

1.0 School of Public Health

1.1 Mission. The school shall have a clearly formulated and publicly stated mission with supporting goals, objectives and values.

Required Documentation

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

The mission of the College of Public Health and Health Professions is to preserve, promote and improve the health and well-being of populations, communities and individuals. To fulfill this mission, we foster collaborations among public health and the health professions in education, research and service.

1.1.b A statement of values that guides the school.

The College of Public Health and Health Professions' core values guide our education, service and research activities, and we strive to impart them to our students.

- Commitment to excellence
- Diversity
- Integrity
- Respect for human dignity
- Social responsibility
- Teamwork

1.1.c One or more goal statements for each major function through which the school intends to attain its mission, including at a minimum, instruction, research and service.

See 1.1.d below.

1.1.d A set of measurable objectives with quantifiable indicators related to each goal statement as provided in Criterion 1.1.c. In some cases, qualitative indicators may be used as appropriate.

The three goals of the College and corresponding objectives are presented below. One or more specific outcome measures for each objective, with targets and timeframes, are presented in Table 1.2.c.1.

Goal 1: Provide excellent educational programs that prepare graduates to address the multifaceted health needs of populations, communities, and individuals
 Objectives:

- 1.1 Enroll a strong and diverse student body
- 1.2 Recruit and retain outstanding, diverse faculty

- 1.3 Maintain and enhance excellent academic programs that emphasize current knowledge, discovery and practice
- 1.4 Prepare students who, upon graduation, are competitive in the public health and health professions employment markets

Goal 2: Address priority health needs by conducting quality research and disseminating the findings

Objectives:

- 2.1 Compete successfully for research funding, thus contributing to greater national prominence
- 2.2 Promote collaborative research within the College and across the University
- 2.3 Produce and disseminate new knowledge that contributes to the health of communities and individuals

Goal 3: Lead and actively participate in serving our University, our professions, and individuals and communities

Objectives:

- 3.1 Provide professional service to the community
- 3.2 Provide professional service to the College and the University
- 3.3 Provide educational programs that meet workforce development needs

1.1.e Description of the manner through which the mission, values, goals and objectives were developed, including a description of how various specific stakeholder groups were involved in their development.

The College of Public Health and Health Professions was accredited by the Council on Education for Public Health (CEPH) for the first time in 2009. Between 2000 and 2009, the College engaged in a series of decisions and actions to develop the infrastructure to achieve accreditation as a school of public health, while ensuring the academic quality and continuing development of our health professions programs and research doctoral degrees. A critical element of this transformation was revision of the College mission, values, goals and objectives. Extensive discussions among faculty, staff, students and administrators were held between November 2004 and September 2007. These discussions produced the mission, values, goals and objectives presented to CEPH in advance of our 2009 accreditation.

The development process began with a strategic planning retreat in November 2004 during which the existing mission and goals were reviewed and suggested revisions, reflecting the addition of public health to the College, were proposed. These proposed revisions were amended several times after consideration by:

- Laura Rasar King, Executive Director, Council on Education for Public Health, February 3, 2005
- An ad hoc committee representing the disciplines in the College, May 18, 2005

- Executive Leadership Committee,¹ spring/summer/fall 2006
- Public Health Executive Committee,¹ spring/summer/fall 2006
- Faculty, staff, and students, spring 2006 through winter 2007

Throughout 2006, the Dean and associate deans attended departmental faculty meetings to encourage discussions and respond to questions. By December of that year, the mission, goals and objectives had been revised several times. Between December 15, 2006 and February 2, 2007, they were posted on the College website, and all faculty, staff and students were encouraged to provide feedback via an electronic form. Comments were available for all to peruse.

In January 2007, an ad hoc committee consisting of a representative from each department was charged by the Dean to consider the suggestions derived from the faculty meetings and the written comments posted to the website. The draft was also reviewed by the Public Health External Advisory Committee¹ on January 19, 2007 and the input of this committee was considered by the ad hoc committee. When a consensus was achieved, the mission and goals were submitted to the full faculty for approval, which occurred by unanimous vote on February 2, 2007.

The objectives and specific outcome measures corresponding to the goals were developed during a series of meetings in 2007 by the Accreditation Steering Committee as part of the self-study process. When the committee was comfortable that the objectives represented the goals and could be measured in a meaningful way, they were posted on the College website for review. The objectives were adopted on September 27, 2007 with 96.9% of faculty respondents (N=65) in support.

Within a few months of our CEPH accreditation in 2009, the UF Health Science Center, in which the College is organizationally situated with five other colleges, initiated a strategic planning process. Each college was charged with identifying goals, strategies and tactics in a five-year planning timeframe. At that time, the goals and objectives of the College, with minor changes in wording, were endorsed by the faculty. The “tactics” in the five-year plan provided concrete action steps for achieving the “strategies,” which were identical to the objectives developed in 2007. In preparation for the completion of the current self-study, the mission, values, goals and objectives were again discussed and endorsed during a full College meeting on September 21, 2012.

