

## B1. Guiding Statements

The school defines a *vision* that describes how the community/world will be different if the school achieves its aims.

The school defines a *mission statement* that identifies what the school will accomplish operationally in its instructional, community engagement and scholarly activities. The mission may also define the school's setting or community and priority population(s).

The school defines *goals* that describe strategies to accomplish the defined mission.

The school defines a statement of *values* that informs stakeholders about its core principles, beliefs and priorities.

- 1) A one- to three-page document that, at a minimum, presents the school's vision, mission, goals and values.

### Guiding Statements

The **Purpose** of the College of Public Health and Health Professions is to advance and integrate education, research and service to meet ongoing and emerging local, regional and global health challenges.

The **Vision** is that the college will excel in developing and delivering innovative, sustainable solutions to pressing health-related challenges for the greater good of individuals and communities in Florida, the nation, and the world.

The Mission is to shape tomorrow's public health and health professionals through dynamic and responsive educational programs, transformational research, groundbreaking discoveries, and equitable health-related service. The collaborations within the college and beyond advance the breadth of knowledge, the quality of science and the attainment of professional distinction.

To accomplish the mission, the college pursues three **Goals** and 10 **Objectives**.

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

#### Objectives

- 1.1 Enroll a strong and diverse student body
- 1.2 Recruit and retain outstanding and diverse faculty
- 1.3 Maintain and enhance excellent academic programs that emphasize current knowledge, discovery and practice and employ state-of the art educational methods
- 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 from leading agencies that set priorities for major health research, such as NIH
- 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 service to the public health and health professions

Under Criterion B5, evaluation measures specific to each objective are identified. In addition, the measures that clearly align with advancing the field of public health and promoting student success are documented.

The **Values** that inform stakeholders about PPHP's core principles, beliefs, and priorities and that permeate all aspects of our guiding statements and daily activities are:

- Diversity & Inclusion
- Respect
- Social Responsibility
- Wellness
- Excellence
- Integrity
- Collaboration

### **Development of Guiding Statements**

The PPHP Strategic Thinking Task Force was established in October 2019 to review the college's purpose, vision, mission and values, as previously endorsed in 2013. The taskforce was comprised of faculty, staff and students representing each department in the college, as well as a member of the Public Health External Advisory Committee (PHEAC) who is an alumna of the college. Of critical importance is the fact that both public health and the health professions were represented through taskforce members. The taskforce was led by Sherrilene Classen, PhD, MPH, Chair of the Department of Occupational Therapy.

The taskforce worked under the guiding principles of transparency and shared governance, using the [UF Leadership method for strategic thinking](#). Seven in-person task force meetings occurred between October 2019 and January 2020. Additional check-in meetings were held to receive feedback from the dean, the Executive Leadership Council and the PHEAC.

The group discussed the strategic thinking process as one that was grounded in the [UF Leadership Competency Model](#) and that:

- builds an inspirational and compelling shared vision and sense of core purpose
- fosters an ongoing dialogue about the team's vision and purpose
- develops and communicates goals that align with the organization's vision and purpose
- sets clear expectations and establishes a course of action to achieve goals

The process began by answering the question, "Where are we now?" This reflective process included an analysis of strengths, weaknesses, opportunities and threats, and a reflective process to identify the college's current purpose and values.

To define the college's purpose, the group reflected on the college's essential reason for existence and value to those it serves. This involved identification of the most important internal and external stakeholders, the most important goals and what specific jobs stakeholders were expecting from the college. From this, the group identified purposes within the domains of education, research and service as follows:

- Education: training the experts/leaders/educators of tomorrow
- Research: conducting and disseminating research that addresses the critical health challenges of our time
- Service: proving and promoting individual and community health through service and practice

These were refined through group discussion and consensus to a first draft of the college's purpose: Maximize integrated education, research, and service today to meet the health challenges of tomorrow to benefit the residents of the State of Florida and beyond.

To identify the college's values, the taskforce members answered the question, "Who are we and how do we conduct ourselves?" The group reexamined the college's former core values and then reflected individually and collectively on additions and revisions before coming to a consensus on the new core values: Collaboration, Diversity & Inclusion, Excellence, Integrity, Respect, Social Responsibility and Wellness.

In revising the vision and mission statements, the group first reviewed the UF vision and mission as well as the college's existing vision and mission. The review of the vision statement was undertaken with the intent to present a compelling picture of the college's future. The group used a "vision builder" to identify the positive impact the college wants to have, the stories that would result from that impact and key words and phrases associated with those stories. This first review resulted in the following vision statement: "The college aspires to excel in developing and delivering innovative and sustainable solutions to pressing public health and health-related challenges for the greater good of populations, communities and individuals, in Florida and beyond."

