Welcome!
Thank you to our steering committee!

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<thead>
<tr>
<th>Ali Rowhani-Rahbar</th>
<th>Helena Archer</th>
<th>Jon Wakefield</th>
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<tr>
<td>Alison Fohner</td>
<td>India Ornelas</td>
<td>Joseph Babigumira</td>
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<td>Amanda Phipps</td>
<td>Jacqueline Valdez Gonzalez</td>
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<td>Anjulie Ganti</td>
<td>Jalen Smith</td>
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<td>Bryan Verity</td>
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<td>Charles Stevens</td>
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<td>Jo Gallaugher</td>
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<td>Joe Harper Kowalczyk</td>
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**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
- Core Team Meeting
- Finalize Plan & Celebrate!
Our Purpose Today

Share the draft strategic plan for UW School of Public Health, and answer your questions and gather your feedback.
# Agenda

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tr>
<td>12:00</td>
<td>Welcome</td>
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<tr>
<td>12:10</td>
<td>Review Strategic Plan Framework, Key Result Areas, and Intersections</td>
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<td>1:15</td>
<td>Feedback and Q+A</td>
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<tr>
<td>1:50</td>
<td>Closing</td>
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STRATEGIC FRAMEWORK
Strategic Reframing

- Creates shared context within which to evaluate creative choices and make strategic decisions
- Provides everyone responsible the same understanding of purpose, success, and priorities
- Shifts the focus from process to a shared vision and the necessary steps to achieve it
- Identifies Key Result Areas that serve as the focal areas of the plan
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.
Consistent academic, professional, and personal support is offered across all degree programs. Student surveys show increasing awareness and usage of all resources available in these three areas.

- Assess current needs and services delivered
- Faculty development of student mentoring
- Develop and implement plan for more coordinated student services that includes faculty development around mentoring, professional development for student services staff, identifying students that need extra support early on
Education for Leadership & Transformation
Outcome #2

SPH, and all its degree granting units, adopt and implement best practices for student financial support across all degree programs.

- Identify best practices for student financial support, with department and student services input
- Assess what financial support is currently provided
- Develop staff and program director training of best practices
- Programs identify which best practices to implement
Education for Leadership & Transformation: Outcome #3

SPH delivers high-quality evidenced-based education across all degree programs. Instructor confidence, capacity, and competence in teaching with evidence-based techniques increases.

- Establish peer teaching evaluation best practices
- Assess current instructor confidence, capacity and competence
- Identify faculty/TA development topics and implement trainings
- Strengthen online platforms and faculty/TA development support
- Peer evaluation of teaching
- Mentoring for faculty, TAs, PhD students around teaching
- Instructor mentorship program created
- Increase collaboration around teaching, peer mentoring across degree programs
Education for Leadership & Transformation: Outcome #4

All SPH graduates are in leadership positions and are well prepared to tackle today’s complex health issues. X% of students find a job within 6 months of graduation. An increasing % of community partners are satisfied with the skills students bring to the field.

- Identify what’s needed for increased coordination around applied learning across SPH
- Understand gaps in what the practice community needs with goal of better aligning what our students are working on with what community needs
- Identify a mechanism for getting input from practice partners
- Use models of experiential/applied learning (like COPHP) in other degree programs
- Increase capstone and practicum offerings
- Strengthen career development services
- Begin getting regular input from practice partners
- Promote our students, graduates and curriculum to employers and practice community
- Start telling our alumni stories (in bigger ways)
- Establish alumni mentoring program
Methods to Research to Practice Continuum: Outcome #1

SPH continues to conduct cutting-edge research, and develop and apply evidence-based methods for understanding and changing complex systems.

- Create the Methods-Research-Practice continuum framework with input from UW faculty, staff, students, alumni, and external stakeholders
- Support methods and research in line with the EDI roadmap
- Develop mentoring systems to assist faculty in collaborative method development or method application across SPH departments
- Hire new faculty and staff, create systems to ensure high retention
- Develop new courses to support education consistent with the framework
Deep collaborations among practice faculty, students, and selected key stakeholders across the Methods-Research-Practice continuum exist. A sustainable financial model is implemented that positions UW SPH to adequately support practice teaching and partnerships. Clear guidance on developing and evaluating quality practice projects and experiences by discipline exists.

- Identify faculty within SPH and external agencies currently engaged in practice work
- Complete an inventory of practice education activities and resources at SPH
- Develop standards across practice-based activities and faculty mentoring
- Align curricula to foster collaboration among faculty and prepare students for working in a variety of settings
- Increase students and trainees with placements at our partner agencies to propel strong research and practice
- Put in place mechanisms to finance various practice-based programs and initiatives
- Develop partnerships across the continuum
Methods to Research to Practice Continuum: Outcome #3

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

- Complete an inventory of community partnerships
- Gauge faculty, staff, and students’ needs, barriers, and interests in community partnership
- Actively engage community partners in the development of the continuum framework.
- Ensure presence of applied public health work in biannual SPH magazines and encourage dissemination of public health practice-oriented recommendations and strategies through other UW outlets
- Identify new methods that practitioners in the community can use to address community challenges and significant policies
- Fund and implement several core projects that address community needs in a holistic manner
- Hold an annual symposium highlighting community partnerships
Education for Leadership & Transformation

Methods to Research to Practice Continuum

Public Health Impact

Equity, Justice & Anti-Racism

Reputation & Visibility

Collective Culture of Meaningful Change
Collective Culture of Meaningful Change: Outcome #1

SPH has a culture that supports ongoing development and growth.

