

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.

MISSION: *The mission of the Mel and Enid Zuckerman College of Public Health is to promote the health of individuals and communities with a special emphasis on diverse populations and the Southwest.*

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.

The MEZCOPH has one broad goal for each major component of its mission.

Instruction Goal

To provide excellent public health education for professional and academic leadership.

Research and Scholarship Goal

To foster excellence in public health research with an emphasis on health disparities, diverse populations and the Southwest.

Service and Practice Goal

To foster excellence in public health community outreach, practice and service.

Organization Goal

To establish and maintain a fair and equitable organization that will support the programs, practices, and policies of MEZCOPH.

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.

Instructional Objectives

1. Provide continual review of educational programming and offerings to address global public health competencies and issues relevant to the Southwest.
2. Increase student recruitment, retention, and degree completion, with an emphasis on culturally diverse students reflective of the Southwest.
3. Increase number and scope of student support services related to career placement, and provision of financial resources.
4. Increase academic advising skills and teaching effectiveness of the faculty.

Research and Scholarship Objectives

1. Increase by 3% per year the amount of grant and contract funding.
2. At least 40% of the funding focuses on health disparities, diverse populations and the Southwest.
3. At least 20% of extramurally funded projects involve one or more students.
4. Faculty on average will publish at least 2.0 articles in peer-reviewed publications annually.
5. At least 20% of publications will include one or more student authors.

Service and Practice Objectives

1. Increase the percentage of faculty and academic professionals who are involved in community outreach, practice and service activities that focus on four categories: eliminating health disparities, building and strengthening collaborations, targeting Arizona Healthy People 2010 goals and public health preparedness.
2. Ensure that most of the MPH student internships are community-based and focused on community outreach, practice and service activities that emphasize eliminating health disparities, building and strengthening collaborations, targeting Arizona Healthy People 2010 goals and public health preparedness.
3. Ensure that the geographic reach of community outreach, practice and service activities includes the entire State of Arizona.
4. Increase the percentage of faculty and academic professionals who are involved in workforce development–continuing education activities.
5. Ensure that the average number of annual encounters in continuing education is maintained at the 2002-2004 three-year average.

Organization Objectives

1. Improve the means by which all members of the MEZCOPH community are supported.
 - a. Continuously obtain funds to stabilize all MEZCOPH programs.
 - b. Continuously increase endowment and other private funds to support student scholarships and faculty.
2. Continuously evaluate and enhance the MEZCOPH infrastructure to support its mission and goals effectively and efficiently.
 - a. Ensure that students, faculty, academic professionals and staff are members of all MEZCOPH committees, as appropriate.
 - b. Establish and maintain a student organization (The Public Health Alliance).
 - c. Establish and maintain a faculty organization (The Faculty Assembly).
 - d. Establish and maintain an academic professional organization (The Academic/Administrative Professional Council).
 - e. Establish and maintain a staff organization (The Staff Advisory Council).
 - f. Insure representation on the Executive Council from all MEZCOPH organizational entities.
3. Monitor progress toward meeting objectives.
4. Strengthen and maintain diversity of MEZCOPH faculty, appointed personnel and staff.

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 college's mission, goals and objectives were initially developed by the MEZCOPH Executive Council, reviewed by the MEZCOPH faculty, and implemented in November of 2001. They are reviewed annually by the Executive Council and by the major administrative committees of the college - the Education Committee, the Research Advisory Committee and the Community, Outreach, Practice and Service Committee. When revisions in either the mission or the goals are recommended, those recommendations are placed before the faculty and other voting members of MEZCOPH. The goals and objectives were revised and voted on at the 2004 College Retreat.

The MEZCOPH ongoing evaluation plan, detailed in Section X, insures that objectives are continuously monitored and revised as needed. This

ongoing system provides a mechanism for evaluating performance towards achieving current objectives, while simultaneously allowing opportunities for exploring improvements to and making appropriate revisions of the objectives.

In addition to assessing the college's goals and objectives through the evaluation plan, the MEZCOPH Strategic Planning process provides a further review and evaluation mechanism. This planning process, documented in the MEZCOPH bylaws, is outlined in Section X of the self-study. It includes at least one annual retreat, an annual report that describes progress towards meeting each objective, and identification of new goals and objectives that should be considered by the MEZCOPH. Annual reports are submitted by each Dean and college within the UA to the Provost. This report describes progress, achievements, and challenges in a format prescribed by the Office of the Provost.

The mission, goals and objectives are made available to the public by highlighting them in the college's promotional and recruitment publications, on its website, and in presentations made by administrative members of the college.

1.5. Assessment of the extent to which this criterion is met.

This criterion is met.

Strengths

The mission of the Mel and Enid Zuckerman College of Public Health has been included in the mission of the University of Arizona. The 2004 MEZCOPH retreat was focused on developing the strategic plan for the college, including the evaluation process for self-assessment. The University of Arizona recently implemented its next five-year strategic plan (available on site). Following completion of the UA plan, the MEZCOPH Strategic Plan was revised to complement the UA strategic plan and was approved by all voting members of MEZCOPH in June, 2005.

Based on the recommendations from the January 2003 accreditation site visit and the CEPH Council accreditation recommendations, our goals and objectives have been reviewed and revised. A specific outcome of these revisions was to modify all objectives to ensure that specific, measurable outcomes are specified for each objective. We believe that the current objectives define measurable outcomes.

Weaknesses

Defining measurable outcomes for the organizational objectives is somewhat more challenging. Nonetheless, we have identified stable funding as a measurable outcome, one for which we have clear improvements over the 2003 accreditation review status.

Overall, we believe we can further improve the measurability of all MEZCOPH objectives.

Recommendations

The responsible standing committees (i.e., Education, Service and Research) will be charged to review each set of objectives and refine and revise them to improve measurability.

Objectives will be added to ensure that MEZCOPH meets the new accreditation criteria in a timely manner by December 2007.

Revised objectives also will incorporate changes in measurability that respond to the new CEPH data templates, when those are completed.