# EPIDEMIOLOGY
## SCHOOL OF PUBLIC HEALTH
### UNIVERSITY *of* WASHINGTON

# STRATEGIC PLAN
# 2022–2025

The University of Washington (UW) Department of Epidemiology is excited to share its 2022–2025 strategic plan. Our goals are ambitious, but achievable. The next three years will require all of our participation and openness to growth. We want to honor the students, colleagues, and partners that participated in the planning process with us. Their ideas, leadership, and presence throughout this process helped us align this plan with our values of **equity**, **impact**, and **innovation**.
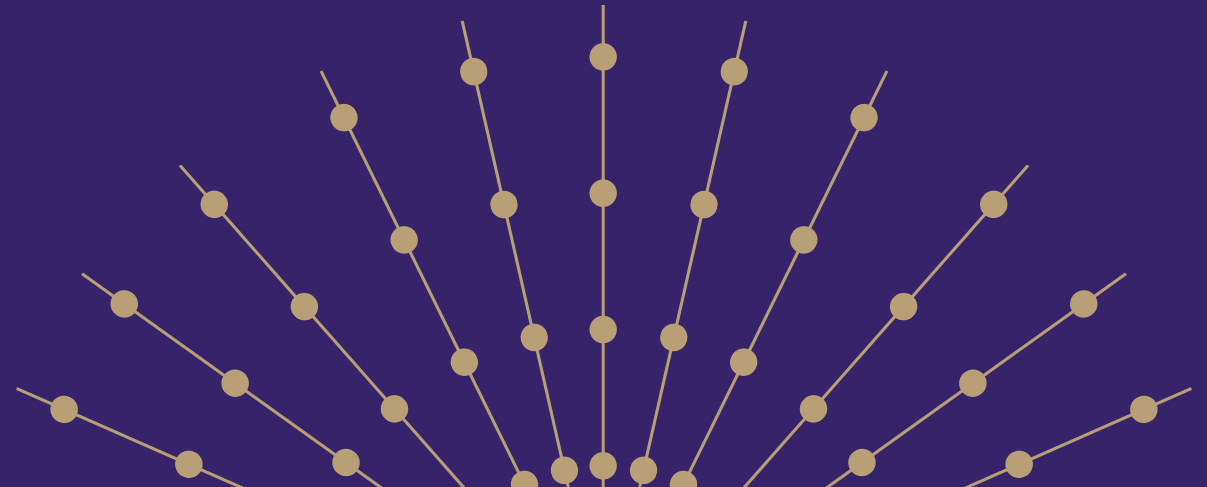
## OUR PROCESS

We worked with our consultant team at Pyramid Communications to build a facilitated, collaborative experience to define success and map the path to make it happen. We started by listening — to students, staff, faculty, and partners — so that this plan reflects a common understanding of purpose, success, and priorities.

With a clearer understanding of what success looks like to everyone involved, we began outlining the strategies to get there. We were intentional to build on existing good work, while still pushing ourselves to think differently about how we work and what we work on. We explored questions of effectiveness, skill building, prioritization of time and money spent, and anti-racism actualized.

The process uncovered important opportunities to build our skills and align our processes to best practices. We also were able to draw important connections that emphasize relationships and opportunities to work smarter, not harder. In the context of a rapidly changing environment, this three-year planning horizon allows us to build a strong foundation to continue taking bold steps.

## OUR COMMITMENT

Our leadership team is invested in the successful implementation of this plan. Success is collaborative and will mean that we may be asking many of you to build connections, to look at your work with new curiosity, and to be open to growth. As leaders, we commit to doing the same.

This new strategic plan and our existing Anti-Racism Action Plan are priorities for the department. The two documents will complement each other as we implement both.

We've begun to build out teams to work on the pillars of the strategic plan. Look for invitations to participate, follow our progress, and opportunities to learn more through a variety of workshops, online events, and newsletters. Thank you to everyone who has influenced, challenged, and inspired us to dream bigger.

*For more information visit:*
*epi.washington.edu/strategicplan*

## OUR GOALS & VALUES

We heard the call from students, staff, faculty, and partners to do better in identifying our role in longstanding inequities and then acting to undo them. Our strategies flowed from articulation of our values of **equity**, **impact**, and **innovation**, grounded in our existing mission.

