SCHOOL OF PUBLIC HEALTH

Strategic Plan

2020-2025

Launching July 2020

UNIVERSITY *of* WASHINGTON
SCHOOL OF PUBLIC HEALTH

UW SPH Future—Aspiration and Action

"The future depends on what you do today."

–Mahatma Gandhi

"The progress of the world will call for the best that all of us have to give."

–Mary McLeod Bethune

SPH Strategic Planning—Our Commitments

> Focus on internal transformation of the School

> Create an environment where all feel valued and respected

> Open ourselves to new ways of thinking

> Breakdown power structures and engage new voices

> Root out racism

> Model solutions and constructive ideas

> Hold ourselves accountable

Actions We Are Doing Now

> Tracking Dashboards for Strategic Plan and EDI Roadmap

> Anti-Racist trainings

> Research Council establishing priorities

> Launching new Practice Council

> Updating and revising criteria for faculty promotion

> Moving to the new building and consolidating other collaborative spaces

> Implementing new SPH Faculty Compensation Plan; growing a faculty development plan

> Launching new MPH Common Core

> Identifying ways to breakdown organizational siloes for cohesion and coordination as one School

> Creating measurement and evaluation criteria for Strategic Plan that will include hearing from all stakeholders (faculty, staff, students, alumni, external partners)

Timeline

PHASE 1

INITIAL KICK OFF
(Sep-Oct)

- Department Chair Roundtable
- Steering Committee Launch

PHASE 2

STAKEHOLDER RESEARCH
(Oct-Dec)

- SPH Executive Meeting
- Department Meetings
- SPH Advisory Board Meeting
- Department Chair One-on-Ones
- All-School Meeting
- Stakeholder Interviews
- All-Stakeholder Survey

PHASE 3

RESEARCH BRIEFING & INPUT
(Dec-Jan)

- Steering Committee Briefing
- Core Team Briefing
- Student Session

PHASE 4

PLAN DEVELOPMENT
(Jan-Apr)

- Planning Retreat(s)
- Open Strategy Session
- Working Group Meetings
- Plan Integration & Review

PHASE 5

PLAN VETTING & FEEDBACK
(May-Jun)

- All School Meeting
- Deans and Chairs Meeting
- Core Team Meeting
- Finalize Plan & Celebrate!

"Soft Launch" today –

In-person launch as soon as we can!

Stakeholder Research—What We Learned

> **We heard you**

- 26 meetings, 2 town halls, 2 surveys *(nearly 600 respondents)*

> Stakeholders (faculty, staff, students, alumni, partners) want to see:

- a sense of community

- identity of who we are, not just what we do

- an avoidance of strategic plan goals that are too narrow *(to see ourselves in the plan)*

- SPH aim to be bold and aspirational

- the commitment to equity, diversity, and inclusion be reaffirmed

THANK YOU to our Steering Committee

Alex Withrow
   Pyramid Communications
Ali Rowhani-Rahbar
   faculty, Epidemiology
Alison Fohner
   faculty, Epidemiology
Amanda Phipps
   faculty, Epidemiology
Anjulie Ganti*
   faculty, Health Services
Anne Tillery
   Pyramid Communications
Bryan Verity*
   staff, Global Health
Carly McCarthy
   Pyramid Communications
Charles Stevens
   partner, SPH Advisory Board
Chichi Butler*
   staff, Global Health
Dana Panteleeff*
   staff, Global Health
Darcy Rao*
   faculty, Epidemiology
Deb Nelson*
   staff, Biostatistics

Denise Rhiner
   Pyramid Communications
Elsie Pring*
   staff, public health-global health
Emily Allen
   staff, Global Health
Esi Nkyekyer
   faculty, EOHS
Helena Archer
   student, Epidemiology
India Ornelas
   faculty, Health Services
Jacqueline Valdez Gonzalez
   student, public health-global health
Jalen Smith*
   staff, Office of the Dean
James Pfeiffer
   faculty, Global Health
Janet Baseman*
   faculty, Epidemiology
Janice North*
   staff, Office of the Dean
Jared Baeten
   faculty, Global Health/Epidemiology
Jeff Hodson
   staff, Office of the Dean

