

A photograph of a graduation ceremony. In the foreground, a male graduate in a black cap and gown with a colorful stole and a female graduate in a black cap and gown with a purple lei are smiling. The background shows a large crowd of graduates and spectators in a stadium setting.

UNIVERSITY *of* WASHINGTON SCHOOL OF PUBLIC HEALTH

2020-2025
Strategic Plan

The UW School of Public Health (SPH) 2020-2025 strategic plan was collectively built and informed by a volunteer, collaborative committee of students, staff, faculty, school leadership, partners, and other external stakeholders, over a period of nine months. Pyramid Communications guided us through an approach called “strategic reframing” that:

- Shifts the focus from process to a shared vision and the necessary steps to achieve it
- Creates shared context within which to evaluate choices and make strategic decisions
- Provides everyone responsible the same understanding of purpose, success, and priorities



Our 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.

Our Plan Framework

At the center of this plan is UW School of Public Health's commitment and goal of making public health impact. Three core areas of the plan work towards this:

- Education for Leadership & Transformation
- Methods to Research to Practice Continuum
- Collective Culture of Meaningful Change

Two essential areas of the plan are through lines, encompassing and supporting all the work of the plan:

- Equity, Justice, & Anti-Racism
- Reputation & Visibility

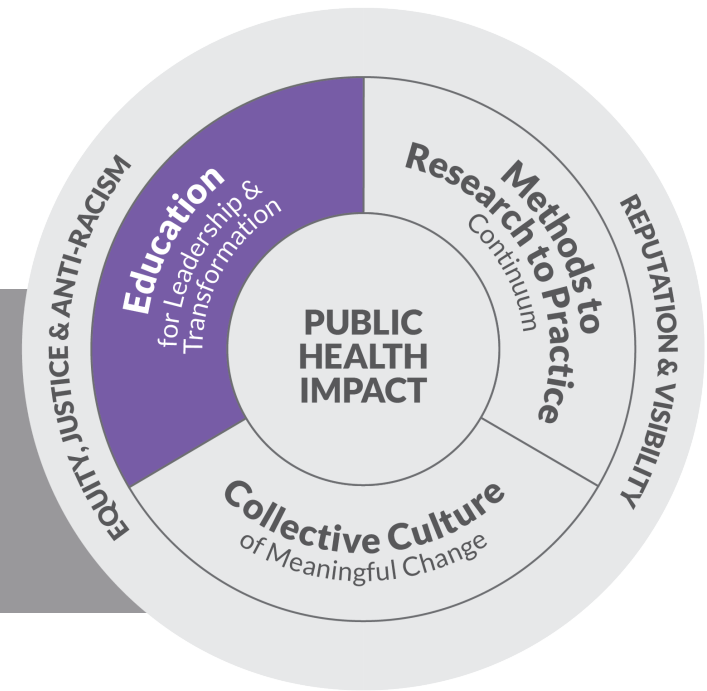


SCHOOL OF PUBLIC HEALTH

Strategic Plan

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.

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.

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.

Strategies:

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

SCHOOL OF PUBLIC HEALTH

Strategic Plan

Methods to Research to Practice Continuum

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.

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.

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.

Strategies:

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

SCHOOL OF PUBLIC HEALTH

Strategic Plan

Collective Culture of Meaningful Change

Our culture supports ongoing development and growth.



OUTCOME 1

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

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.

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.

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.

SCHOOL OF PUBLIC HEALTH

Strategic Plan

Equity, Justice, & Anti-Racism

We are an academic institution that promotes good health for all and breaks down structures of 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.

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.

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.

Strategies:

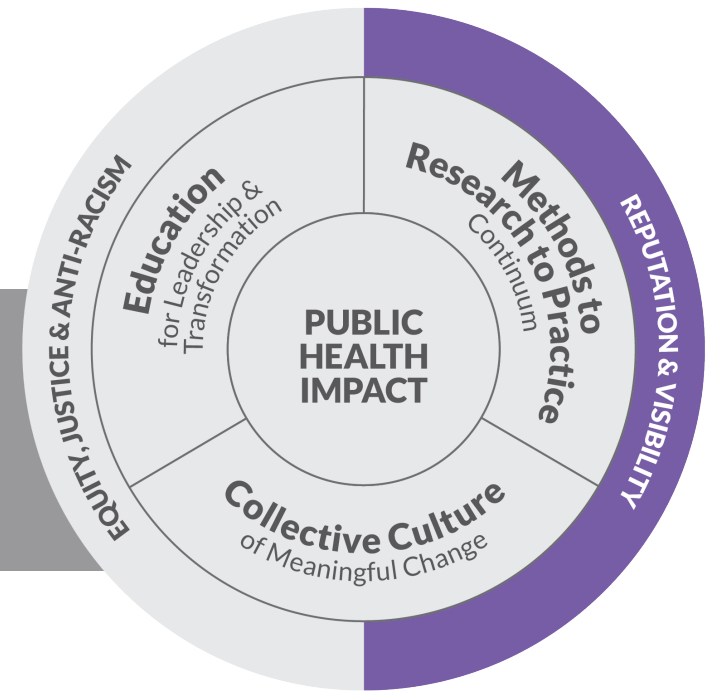
- Recruit **and retain** faculty and staff who are Black and Indigenous people of color (BIPOC).
- Provide resources, opportunities, and funding for faculty and staff who are BIPOC.

SCHOOL OF PUBLIC HEALTH

Strategic Plan

Reputation & Visibility

We are recognized and highly regarded for our transformative impact throughout the region and the world.



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.

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.

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.

Strategies:

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

SCHOOL OF PUBLIC HEALTH

Strategic Plan

Impact Initiative

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 outcomes.

Our goal is to launch *Partnerships for Healthy Communities in the Region and Around the World* to accelerate public health improvement.

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.

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

UW SPH is increasingly recognized as a top SPH across stakeholders.