*Our plan builds on four key result areas (KRAs):*

**Capacity, People, Research, Education/Teaching**

## CAPACITY

*We have the knowledge, skill, time, and money needed to accomplish our mission.*

**Outcome #1: Increase resources that enhance the department's mission.**

- Evaluate and implement opportunities for new and existing funding sources
- Increase faculty and student skill in writing and receiving diversity supplements
- Shift how we work in order to increase alignment with equity and impact
- Increase engagement efforts to drive additional funding

**Outcome #2: Black, Indigenous, and People of Color (BIPOC) staff, faculty, and students can easily access services and financial resources they need to succeed.**

- Better connect people to existing resources
- Understand the needs and build mechanisms to stay informed and responsive over time

**Outcome #3: Leadership makes active and visible decisions to shift department operations to further an anti-racist culture for all.**

- Operationalize equity and anti-racism through key organizational functions
- Leadership is aware of and responsive to impacts of racism on the departmental climate
- Build skills across the department in EDI research methodologies and practical applications
- Build in accountability for growth

## PEOPLE

*The department flourishes when we focus on ensuring people with diverse lived experiences flourish.*

**Outcome #1: Recruitment, hiring, and promotion processes align with best practices on anti-racism and equity.**

- Define success in recruitment and hiring of faculty and staff, and collect data to gauge progress
- Align recruitment and hiring processes for faculty and staff to best practices
- Include expectations for anti-racism in performance reviews and promotions for faculty and staff
- Expand student recruitment and outreach efforts, aligning to best practices

**Outcome #2: Increase quality and accessibility of mentor relationships, with an emphasis on equitable, anti-racist frameworks.**

- Learn what students want and need from mentors
- Improve systems to connect students with mentors more easily
- Formalize clear standards for mentors, using a framework that operates through the lens of race-, identity-, disability-, and class-consciousness

**Outcome #3: New and existing partnerships benefit communities and expand breadth and quality of learning opportunities.**

- Build a supportive environment for partnerships to be nurtured
- Leverage existing opportunities for partnerships that build EDI skills
- Increase the visibility of UW Epi

## RESEARCH

*Our research furthers equity, makes an impact where needs are the greatest, and is innovative in its approaches.*

**Outcome #1: The department has established a systematic process for getting community input on research priorities and activities.**

- Build a supportive context for community-defined research collaborations
- Deepen relationships that help us align better with community research priorities
- Establish a process to align research with community needs

**Outcome #2: Faculty and students are skilled in how to apply research methods that are innovative and further equity and anti-racism.**

- Deepen skills of existing faculty around methods that further equity and anti-racism
- Bring additional skills and perspectives into the classroom to further equity and anti-racism

## EDUCATION & TEACHING

*Teaching prepares students to be responsive to the problems of today and is innovative in both methods and topics.*

**Outcome #1: Curriculum content and offerings successfully prepare students for the problems of today and the future.**

- Existing curriculum content is assessed and improved
- Curriculum offerings are expanded to create a practical, anti-racist, and accessible student experience

**Outcome #2: Faculty are equipped to facilitate a rich, equitable and anti-racist learning experience.**
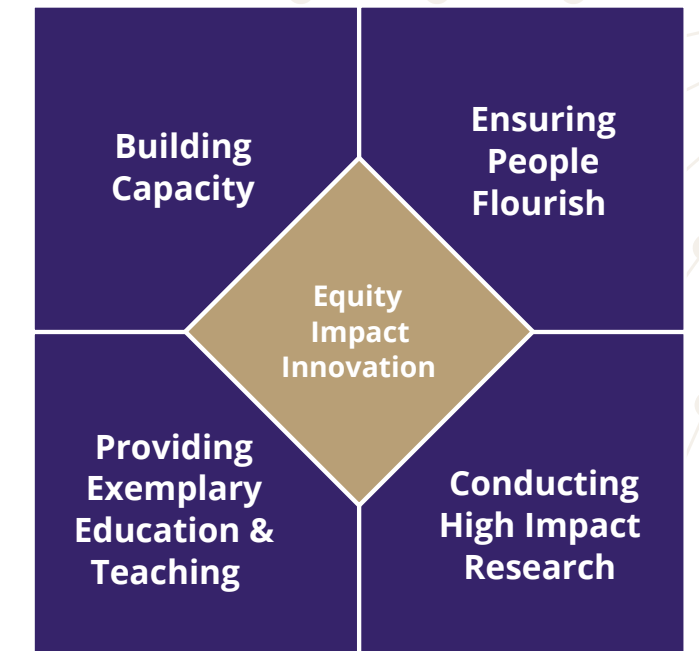
- Leverage existing opportunities for learning
- Create a supportive environment for growth

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I am so pleased that the Department of Epidemiology has undergone this valuable strategic planning process, with input from so many members of our community. I'm excited that the priorities outlined in the plan will help us reach our vision for the department, with an explicit focus on anti-racism and equity. I am committed to working with our faculty, staff, students, and our partners to help lead implementation of this plan through the coming months and years ahead."

*Stephen Hawes,
Chair of the Department of Epidemiology*

## Strategic Vision 2022–2025

**Building Capacity**

**Ensuring People Flourish**

**Equity Impact Innovation**

**Providing Exemplary Education & Teaching**

**Conducting High Impact Research**

*Maximizing our contribution to the field and the world*