Jennifer Nelson
   partner, alum
Jeremy Hess*
   faculty, EOHS
Jo Gallaugher
   staff, Health Services
Joe Harper Kowalczyk*
   staff, public health-global health
Jon Wakefield
   faculty, Biostatistics
Joseph Babigumira
   faculty, Global Health
Juanita Ricks
   staff, Office of the Dean
Kimberly Hay
   staff, Office of the Dean
Laurel Code*
   staff, Global Health
Linda Ko
   faculty, Health Services
Liz Kirk
   faculty, Nutrition/Epidemiology
Marisa Honig*
   staff, Biostatistics
Marlo Anderson*
   staff, Global Health

Megan Ingram
   staff, Office of the Dean
Mike Yost
   faculty & chair, EOHS
Nancy Simcox
   faculty, EOHS
Noah Simon
   faculty, Biostatistics
Paj Nandi
   partner, WA DoH
Patricia Pavlinac
   faculty, Global Health
Patty Hayes
   partner, PHSKC
Sarah Cave
   faculty, Health Services
Sarah McCarthy
   partner, alum
Tess Matsukawa*
   staff, public health-global health
Tim Thornton
   faculty, Biostatistics
Uli Haller
   staff, Office of the Dean
Victoria Gardner
   staff, Office of the Dean

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*Volunteer KRA Working Group Members

Challenges

From **snowstorms**, to **public health emergencies**, to **Zoom** overload, and a **financial crisis**

…

this plan and team kept moving forward

…

25+% drop

Strategic Planning North Star

UW School of Public Health tackles the **greatest health challenges** in our region and around the world.

Our groundbreaking discoveries are fueled by **rigorous science and equity-driven solutions**.

Our students are leaders who emerge prepared to work in **partnership with communities** to improve the health of all people.

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EQUITY, JUSTICE & ANTI-RACISM