It is the consensus of the College that our mission, values, goals and objectives represent the essence of the College and continue to provide a framework for the future. When they were originally crafted, there was widespread recognition that significant improvement in the chronic disease and disability issues of greatest concern to our health professions faculty, students and graduates required a broader approach — one that complemented treatment and rehabilitation with population-based surveillance, epidemiologic research and policies and programs aimed at primary prevention. This reasoning was consistent with two sets of recommendations from the Institute of Medicine, *The Future of the*

¹ Committee charges and membership are given in Table 1.5.a.1. Minutes of committee meetings are in the Resource File.

*Public's Health in the 21st Century*² and *Who Will Keep the Public Healthy.*³ The former document promoted application of an ecological model to understand and address health problems. The latter publication emphasized the importance of collaboration between public health disciplines and other health professions to effectively address the complex determinants of contemporary health problems. Both of these messages were consistent with, and helped guide, our mission and emerging model for interdisciplinary collaboration. More recently, integration of public health and clinical education has been further conceptualized and implemented through major changes in medical education worldwide. The Lancet Commission Report, *Health Professionals for a New Century: Transforming Education to Strengthen Health Systems in an Interdependent World*⁴ focuses on the importance of providing health professionals with the skills to provide clinical care in a variety of health systems contexts, and to provide leadership for change in both arenas. In addition, through publications and conferences, the Josiah Macy Foundation, <http://macyfoundation.org/priorities>, is actively supporting “innovation in health professional education... to align the education of health professionals with contemporary health needs and a changing health care system.”

In addition to the University community and the larger professional environment, the College’s mission, values, goals and objectives have been informed and shaped by constituents in Florida and the Southeast. The Public Health Advisory Committee, consisting of leaders from the state of Florida, as well as local and national public health agencies, engaged in development and revision of our framework during their meetings. Moreover, administrators and faculty are involved in key professional organizations and community groups and bring their perspectives to discussions within the College.

1.1.f Description of how the mission, values, goals and objectives are made available to the school’s constituent groups, including the general public, and how they are routinely reviewed and revised to assure relevance.

The mission, values, goals and objectives of the College are made available to constituent groups via the College website at: <http://phhp.ufl.edu/about-phhp/mission-statement/>. The page is clearly and easily accessible from the College’s homepage. In addition, framed posters containing these statements are displayed in well-travelled areas in each of the College’s main spaces. Copies have also been provided to the Executive Leadership Committee, the Public Health External Advisory Committee, the College Advisory Board and all faculty members and staff. During student orientations, the values of the individual academic programs and the values of the College as a whole are shared. In addition, faculty members are encouraged to model behaviors that demonstrate our values and to provide opportunities for students to embrace them.

² Institute of Medicine. *The Future of the Public's Health in the 21st Century*. National Academies Press. 2002.

³ Institute of Medicine. *Who Will Keep the Public Healthy? Educating Public Health Professionals for the 21st Century*. National Academies Press. 2002.

⁴ Frenk J, Chen L, Bhutta ZA, et al. Health professionals for a new century: transforming education to strengthen health systems in an interdependent world. *Lancet* 2010; 376: 1923–58.

As indicated in 1.1.e, faculty, staff and students have had frequent opportunities to reflect on the mission, values, goals and objectives of the College and to consider revisions to them. We completed self-studies for CEPH in 2008 and 2013, developed a strategic plan for the UF Health Science Center in 2009, and, in 2011-13, we participated in the University's self-study for accreditation by the Southern Association of Colleges and Schools. Each of these processes required deliberate consideration of the critical underpinnings of College activity and direction. Another opportunity is planned for spring 2014. At that time the Health Science Center will begin to revise its 2009 strategic plan, and the College will launch an internal strategic planning process, as well. The College has taken a first step in that direction by engaging the Public Health Advisory Committee in an initial discussion of priorities for the future during its meeting on October 11, 2013. A summary of that meeting is in the Resource File.

Progress on the objectives is monitored regularly. The University tracks several of the objectives through institutional databases. The Dean provides an annual report on the College's successes, challenges and plans to the Senior Vice President for Health Affairs. This report features academic, research, clinical and fiscal activity, as well as a personnel recruitment component. Within the College, the Dean provides an annual State of the College address, during which he reviews progress in research and instructional programs, and identifies areas in need of attention during the forthcoming year. Each of these established, time-specific activities calls attention to the objectives and triggers regular reflection on their appropriateness.

1.1. g Assessment of the extent to which this criterion is met and an analysis of the school's strengths, weaknesses and plans relating to this criterion.

This criterion is met.

Strengths:

1. Clearly stated mission, values, goals and objectives were developed and revised with input from faculty, staff, students and other constituents.
2. The mission, values, goals and objectives are visible within the College, easily accessed on the College website and included in student orientations.
3. The mission embraces public health and is enhanced by the other health professions in the College.
4. Within the framework of its mission, the College has positioned itself as a major constituent in collaborative instruction, research and service within the University and the community.

Weaknesses:

1. None identified

Plans:

1. Launch a formal strategic planning process in the College in spring 2014, consistent with the strategic planning process of the Health Science Center.