**School of Public Health (SPH) - Strategy Map for 2016-2018**

**Mission – What we Do**

- **Prepare** outstanding, innovative, and diverse population-health leaders and scientists
- **Advance** population-health sciences, practices, knowledge, and policies
- **Act** to improve the health, well-being, and sustainability of communities locally, nationally, and globally

**Vision – Impact of Our Work**

Healthy people in sustainable communities – locally, nationally, and globally.

**Values (*UW)**

- Collaboration*
- Innovation
- Diversity*
- Equity
- Sustainability
- Courage

- Social Justice or
- Social-Responsibility
- Excellence*
- Integrity
- Impact

**Focus on UW Customers (Leadership, Faculty, Students, Staff, Partners, Community)**

- Improve the Student Experience and Track and Cultivate our Alumni
- Revise and Prioritize Emerging Challenges, and Marshall Interdisciplinary Resources to Tackle Big Population-Health Problems
- Improve Pedagogy
- Revise (Interdisciplinary) Masters-Level Curricula to Reflect Rigorous Preparation for Research and Practice Career-Paths
- Support and Enhance Research Mission of the School

**Improve Internal Practices**

- Develop Analytics to Support Decision-Making
- Improve Administrative Infrastructure
- Build Office of the Dean of the Future: Structure and Roles
- Create Effective Communications and Transparent Information-Management/Flow

**Build Organizational Capacity**

- Cultivate a Cohesive School-Culture
- Improve Effectiveness and Success of SPH Leaders
- Strengthen Commitment and Accountability for Diversity
- Recruit and Retain Outstanding Students, Staff, and Faculty

**Improve Financial Resources and Infrastructure**

- Define and Leverage the Critical Value of SPH for Key Audiences (UW leadership, other units, potential donors, students, etc.)
- Understand and Strategically Invest Existing Funding
- Expand Revenue-Generating Activities
- Enhance and Improve Use of SPH Physical Space

*Hyperlinks to Activity Scopes for Year One Priorities are in blue text. Other priorities in red.*

SPHEC confirmed 8/5/2015; Developed during June 2015 Strategic Planning Summit
## Working Groups

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<td>• Determine what SPH resources are needed to make progress in each area</td>
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<td><strong>Revise MPH Curriculum</strong></td>
<td>• Revise interdisciplinary Masters-level curricula to reflect rigorous preparation for research and practice career paths</td>
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<td><strong>Improve Administrative Efficiency</strong></td>
<td>• Provide highest quality administrative services, tools, and information</td>
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<td><strong>Leadership Effectiveness</strong></td>
<td>• Improve trust in SPH leadership through concerted communication and clear accountability</td>
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<td><strong>Revenue Generation/Strategic Investments</strong></td>
<td>• Optimize revenue generating activities and identify new opportunities to enhance school sustainability</td>
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Meeting Emerging Challenges

Unlock the potential of genetics to understand and control disease across populations

Transform public health science into public health action, effectively, and with proven results

Understand, and protect people from, the hazards of global environmental changes

Identify the root causes of ill health, and promote the well-being of people in all communities.

Create a more efficient, higher quality, lower-cost, more accessible health care system

Attack the obesity epidemic
Revisit Emerging Challenges

Focus on Faculty Hiring
• 2nd round has gone much better than 1st round
  • Multiple hires in 4 of 5 open areas
  • At various stages of acceptance (Faculty, Provost approvals pending)
    • Public Health Implementation Science
      • Bryan Weiner
      • Melissa Mugambi
    • Social Determinants of Health
      • Anjum Hajat
    • Obesity, Food, Physical Activity, and Health
      • Jesse Jones-Smith
      • Sara Lindstroem
    • Health Policy - Proposal under discussion
    • Genomics & Public Health - Search Committee evaluating additional candidates

Attention Shifting to Effective Implementation
• Respective search committees to act as faculty interest groups
Revise MPH Curriculum

Overview

• Mission: renovate the MPH curriculum and create strong, pedagogically sound curriculum to prepare competent public health professionals (practitioners and researchers)

• Collaborative revision of the interdisciplinary Masters-level curricula to reflect rigorous preparation for research and practice career paths

• No single, consolidated working group has been actively meeting related to this priority area over the past six months

• Formal and informal small group activities have taken place that address specific objectives of this mission.