REPUTATION & VISIBILITY

Education
for Leadership &
Transformation

Methods to
Research to Practice
Continuum

Collective Culture
of Meaningful Change

PUBLIC
HEALTH
IMPACT
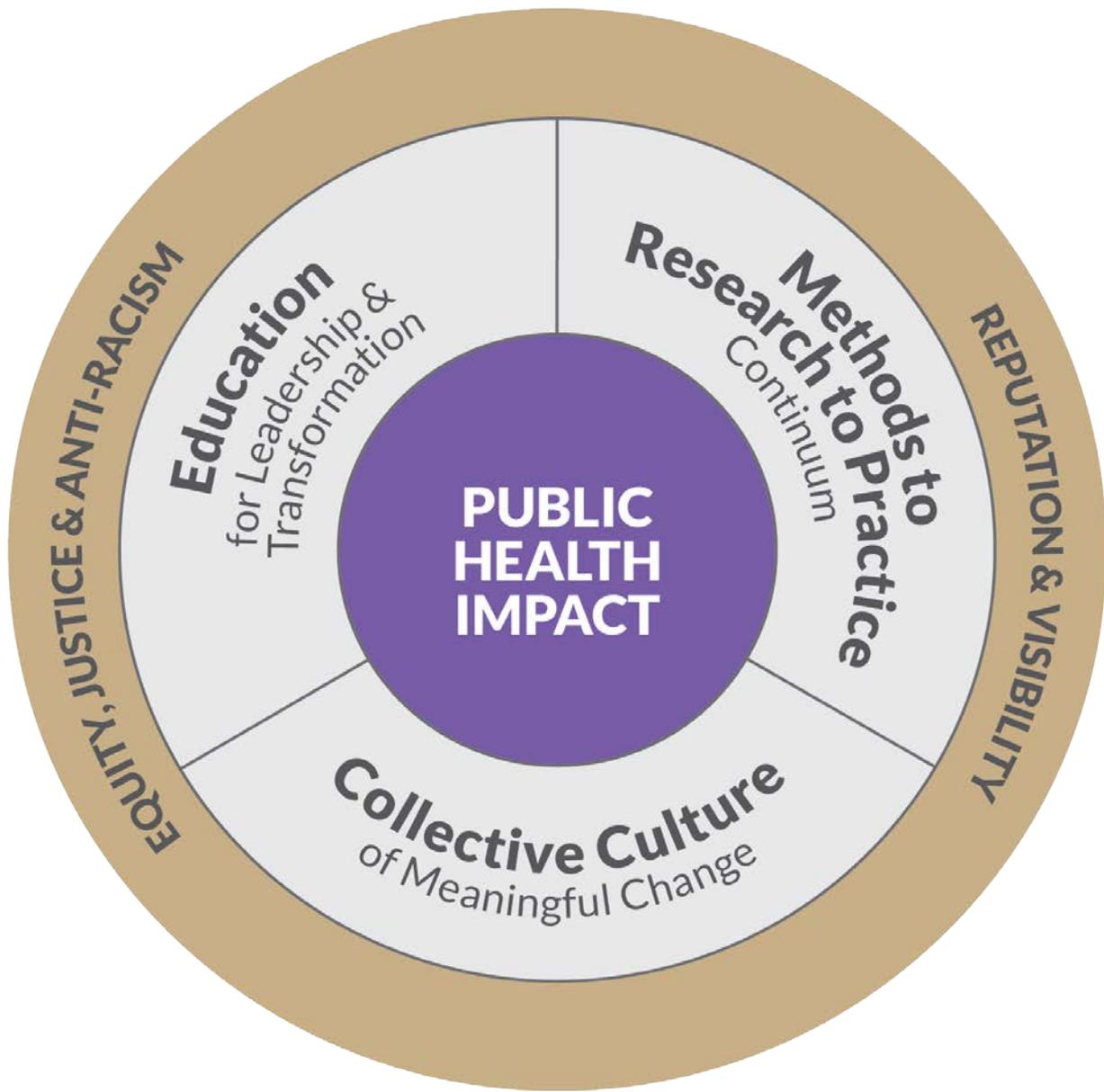
UW SCHOOL OF PUBLIC HEALTH STRATEGIC FRAMEWORK

Education for Leadership & Transformation
Our dynamic and supportive learning environment attracts the next generation of diverse leaders who go on to drive transformational change in communities throughout the world.

Outcome 1 — UW SPH will offer consistent academic, professional and personal support across all degree programs.

Outcome 2 — UW SPH (and all degree granting units) will adopt best practices for student financial support across all degree programs.

Outcome 3 — UW SPH will deliver high-quality evidenced based education across all degree programs.

Methods to Research to Practice Continuum
We are a force for change. Continuous learning and rigorous science fuel our work. Collaborative research leads to cutting edge discoveries that we apply in ways that ensure healthier communities. Every outcome informs new waves of discovery.

Outcome 1 — UW SPH will celebrate important work across the continuum from fundamental methodologies to the development and implementation of evidence-based strategies for understanding and changing complex health systems.

Outcome 2 — UW SPH will continue to conduct cutting-edge work in methods and research, with priorities implemented according to a road map created by the SPH Research Council

Outcome 3 — At UW SPH, deep collaborations among practice faculty, students, and selected key stakeholders across the Methods-Research-Practice continuum exist.

Collective Culture of Meaningful Change
Culture that supports ongoing development and growth.

Outcome 1 — UW SPH has a culture that supports ongoing development and growth.

Outcome 2 — UW SPH has a student-centered culture.

Outcome 3 — UW SPH has a culture of well-being and connection.

Equity, Justice & Anti-Racism
We are an academic institution that promotes good health for all and breaks down structures of racism.

Outcome 1 — The UW SPH EDI Roadmap is implemented and we achieve 90% of our overarching goals. Our progress is shared with key stakeholders, increasing our visibility and reputation as a School that prioritizes equity, diversity and inclusion.

Outcome 2 — With guidance from community members, principles of anti-racism are adapted in our work of public health at the UW SPH.

Outcome 3 — The number of black and brown indigenous faculty increases from 6% to 20% of the total UW SPH faculty population. The number of black and brown indigenous staff increases from current baseline to 20% of the population. Target-of-opportunity funding pool is created for recruitment and support of BIPOC faculty and students.

Reputation & Visibility
We are well recognized and highly regarded for our approach and transformative impact throughout the region and the world.

Outcome 1 — The reputation and visibility of the UW SPH increases through use of a unified narrative across school communications which promotes the school's strengths, expertise, and unique program

Outcome 2 — Coordination and alignment of the UW SPH and department/ program marketing and communication (M&C) activities are maximized, delivering more effective messages of real-world impact to all our audiences.

Outcome 3 — Public audiences and alumni are meaningfully engaged in the UW SPH community and giving financially.

