FSPH Town Hall

March 3, 2015

UCLA FIELDING
SCHOOL OF PUBLIC HEALTH
The AMC Strategies’ Philosophy… All Strategic Plans Must Answer Four Basic Questions:

- **Where is the Organization Today?**
  - Environmental Assessment
    - External data analysis & interviews
    - Internal data analysis & interviews

- **Where Should the Organization be in the Future?**
  - Strategic Vision
    - Key strategic implications
    - Mission & vision statements
    - Guiding principles
    - Measurable goals

- **How Should the Organization Get There?**
  - Strategy Formation
    - Strategies & tactics

- **Is the Organization Getting There?**
  - Implementation Planning/Monitoring/Communicating
# The Strategic Planning Timeline

<table>
<thead>
<tr>
<th>ENGAGEMENT ACTIVITIES</th>
<th>2014</th>
<th>2015</th>
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<tbody>
<tr>
<td><strong>PHASE I - CONDUCT PLANNING RESEARCH</strong></td>
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<tr>
<td>- Activity I.1: Onsite Strategic Planning Interviews</td>
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<td>- Activity I.2: External Focus Groups</td>
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<td>- Activity I.3: Stakeholder Survey</td>
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<td>- Activity I.4: Environmental Assessment</td>
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<tr>
<td><strong>Steering Committee Kickoff Meeting</strong></td>
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<tr>
<td><strong>PHASE II - DEFINE VISION &amp; STRATEGIC DIRECTION</strong></td>
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<tr>
<td><strong>Steering Committee Strategic Planning Retreat</strong></td>
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<tr>
<td><strong>Monthly Steering Committee Strategy Sessions</strong></td>
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<tr>
<td><strong>PHASE III - FINALIZE PLAN/IMPLEMENTATION PLNG</strong></td>
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<td><strong>Final Steering Committee Meeting</strong></td>
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X = Strategic Planning Steering Committee meetings
Phase I Analytical Activities

**Qualitative Assessment**

**Activity 1**

**Internal Stakeholder Interviews (n = 30)**
- Leadership / Administration
- Faculty
- Staff
- Students

**Activity 2**

**External Stakeholder Focus Groups (3 sessions)**
- Alumni, donors, friends, community partners, employers, etc.

**Activity 3**

**Stakeholder Survey**
- Validate strategic priorities from interviews and focus groups
- Solicit school-wide input on additional strategic issues

**Quantitative Assessment**

**Activity 4**

**Environmental Assessment**
- Education
- Research
- Community Engagement
- Resources
Steering Committee

- Jody Heymann
- Jonathan Fielding
- Hilary Godwin
- Kathleen Kiser
- Mike Prelip
- Zuo-Feng Zhang
- Sudipto Banerjee
- Jack Needleman
- Erin Bresnahan
- Carla Wohl
- David Clark
- Allison Kamerman
- Marjorie Kagawa-Singer
- Alex Ortega
- Judith Siegel
- Ninez Ponce
- Chandra Ford
- Patrick Allard
- Marjan Javanbakht
- Donatello Telesca
- Asya Spears
- Elia Salazar
- Nancy Halpern-Ibrahim
- Beatriz Solis
UCLA Fielding School of Public Health: Strategic Planning Phase I Results

Interviewees (n = 59)

