SCHOOL OF PUBLIC HEALTH

Strategic Plan

2020-2025

Launching July 2020
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 Baseinan*
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 Matsukaw*a
staff, public health-global health

Tim Thornton
faculty, Biostatistics

Uli Haller
staff, Office of the Dean

Victoria Gardner
staff, Office of the Dean

*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.
**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 evidence-based education across all degree programs.

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**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 collaborate expertly 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 real 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.

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**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.

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

- **Outcome 1**: The UW SPH EEO 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 adopted in our work of public health at the UW SPH.
- **Outcome 3**: The number of Black and Brown first-year students faculty increases from 6% to 25% of the total UW SPH faculty population. The number of Black and Brown first-year students faculty increases from current baseline to 20% of the population. Tenure-track faculty hiring pool is created for recruitment and support of BIPOC faculty and students.

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**Reputation & Visibility**
The reputation and visibility of the UW SPH increases through use of a unified narrative across School communications which communicates the School's strengths, expertise, and unique programs.

- **Outcome 1**: The reputation and visibility of the UW SPH increases through use of a unified narrative across School communications which communicates the School's strengths, expertise, and unique programs.
- **Outcome 2**: Coordination and alignment of the UW SPH and departmental program marketing and communication (M&C) activities are prioritized, delivering more effective messages of real-world impact to our audience.
- **Outcome 3**: Public audiences and alumni are meaningfully engaged in the UW SPH community and giving is significantly increased.

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**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.

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**Education for Leadership & Transformation**

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**2020-2021 Outcome Point Person: Juanita Ricks**

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**Strategies**

- **Shelf and send out student assessment**
- **Assess what services are currently provided by SPH/department**
- **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 and inconsistencies currently provided**
- **Identify opportunities for offering programming across campus**
- **Shift plan and obtain approval by relevant stakeholders**
- **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
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

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<tr>
<th>Outcome 1</th>
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<tr>
<td><strong>UW SPH will offer consistent academic, professional, and personal support across all degree programs</strong></td>
<td><strong>UW SPH will adopt best practices for student financial support; defined as students having the support they need to complete their degree program.</strong></td>
<td><strong>UW SPH will deliver high-quality evidenced-based education across all degree programs.</strong></td>
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**Lead**
- **Outcome 1**: Juanita Ricks
- **Outcome 2**: Carey Farquhar
- **Outcome 3**: India Ornelas

**Strategies**
- **Outcome 1**: Better coordinate and operationalize services for students
  - Students access and use services
- **Outcome 2**: Develop and implement best practices for student financial support
- **Outcome 3**: Peer evaluation best practices
  - Development opportunities for teaching assistants
  - Create instructor mentorship program
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

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<td><strong>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.</strong></td>
<td><strong>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.</strong></td>
<td><strong>At UW SPH, deep collaborations among faculty, staff, students, and key stakeholders result in successful models of academic practice.</strong></td>
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<td><strong>Lead</strong></td>
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<td>Jared Baeten, Ali Rowhani-Rahbar</td>
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<td><strong>Strategies</strong></td>
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| - School-wide conversation about defining success and impact across the continuum | - Research Council develops priority research plan  
- Work coordinates with SPH EDI roadmap | - Create new Practice Council  
- Expand practice collaborations across SPH |
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
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 and retain faculty and staff who are BIPOC
- Provide resources, opportunities, and funding for faculty and staff who are BIPOC
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
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
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