Impact Initiative
Partnerships for healthy communities in our region and around the world

Outcome 1 — UW SPH is recognized as a leader in community-partnered research to inform

Outcome #1
Education for Leadership & Transformation

2020-2021 Outcome Point Person: Juanita Ricks								
Current State	**2020 July–December**	**2021 January–June**	**2021 July–December**	**2022 January–June**	**2022 July–December**	**2023**	**2024**	**Outcome (2025)**
	Benchmarks							1. School of Public Health will offer consistent academic, professional and personal support across all degree programs.

Student surveys across departments and programs indicate increasing awareness and usage of:

a. academic resources.

b. professional development resources.

c. personal support resources. |
| Existing student services resources (both within SPH and campus-wide)

EDI Roadmap

SPH student services staff

Existing professional development programming

Inconsistent levels of student support across degree programs

Student support services can go unrecognized by students

Student support services are not coordinated across SPH | Student assessment drafted | Assessment completed of current student needs, knowledge, and utilization of academic, personal and professional resources (consider equity), as well as actual services provided. | Assessment results of current student needs and support services being provided across units is analyzed | Plan developed, approved and ready to implement for more coordinated student services that includes: -faculty development around mentoring -student services staff development -how to identify students that need extra support early on | | Surveys indicate a 20% increase in usage and awareness among students | Surveys indicate 30% increase in usage and awareness among students | |
| | **Strategies** | | | | | | | |
| | Draft and send out student assessment | Assess what services are currently provided by SPH/dept/program

Identify if there is data from central campus that would be helpful for understanding student needs and utilization of central services | From 2020 research:

Identify what current support is being provided across units

Identify gaps & inconsistencies currently provided

Identify opportunities for offering programming across school | Draft plan and obtain approval by relevant stakeholders

Begin implementation and tracking of services | Begin implementation of plan | Continue with plan implementation and adjust as needed | Continue with plan implementation and adjust as needed | |

Our culture supports

ongoing development

and growth.

Collective Culture of Meaningful Change

Outcome 1
UW SPH has a culture that supports ongoing development and growth.

Lead
Meghan Herman, Jared Baeten

Strategies
- Develop School-wide best practices for staff development and onboarding
- Provide greater stability of faculty salary support
- Innovate a new comprehensive faculty development plan

Outcome 2
UW SPH has a student-centered culture.

Lead
Juanita Ricks

Strategies
- Roll-out consistent services across the School
- Increase student involvement in decision making
- Develop a student-centered pedagogy

Outcome 3
UW SPH has a culture of well-being and connection.

Lead
Uli Haller

Strategies
- Move into new space and consolidation of our work together
- Reconnect after COVID-19
- Faculty, staff, and students are thriving and connected, living public health in our School and in our community

Collective Culture of Meaningful Change

In year one, we plan to:

> Implement the SPH Faculty Compensation Plan

> Initiate School-wide discussions of best practices for staff development

> Develop a faculty development framework

> Catalog current student services team offerings and processes for working with students

> Inventory informal student-centered programs

> Prototype and model optimal student services and vet with student services teams

> Define, as a community, how we work together in new ways that are collaborative, engaging, and follow EDI principles of respect and listening