<table>
<thead>
<tr>
<th>Name</th>
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<th>Name</th>
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<tbody>
<tr>
<td>Patrick Allard</td>
<td>Lauren Harrell</td>
<td>Elia Salazar</td>
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<tr>
<td>Sudipto Banerjee</td>
<td>Jody Heymann</td>
<td>Damla Senturk</td>
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<td>Roshan Bastani</td>
<td>Marjan Javanbakht</td>
<td>Judith Siegel</td>
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<td>Thomas Belin</td>
<td>Marjorie Kagawa-Singer</td>
<td>Beatriz Solis</td>
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<td>Linda Bourque</td>
<td>Allison Kamerman</td>
<td>Asya Spears</td>
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<td>Erin Bresnahan</td>
<td>Kathleen Kiser</td>
<td>Paula Tavrow</td>
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<td>Sean Buono</td>
<td>Courtney Klipp</td>
<td>Donatello Telesca</td>
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<td>Emmeline Chuang</td>
<td>Gerald Kominski</td>
<td>Preethi Thomas</td>
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<tr>
<td>Dave Clark</td>
<td>Cathy Lang</td>
<td>Arturo Vargas-Bustamante</td>
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<td>Susan Cochran</td>
<td>Jack Needleman</td>
<td>Ondine von Ehrenstein</td>
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<tr>
<td>Brian Cole</td>
<td>Alex Ortega</td>
<td>Leah Vriesman</td>
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<td>Carla Denly</td>
<td>Melissa Papp-Green</td>
<td>Steven Wallace</td>
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<tr>
<td>Zita Dixon</td>
<td>Ninez Ponce</td>
<td>Eugene Washington</td>
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<tr>
<td>Jonathan Fielding</td>
<td>Arlecia Powell-Halley</td>
<td>Tyler Watson</td>
</tr>
<tr>
<td>Karin Fielding</td>
<td>Jennifer Powers</td>
<td>Scott Waugh</td>
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<td>Chandra Ford</td>
<td>Mike Prelip</td>
<td>Carla Wohl</td>
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<tr>
<td>Jessica Gipson</td>
<td>Jill Richardson</td>
<td>Weng Kee Wong</td>
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<tr>
<td>Hilary Godwin</td>
<td>Beate Ritz</td>
<td>Zuo-Feng Zhang</td>
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<tr>
<td>Pamina Gorbach</td>
<td>Wendy Rue</td>
<td>Yifang Zhu</td>
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<tr>
<td>Nancy Halpern Ibrahim</td>
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<td>Fred Zimmerman</td>
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Current Position

1. What are the three greatest strengths across the UCLA Fielding School of Public Health (FSPH)?
2. What are the three greatest weaknesses that must be addressed?

Opportunities and Threats

3. Describe the three greatest opportunities for the FSPH’s future.
4. Identify three potential BIG innovative ideas that FSPH should pursue that would differentiate it as a school of public health.
5. What are the three greatest challenges/threats to FSPH?

Vision and Strategic Position

6. Describe the 5-10 year vision (the “Big Hairy Audacious Goal”) for the FSPH. Vision should be visceral and inspiring!
7. Identify three significant trends in public health over the next 5 to 10 years. How should FSPH strategically address each of these trends?
8. Which collaborative opportunities, if any, should be strategically pursued with other UCLA schools, centers or institutes and/or with other external organizations and why?
9. What issues, if any, should be addressed with regards to the School’s education and training programs?

Strategic Priorities

10. In summary, describe the three most important strategic priorities that must be addressed in this strategic plan.
**UCLA Fielding School of Public Health: Strategic Planning Phase I Results**

## Focus Group Invitees

<table>
<thead>
<tr>
<th><strong>Alumni</strong></th>
<th><strong>Employers</strong></th>
<th><strong>Board of Advisors and Supporters of the School</strong></th>
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</thead>
<tbody>
<tr>
<td>Jean Balgrosky</td>
<td>MPH ’80, PhDc (HPM); Founder and CIO, Bootstrap Incubation; CIO, MD Revolution; Health IT Lecturer, UCLA Fielding School of Public Health</td>
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<tr>
<td>Caitlin Beck</td>
<td>MPH ’05 (HPM); Executive Director, Women’s &amp; Children’s Services, UCLA Health System</td>
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<tr>
<td>Rita Burke</td>
<td>MPH ’03, PhD ’08 (EPI); Assistant Professor of Research, Pediatric Surgery, Children’s Hospital Los Angeles</td>
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<tr>
<td>Ashley Kissinger</td>
<td>MPH ’12 (EHS); Project Manager, Esperanza Community Housing Corporation</td>
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<tr>
<td>Rosa Pechersky</td>
<td>DrPH ’83 (CHS); Former President, UCLA Fielding School of Public Health Alumni Association (PHAA)</td>
<td></td>
</tr>
<tr>
<td>Beatriz Solis</td>
<td>MPH ’96, PhD ’07 (CHS); Program Director, Healthy Communities Southern Region, The California Endowment; President, UCLA Fielding School of Public Health Alumni Association (PHAA)</td>
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<tr>
<td>Angelo Bellomo</td>
<td>Director of Environmental Health, LA County Department of Public Health</td>
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<tr>
<td>Robert Blair</td>
<td>MPH ’88 (HPM); Chief Administrative Officer, Southern California Permanente Medical Group</td>
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<tr>
<td>Jennifer Kozakowski</td>
<td>MPH ’97 (HPM); Director, Clinical Innovation, Cedars-Sinai Medical Center</td>
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<tr>
<td>Michael Galper</td>
<td>MPH ’94 (HPM); Partner, Health Industries Advisory, PricewaterhouseCoopers LLP</td>
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</table>
Activity 2  
External Focus Groups