- Implement strong, consistent onboarding and introduction of new hires to be part of our larger collaborative culture.
- Promote a culture of peer sharing and support, building bridges to share best practices in work and in individual growth.
- Empower individuals to be a resource and support for others through training in difficult situations.
- Create a mentoring/buddy system for manager professional staff & for assistant and associate professors.
- Create individual professional development plans for all SPH employees.
- Implement faculty compensation plan, refine annually to meet needs.
Collective Culture of Meaningful Change: Outcome #2

SPH has a student-centered culture.

- Develop a student-centered pedagogy and advising with on-going pedagogical and advising training (for new and continuing instructors and staff).
- Increase student involvement and input in decision-making.
- Make funding available for students to participate in professional development opportunities (e.g., conferences) and to improve graduate and undergraduate experience (e.g., increased research and practice opportunities).
- Engage faculty, staff and alumni in providing career and professional mentorship to students.
Collective Culture of Meaningful Change: Outcome #3

SPH has a culture of well-being and connection.

- Cultivate a strong identity with both the school and individual departments.
- Support students, faculty, and staff in being the change we want to see - healthy, connected and thriving.
- Provide resiliency, stress management and emotional intelligence training to enhance personal and collective well-being, promoting existing offerings and creating new.
- Help faculty, staff and students succeed in their individual work and simultaneously foster a collective culture of success and impact.
- Provide opportunities for members of the school to be in community with each other (e.g. regular gatherings).
Equity, Justice, & Anti-Racism: Outcome #1

Implement the EDI Roadmap and achieve 90% of our overarching goals.

- Develop a tracking system to help guide our progress and work with Communications to set up online that is easily updatable
- Meet and discuss with Department Chairs, Program Directors, SPH and department level EDI committees to monitor and track progress towards goals
Adapt principles of anti-racism in the work of public health.

- Meet and discuss with Department Chairs, Program Directors, SPH and department level EDI committees to monitor and track progress towards goals
- Successfully launch Anti-Racist Center on Health under the guidance of a newly hired director
- Provide opportunities for school-wide engagement on anti-racism work, evaluate trainings for effectiveness
- Design and administer an anti-racism climate survey (biannual) and analyze bias reports to monitor reporting climate
- Work with EDI Committee to create an Independent group of policy review committee or advisory board
- Establish a process to measure impact of adverse policies and advance changes in policy and/or implementation
- Design a restorative justice pilot, and work with school partners to incorporate anti-racist principles into conflict resolution processes
Equity, Justice, & Anti-Racism: Outcome #3

Increase the number of black / Indigenous / people of color faculty from current baseline to 20% of the total SPH faculty population by year five. Target-of-opportunity funding pool created for the recruitment and support of BIPOC faculty and students.

- Create a target of opportunity funding pool to recruit and retain Black and Indigenous people of color (BIPOC); evaluate its use and increase the funding pool
- Provide anti-bias and anti-racism coaching in faculty searches and promotion
- Train faculty and staff on effective mentoring of students and faculty; support NIH Diversity Supplements for students; disseminate this info widely and strengthen the language included in promotion documents (academic handbook); include this as part of faculty orientation.
- Assess current efforts to diversify faculty, identify best practices and improve those that need retooling
Continued and increased recognition of the UW SPH as a top school of public health by all stakeholders.

- Develop our own set of metrics (Success Index) that would define our success of being a top school of public health.
- Develop systems to track and report out on activities embedded in the Success Index.
- Implement activities related to the stated metrics.
- Conduct annual assessments, revisit and update the metrics as appropriate based off of assessment data.
The reputation and visibility of the school is increased through use of a unified narrative across school communications which promotes the school's strengths, expertise, and unique programs.

- Draft a unifying school narrative with a "branded house" reflecting key SPH messages and identifying unique departmental identities.
- Deploy the message across the school’s communications.
- Develop a marketing and public awareness campaign conveying the themes of the new narrative.
- Pilot a podcast to explore cutting-edge research and student experiences at SPH.
- Conduct an external survey to assess how brand perceptions have changed.
Public audiences and alumni are meaningfully engaged in the School of Public Health community and giving back financially.

- Develop and implement a new digital engagement strategy starting in 2021, in the framework of SPH’s 50th anniversary.
- Refine and create a robust alumni engagement strategy that includes digital and in-person events, and is informed by evaluation of 50th anniversary activities.
- Explore centralizing alumni relations functions.
- Continuously review speaker participation with an eye towards inclusivity.
- Explore potential student mentoring and student recruitment programming with alumni.
Maximize integration, coordination and alignment of school and department/program marketing and communication (M&C) activities to deliver more effective messages of real-world impact.

- Conduct an audit of communications and communication structures across the school.
- Develop and implement a recommended plan for increasing alignment and coordination across departments.
- Pilot an "SPH Newsroom."
- Pilot a shared resources hub for M&C across the school that includes graphic design, video and other services.
- Pilot a school-wide social media manager position.
PARTNERSHIPS FOR HEALTHY COMMUNITIES

Impact Initiative

PUBLIC HEALTH IMPACT

Methods to Practice
Research to Continuum

Education for Leadership & Transformation

Collective Culture of Meaningful Change

Equity, Justice & Anti-Racism

in our region and around the world
Key Result Area Intersections

- Mentorship & Professional Development
- Continue to Build an Exceptional & Cohesive School
  - Faculty, staff, students
- Partnerships
- Telling our Collective Story
- Tracking Progress to Outcomes
QUESTIONS AND FEEDBACK
As you ask questions and share comments...

- What would you like to learn more about?
- What most excites you?
- What did you expect to see and feel is missing?
- What are the critical success factors?
- What do you see as synergistic interdependencies across the five different Key Result Areas?
THANK YOU