Our dynamic and supportive learning environment attracts the next generation of diverse leaders who go on to drive transformational change in communities throughout the world.
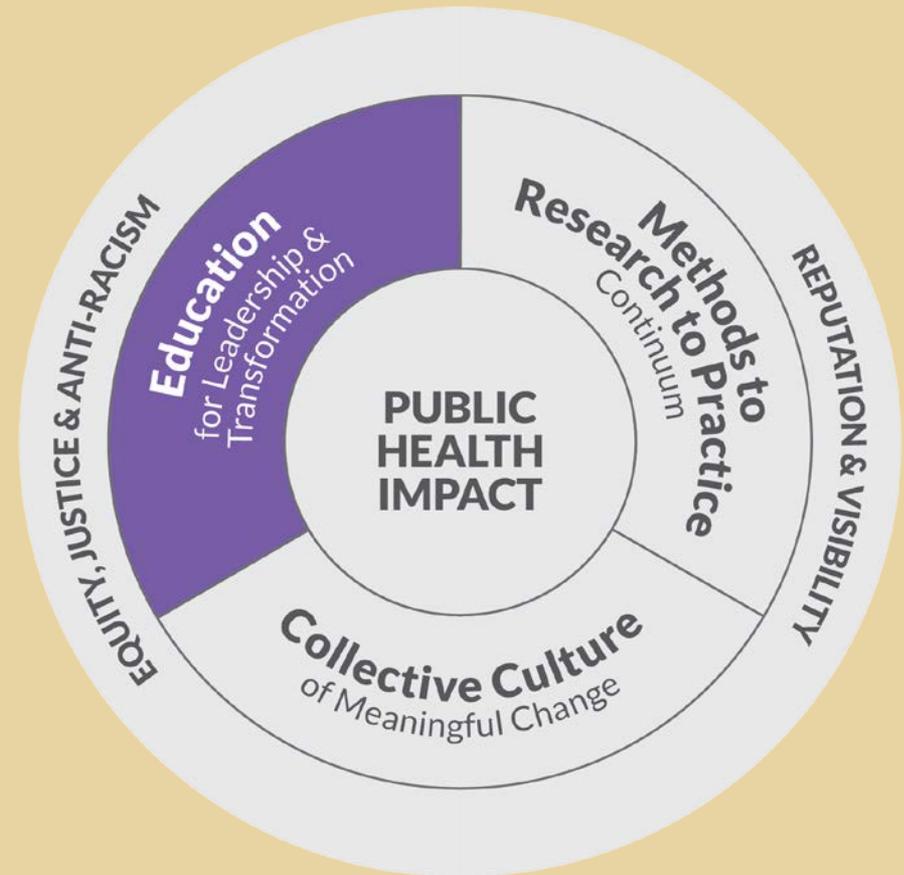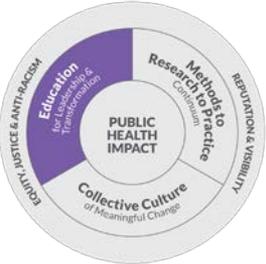
Education for Leadership and Transformation

Outcome 1
UW SPH will offer consistent academic, professional, and personal support across all degree programs

Lead
Juanita Ricks

Strategies
- Better coordinate and operationalize services for students
- Students access and use services

Outcome 2
UW SPH will adopt best practices for student financial support; defined as students having the support they need to complete their degree program.

Lead
Carey Farquhar

Strategies
- Develop and implement best practices for student financial support

Outcome 3
UW SPH will deliver high-quality evidenced-based education across all degree programs.

Lead
India Ornelas

Strategies
- Peer evaluation best practices
- Development opportunities for teaching assistants
- Create instructor mentorship program

Education for Leadership and Transformation

In year one, we plan to:

> Conduct an assessment of current services being offered to students across the School

> Determine financial support currently being provided School-wide

> Advance pedagogy within the faculty development program

> Launch renovated peer-evaluation model

> Launch new MPH Common Core, with particular dedication to educational excellence, including creating an inclusive environment

Continuous learning and rigorous science fuel our work. Collaborative research leads to cutting edge discoveries that we apply in ways that ensure healthier communities. Every outcome informs new waves of discovery.

Methods to Research to Practice Continuum

Outcome 1
UW SPH will celebrate important work across the continuum from fundamental methodologies to the development and implementation of evidence-based strategies for understanding and changing complex health systems.

Lead

Jared Baeten, Ali Rowhani-Rahbar

Strategies
- School-wide conversation about defining success and impact across the continuum

Outcome 2
UW SPH will continue to conduct cutting-edge work in methods and research, with priorities implemented according to a roadmap created by the SPH Research Council.

Lead

Lisa Manhart

Strategies
- Research Council develops priority research plan
- Work coordinates with SPH EDI roadmap

Outcome 3
At UW SPH, deep collaborations among faculty, staff, students, and key stakeholders result in successful models of academic practice.