Three two-hour focus groups will be conducted with key external stakeholder groups in your community (e.g., alumni donors and friends of the School, community partners, recruiters/major employers of your students, etc.) to gather their input on:

1) The current strengths and weaknesses of the UCLA Fielding School of Public Health;
2) Important issues to be addressed in the strategic plan; and
3) The greatest opportunities for the future.
STRATEGIC PRIORITIES

- As recommended by interviewees
Prepare students with skills and expertise to make important contributions to public health. (51%)

Secure sustainable funding. (49%)

Improve physical facilities and infrastructure. (43%)

Demonstrably impact health and well-being. (34%)
UCLA Fielding School of Public Health: Strategic Planning Phase I Results

Top FSPH Strategic Priorities: Interviewee Recommendations

- Engage local and global communities in mutually beneficial partnerships. (26%)
- Develop a governance model that clearly outlines roles and responsibilities for different units of FSPH. (26%)
- Elevate FSPH's visibility, reputation and brand identity. (23%)
- Strengthen collaboration and communication within FSPH. (21%)
Top FSPH Strategic Priorities: *Interviewee Recommendations*

- Develop a unifying, compelling vision and strategic plan for FSPH. *(20%)*
- Recruit, retain and develop outstanding FSPH faculty. *(17%)*
- Build collaborations with other UCLA schools and external partners. *(11%)*
Approximately 6,600 individuals were invited to participate in the FSPH strategic planning survey.

### Completed Surveys by Primary Role

<table>
<thead>
<tr>
<th>Role</th>
<th>Invited</th>
<th>Participated</th>
<th>Response Rate</th>
</tr>
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<tbody>
<tr>
<td>Graduate Students &amp; Post Doctoral Scholars</td>
<td>650</td>
<td>250</td>
<td>38.5%</td>
</tr>
<tr>
<td>Staff</td>
<td>221</td>
<td>112</td>
<td>50.7%</td>
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<tr>
<td>Faculty</td>
<td>273</td>
<td>120</td>
<td>44.0%</td>
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<tr>
<td><strong>Subtotal Internal Stakeholders</strong></td>
<td><strong>1,144</strong></td>
<td><strong>482</strong></td>
<td><strong>42.1%</strong></td>
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<tr>
<td>Board Member/Advisor</td>
<td>13</td>
<td>11</td>
<td>84.6%</td>
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<tr>
<td>Alumni</td>
<td>5,439</td>
<td>327</td>
<td>6.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>6,596</strong></td>
<td><strong>820</strong></td>
<td><strong>12.4%</strong></td>
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</table>
All Participants: n = 820

- Alumni comprised 40 percent of total responses.
- Students and post-docs were the next largest group at 30 percent.
- Another 29 percent of respondents were faculty and staff.
Students and Post-Docs: n = 250

The distribution of student and post doctoral scholar responses is reasonably representative of the school as a whole.
Faculty responses by department (where time spent) are roughly proportional to the distribution of faculty by department.

**Where Majority of Time Spent**

- EPI, 30, 25%
- HPM, 28, 23%
- CHS, 25, 21%
- BIO, 15, 12%
- EHS, 13, 11%
- A Center, 8, 7%
- Admin, 1, 1%

**Years Employed by FSPH**

- 20 years or more: 30%
- 10-19 years: 29%
- 6-9 years: 20%
- 2-5 years: 16%
- < 2 years: 5%

Faculty: n = 120
Two-thirds of survey takers were full professors, which generally reflects the composition of the faculty.

