public health practitioners in the state and region on current issues related to the health of Arkansans, including major sources of both morbidity/mortality, methods of preventing those sources, and major emerging public health issues.</p>	<ul style="list-style-type: none"> ▪ No. CE programs sponsored to be at least one weekly on average ▪ No. CE program attendees 	<p>No. of sponsored CE programs exceeded 75 in 2003 and remains at high level with documented numbers of programs and attendees at programs focusing on emerging public health issues.</p>

Goals	Measurable Objective	Measures/Targets	Status
	<p>Measurable Objective #19c – Encourage service by faculty through tenure and promotion policies and students through practical and integrative experiences as a source of expertise and technical assistance to policy makers concerning public health policy decisions for Arkansas in at least 12 instances/year.</p>	<ul style="list-style-type: none"> ▪ Documentation in tenure and promotion policy of importance of technical assistance to policy-makers ▪ Documentation of students’ practical and integrative experiences associated with evidence-based policy analysis and education ▪ Documentation of support personnel work effort in providing technical assistance to policy-makers 	<p>Tenure and promotion policy has included technical assistance to policy makers since being approved in 2004. Numerous documented examples of service contributions focusing on public health policy issues relevant to Arkansas, exceeding 12 instances/year.</p>
<p>Goal #20 – Provide institutional contributions, particularly in regard to developing a population-based, preventive focus, in conjunction with other UA programs.</p>	<p>Measurable Objective #20 – Encourage the participation of faculty through tenure and promotion policies and dedicated work effort in at least 12 institutional committees and institutionally directed educational programs related to a population-based, prevention focus.</p>	<ul style="list-style-type: none"> ▪ Documentation in tenure and promotion policy of importance of institutional contributions ▪ Documentation of faculty and support personnel participation in institutional committees and educational programs 	<p>Tenure and promotion policy has included institutional service since being approved in 2004. Numerous documented examples of institutional participation in a manner related to a population-based, preventive focus through committee participation, collaborative research activities, and combined degree (e.g., MD/MPH, JD/MPH, PharmD/MPH) programs, exceeding 12/year.</p>

Goals	Measurable Objective	Measures/Targets	Status
<p>Goal #21 – Encourage professional contributions that serve and advance the profession of public health at state, regional, and national levels through tenure and promotion policies.</p>	<p>Measurable Objective #21 – Encourage the participation of faculty, students, and support personnel through policies and procedures to provide financial support for travel, when appropriate, to support participation in professional organizations at the state, regional, and national levels, as well as their contribution to advancing the profession of public health.</p>	<ul style="list-style-type: none"> ▪ Documentation of expectation that faculty will contribute to the advancement of public health in Appointment, Promotion and Tenure Policy ▪ Documentation of policies related to providing financial support for travel to professional meetings ▪ Documentation of faculty, student, and support personnel attendance at professional meetings 	<p>Expectation that faculty will demonstrate contributions to the advancement of public health incorporated in Appointment, Tenure and Promotion Policy put into effect in fall 2004. Support for travel and participation of all faculty at professional meetings can be documented.</p>