Lead

Janet Baseman

Strategies
- Create new Practice Council
- Expand practice collaborations across SPH

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Methods to Research to Practice Continuum

In year one, we plan to:

> Have faculty from all departments in conversations about defining success in the continuum of methods to research to practice

> Revise the SPH Faculty Handbook, including promotion criteria, to define excellence in scholarship that spans methods to academic practice

> Develop the UW SPH research priority plan

> Launch the SPH Practice Council

> Identify the state of SPH practice work and education, including resources, constraints, and opportunities

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We are an academic institution that promotes good health for all and breaks down structures of racism.
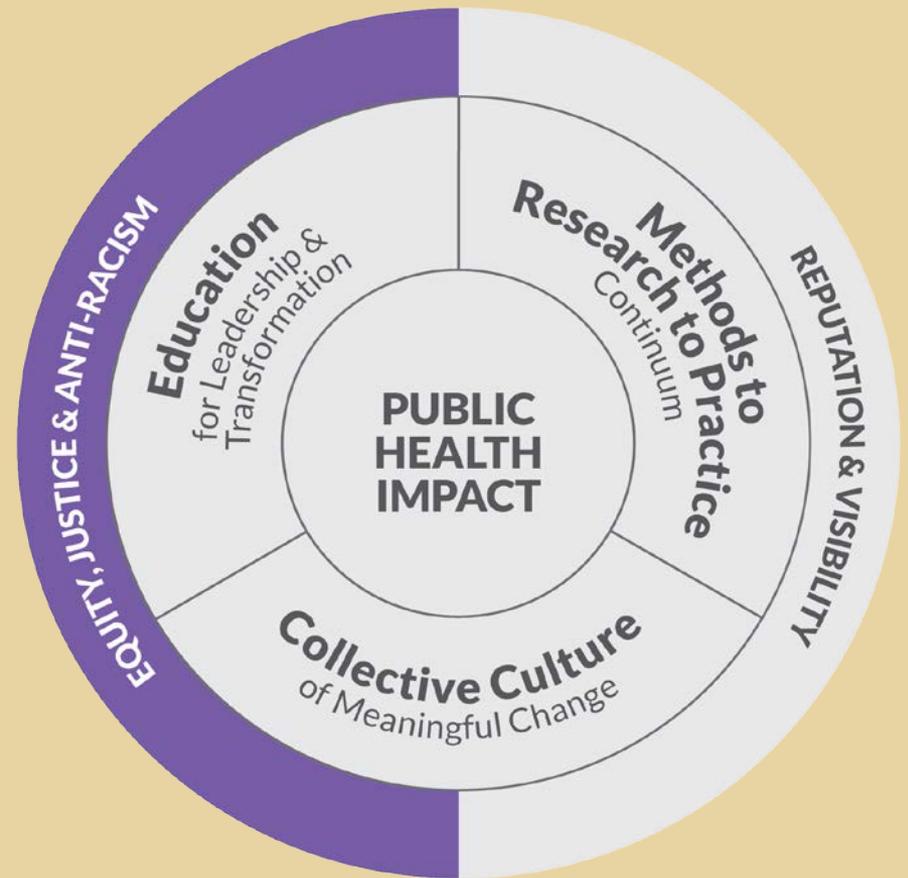
Equity, Justice, and Anti-Racism

Outcome 1
The EDI Roadmap is implemented and our progress is shared with key stakeholders, increasing our visibility and reputation as a School that prioritizes equity, diversity, and inclusion.

Lead
Victoria Gardner

Strategies
- Implement, track, and be accountable for the SPH EDI Roadmap

Outcome 2
With guidance from community members, principles of anti-racism are adapted in our public health work.

Lead
Victoria Gardner

Strategies
- Define for SPH what it means to be anti-racist
- Create best practices for: Undoing Institutional Racism, Intergroup Dialogue, and Restorative Justice Training

Outcome 3
Structures and policies are in place at the School and improved to facilitate the recruitment and retention of underrepresented faculty and staff, especially those who identify as black and/or indigenous.

Lead
Victoria Gardner, Jared Baeten, Meghan Herman

Strategies
- Recruit <u>and retain</u> faculty and staff who are BIPOC
- Provide resources, opportunities, and funding for faculty and staff who are BIPOC

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Equity, Justice, and Anti-Racism

In year one, we plan to:

> Define data, methods, and outcomes to develop a dashboard to accountably track EDI Roadmap implementation

> Develop and administer universal trainings on anti-racism; create measurement and evaluation plan to determine effectiveness of trainings

> Develop common, School-wide understanding of the key role of anti-racism in public health, academia, and leadership, in partnership with anti-racism leaders

> Hire director for The Anti-Racist Center on Health, and provide resources to the Center