• Steady progress toward strengthening the MPH program to meet students’ needs
Revise MPH Curriculum -- Changes

Development of a Public Health “Leadership, Planning and Advocacy Skills” Course (SPH 590):
• Interdisciplinary course developed to
  • enhance students’ skills in public health practice competencies
  • provide hands-on experiential learning utilizing team projects
• Will be offered during Spring 2016 to a maximum of 30 students
• Two modules
  • one focused on planning and evaluation
  • one on policy and advocacy involving real projects with organizational “clients”
• Pilot will be reviewed and evaluated with input from students, instructors, and community partners for revision and modification (if needed) for a permanent course during 2016/17
• Timing of the course, including multiple offerings over an academic year, will be considered in order to meet the needs of all MPH students

Realignment of Core Courses for Logical Sequencing
• Beginning in the academic year 2016/17, the following classes have been realigned:
  • FALL: EPI 511, HSERV 510
  • WINTER: BIOST 508, HSERV 511
  • SPRING: ENVH 511, SPH 590
Revise MPH Curriculum -- Changes

MPH Practicum Review Committee
• SPH Faculty Council request for review and revision of the MPH practicum experience
• MPH Practicum Review Committee was initiated in Winter quarter 2016
• Recommend goals and policies related to the educational role, faculty oversight, and academic administration of the MPH Practicum that are appropriate for all programs and tracks
• Charges to the committee were developed and approved by CEPC
• Interdisciplinary membership has been finalized
• The first meeting will be convened in April 2016

Coordination of Course Content
• Epidemiology and Biostatistics Dept. Chairs and instructors have met to improve course content
• Courses providing parallel and serial methodological and analytic competencies
• Discussions have included
  • Revising/explaining similar terminology and definitions between the two disciplines
  • Efforts to coordinate parallel concepts

SPH Programs to Support MPH Academic Success
• Need to provide support for quantitative content of some MPH courses
• Interdisciplinary strategy to develop and provide such support has been initiated
• EPI and BIOST Curriculum Committees, SPH Teaching Assistants, and students have met
• Suggestions for supporting students have been collected and a report will be issued next month
• Interdepartmental input and backing for this effort
Leadership Effectiveness

Surveyed Programs on Campus
- POD/SLP Leadership Program
- SLP-like, developed by other Schools
- College of Engineering Chair on-boarding
- Foster School Courses
- Leadership Courses within HSERV (incl CPMM)

Selected: Certificate Program in Medical Management (CPMM)
- 12 Week Program, developed by Ed Walker
  - Combo onsite and online
  - Physician based, but easily adaptable
  - Well honed, highly rated, 600 participants to date
- 6 of 11 Modules on Target
  - Managing Yourself & Others
  - Teams & Culture
  - Short Range Planning
  - Strategic Planning
  - Conflict Resolution
  - Change Management

Next Steps
- Design abridged version for SPH faculty/staff leaders
- Determine cost / funding
- Pilot w/key SPH participants to fine-tune
- Rolling deployment
Administrative Efficiency

- **First area of improvement: Payroll**
  - Health Services, Epidemiology, and Biostatistics
    - Will share fulltime HR Coordinator (classified position)
    - Standardize forms, reports, and processes wherever possible
  - DEOHS, Global Health, Nutrition are supportive
    - Interest in standard procedures and potentially sharing resources

- **Process Improvements**
  - Biostats shared reporting tool pulls OPUS data used for processing payroll
    - Will significantly decrease time to verify/approve payroll
  - HSERV developed Cost Allocation Report
    - Used to input payroll and forecast/report effort distribution

- **Impact**
  - Approx. $50K annual savings
  - Improved service
  - Structure better matches needs
Revenue/Strategic Investment

Areas of Potential Revenue/Strategic Investment

• Online/Distance Learning
  • Data showing significant number of online MPH programs (17+)
    • Incl. George Washington Univ., Southern California
  • Can expand students/school reach/instructional competency base
  • No specific areas where applications are high, but acceptance is low
  • No potential windfall of net revenue
  • Moving online needs to be intentional and requires investment
    • Specific courses/degrees
    • Instructional design and other faculty support

• International Students
  • Preliminary disparities in intl. student acceptances
  • 2nd and 3rd largest regional pools with low acceptance rates
  • Not clear what the opportunity is
Revenue/Strategic Investment
Thank you!