Faculty: n = 120

Rank:
- Professor: 62%
- Associate Professor: 22%
- Assistant Professor: 14%
- Lecturer/Instructor: 2%
- None of the Above: 5%

Series:
- Tenure Track: 56, 47%
- Adjunct: 43, 36%
- In Residence: 10, 8%
- Emeritus: 6, 5%
- None of the Above: 5, 4%
Nearly 60 percent of staff respondents have been employed at FSPH for five years or less. Approximately one-fourth of staff respondents were supervisors, manager or directors, and the other respondents filled administrative or technical or research roles.
More than half of alumni respondents graduated after 1999. Alumni responses by department appear to be reasonably representative.
Top Strategic Priorities to be Addressed in the Strategic Plan

- Prepare student with skills and expertise to make important contributions to public health. 678
- Recruit, retain and develop outstanding FSPH faculty. 515
- Secure sustainable funding. 443
- Engage local and global communities in mutually beneficial partnerships. 421
- Improve physical facilities and infrastructure. 361
- Build collaborations with other UCLA schools and external partners. 358
- Demonstrably impact health and well-being. 340
- Elevate FSPH’s visibility, reputation and brand identity. 336
- Strengthen collaboration and communication within FSPH. 285
- Develop a unifying, compelling vision and strategic plan for FSPH. 253
- Develop a governance model that clearly outlines roles and responsibilities for different units of FSPH. 110
## Top Strategic Priority Rankings by Role

<table>
<thead>
<tr>
<th>Strategic Priority</th>
<th>Faculty (n=120)</th>
<th>Staff (n=112)</th>
<th>Students (n=250)</th>
<th>Alumni (n=327)</th>
<th>Board/Advisors (n=11)</th>
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<tr>
<td>Prepare Students</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2</td>
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<tr>
<td>Sustainable Funding</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>7</td>
<td>6</td>
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<tr>
<td>Recruit/Retain Outstanding Faculty</td>
<td>3</td>
<td>6</td>
<td>2</td>
<td>2</td>
<td>4</td>
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<tr>
<td>Improve Facilities/Infrastructure</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>9</td>
<td>6</td>
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<tr>
<td>Visibility/Reputation/Identity</td>
<td>5</td>
<td>9</td>
<td>8</td>
<td>6</td>
<td>2</td>
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<tr>
<td>Engage Community Partnerships</td>
<td>6</td>
<td>7</td>
<td>5</td>
<td>3</td>
<td>6</td>
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<tr>
<td>UCLA &amp; External Partners</td>
<td>7</td>
<td>10</td>
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<td>Internal Collab/Communication</td>
<td>8</td>
<td>3</td>
<td>7</td>
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<td>Impact Health/Well-Being</td>
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<td>5</td>
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<td>Unifying Vision/Strategic Plan</td>
<td>10</td>
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<td>Governance Model</td>
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**Top 3** | **Bottom 3**
The Strategic Planning Process: Where Are We?

**PHASE I**
Assess Current Position: Planning Research

- Stakeholder Interviews/SWOT Analysis
- Environmental Assessment
- External Stakeholder Focus Groups
- Stakeholder Survey

**PHASE II**
Define Vision & Strategic Direction

- Confirm/refine Mission and Vision Statements
- Define Goals with Measureable Outcomes
- Develop Strategies and Tactics to Support Vision and Goals

**PHASE III**
Finalize the Plan

- Finalize Strategic Plan and “Roadmap”
- Prioritize Strategies
- Develop Implementation Planning Approach

Optional Activity:

- Identify Resources Required for Plan Implementation

NEXT STEERING COMMITTEE MEETING
Strategic Planning at FSPH

The Fielding School of Public Health is excited to be engaging in a school-wide strategic planning process to guide the School’s direction in the coming years. As part of this effort, we will solicit input from our faculty, students, staff, alumni, public health leaders in the community, employers of our graduates and other key stakeholders. This website outlines the process in more detail and lists upcoming events. It's also where we will post reports and results from the process.

October 14, 2014

Upcoming Town Hall Meetings

Tuesday, March 3, 2015, Noon-1pm in CHS 43-105
Tuesday, May 19, 2015, Noon-1pm in CHS 43-105
Next Steps and Questions