> Recruit and retain faculty and staff who identify as BIPOC

> Utilize EDI hiring best practices

> Provide networking opportunities, professional development, and funding for faculty and staff who identify as BIPOC
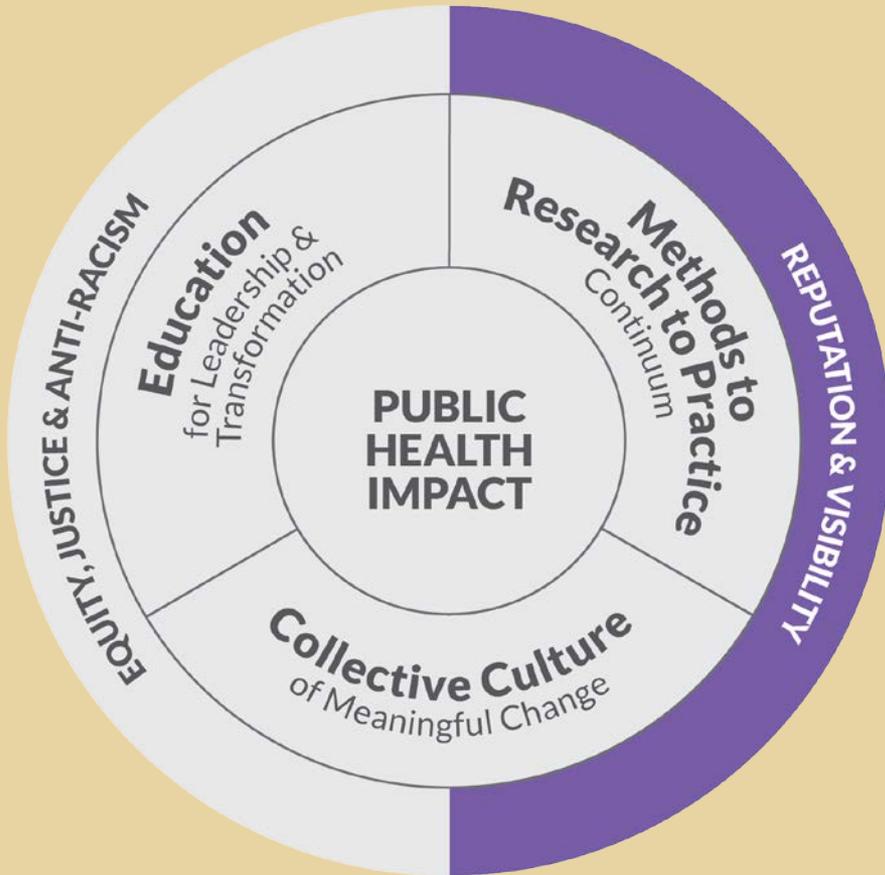
We are recognized and highly regarded for our transformative impact throughout the region and the world.

Reputation and Visibility

Outcome 1
The reputation and visibility of UW SPH increases through use of a unified narrative across School communications which promotes the School's strengths, expertise, and unique programs.

Lead
Jeff Hodson

Strategies
- Develop a unified narrative of the School
- Establish guidelines, standards, and best practices for all types of communications

Outcome 2
Coordination and alignment of UW SPH and department and program marketing and communication activities are maximized, delivering more effective messages of real-world impact to all our audiences.

Lead
Jeff Hodson

Strategies
- Develop shared marketing and visibility resources
- Maximize marketing and communication activities across the SPH

Outcome 3
Public audiences and alumni are meaningfully engaged in the UW SPH community and giving back financially.

Lead
Megan Ingram

Strategies
- Engage key audiences for the 50th celebration year
- Plan for unified alumni relations
- Further enhance fundraising efforts that benefit students

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Reputation and Visibility

In year one, we plan to:

> Establish a baseline understanding of the School among external audiences

> Unify the School narrative with a "branded house," reflecting key SPH messages and identifying departmental identities