The review of the mission statement focused on who we are as a college at the present time and was informed by a discussion of strengths, identification of stakeholders and their needs and reflection on revised values. The first draft of the mission statement was: "PHHP prepares, shapes, and guides tomorrow's workforce through dynamic and responsive educational programs, transformational research and groundbreaking discoveries, and equitable, effective health-related services. Our collaborations within and beyond the college advance the breadth of knowledge, the quality and depth of science, and the attainment of professional expertise."

The first draft of the revised guiding statements was shared with the faculty council, the PhD student council, the Dean's Ambassadors student group and the Public Health External Advisory Board to gain quantitative and qualitative feedback. The task force analyzed the feedback and identified themes in the qualitative feedback that then informed the second draft, which was shared with all faculty and staff in the college, as well as with the Dean's Ambassadors student group, for additional quantitative and qualitative feedback. This information informed a third draft, which was the focus of a college-wide meeting in the spring of 2020; feedback at the meeting was very positive and no further changes were suggested. See ERF B1: February 2020 Purpose, Missions, Vision, and Values Presentation.

The work of the PHHP Strategic Thinking Taskforce was the first step in a much larger UF academic health center strategic planning process that is scheduled to launch in 2021. Within the context of this larger process, the college plans to review and revise its existing plan, expanding upon the work of the Strategic Thinking Taskforce to ensure the plan reflects the college's revised vision, mission and values. A major focus of that effort will be to assure that all appropriate goals, objectives and evaluation measures required to accomplish the revised mission are fully developed. As part of the self-study process, the college has already modified some of the measures and made some modest adjustments to the goals and objectives. However, this is a work in progress that will have to align with the academic health center planning process as it rolls out next year.

## **2) If applicable, a school-specific strategic plan or other comparable document.**

Strategic planning in the AHC and hence PHHP occurs approximately every 5-10 years and is accomplished with extensive input from a wide range of constituents. In addition, the college organizes regular strategic retreats (typically held each year) that address focused initiatives with specific expected outcomes. The latter approach of more frequent retreats reflects the philosophy

of the university president who embraces a work plan, rather than a traditional strategic plan, that guides actions across broad categories responsive to a changing, fluid environment. College strategic retreats have focused on major initiatives as well as issues requiring action in the nearer term. Recent topics discussed at college retreats have included faculty career planning (2016), “smart sizing” the college (2017-2018) and student competencies (2018). All retreats use a shared governance model, with the participating constituents generally determined by the specific matter being considered. For example, the most recent retreat held in November 2019 was the starting point for revising the college Promotion and Tenure Guidelines. All benefitted faculty were invited to participate in the retreat and had subsequent opportunity to provide feedback on the revised draft of the promotion and tenure guidelines. The PPHP Promotion and Tenure Committee spearheaded vetting and incorporation of feedback in collaboration with the executive associate dean. The final revisions were approved by a vote of the faculty in June 2020.

Communication regarding progress on specific goals occurs during the dean’s annual State of the College address, which is required by the PPHP Constitution. Typically, the State of the College Address focuses on some of the broad measures from the strategic plan, such as gender and racial/ethnic composition of the college, consistent with Strategic Plan goal 1 (Education – diverse student body), funding success, consistent with Goal 1 (new T32’s) and 2 (Research – total awards), and community engagement activities, consistent with Goal 3 (service). Short-term goals, organized around education, research and service, as well as administrative matters, are also presented and discussed.

The current PPHP strategic plan is located on the [college website](#).

The following documents are included in ERF B1-2:

- State of the College Addresses (2016-2020)
- State of the College Collective Goals
- Executive Leadership Committee Retreat Summaries (2016-2019)

**3) If applicable, assess strengths and weaknesses related to this criterion and plans for improvement in this area.**

Strengths:

- The 2019-20 revision of the purpose, vision, mission and values was undertaken with the guiding principles of shared governance and transparency, with multiple opportunities for input from a wide variety of stakeholders.
- This dynamic process will continue into 2021 as the AHC launches a strategic planning process that will involve the six colleges and other units within the AHC. As part of this process, each college will develop its own strategic plan, and the goals and objectives of PPHP will be carefully reviewed and may be revised. Despite the timing of the AHC process, the college is confident that the goals and objectives in the college’s guiding statements are consistent with advancing PPHP’s mission.

Weaknesses:

- The timing of the self-study for CEPH and the plan for AHC strategic planning did not align well.

Plans for improvement:

- The college will work with the Academic Health Center on both AHC and PPHP strategic plans in 2021. Having completed this self-study, the college is in an excellent position to embark on strategic planning at both levels.