> Conduct an audit of current marketing and communication activities

> Celebrate the SPH 50th Anniversary

> Grow alumni relations activities
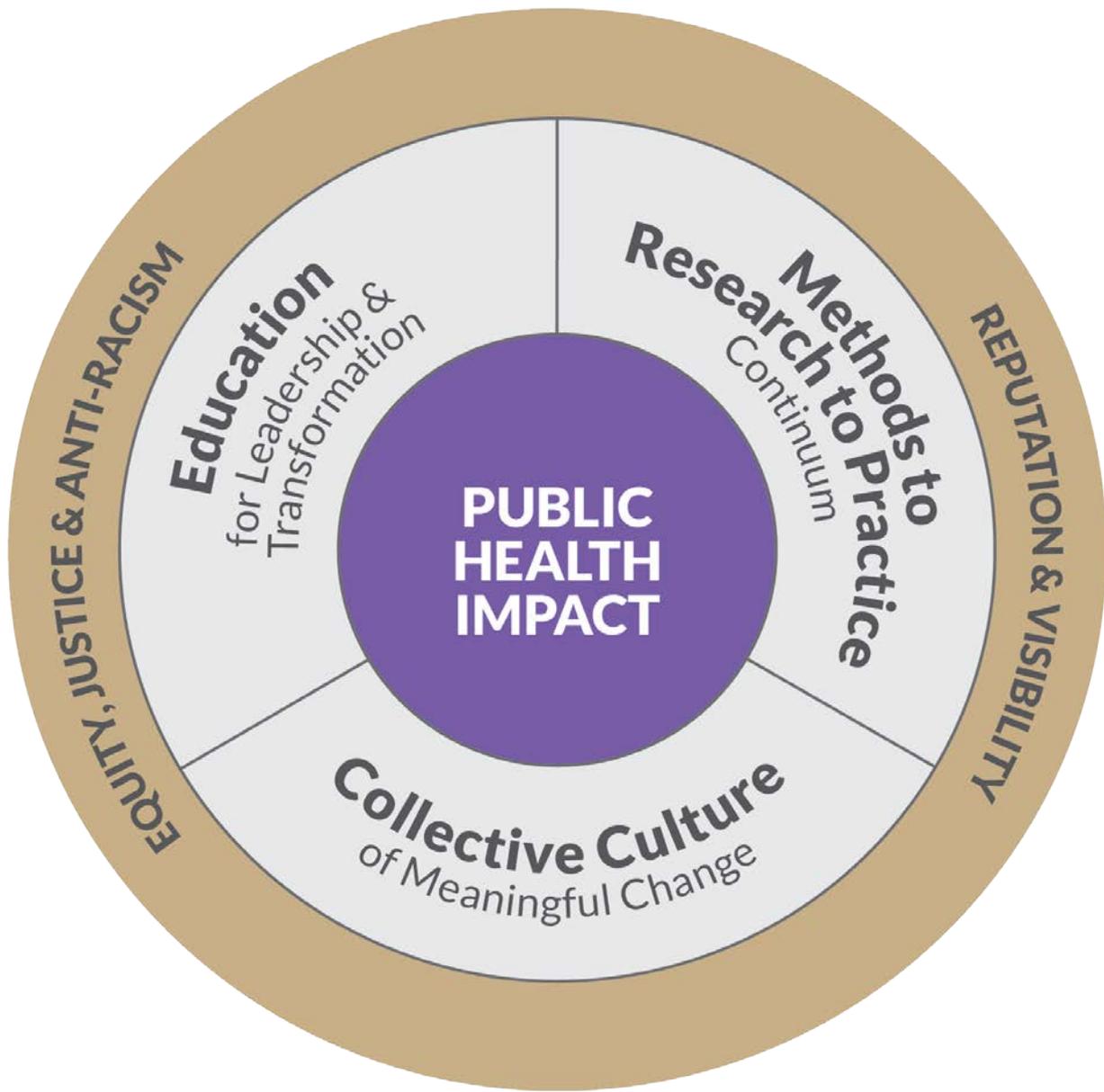
Common Themes and Intersections

> Justice, Anti-Racism, Equity

> Mentorship and Professional Development

> Respect across the Research-Practice Continuum

> Build an Exceptional and Cohesive School

> Tell our Collective Story

> Track Progress to Outcomes

> Work in Partnerships

> Listen to input, make adjustments along the way

> Measurement and Evaluation

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Our work through this Strategic Plan ties together in an overarching

Impact Initiative

focused on partnerships— across our School and UW, and with communities locally, regionally, and globally. We will use the first year of the Strategic Plan to refine Impact Initiative outcomes.

Impact Initiative—Potential Outcomes

UW SPH—

> is recognized as a leader in community-partnered research to inform practice and policy for improving population health locally, domestically, and globally.

> graduates are leaders who are positioned and well prepared to tackle today's complex health issues.

> is increasingly recognized as a top SPH across stakeholders.

Thank you

Q&A