

ENVH 428/528 LEADERSHIP IN PUBLIC HEALTH

Spring 2023

CONTACT INFORMATION

Instructor: Hilary Godwin (*she/her*), Dean of the UW School of Public Health and Professor of Environmental and Occupational Health Sciences

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Course times and locations

Discussion: 5-6 pm on Mondays in HRC 135

LAND ACKNOWLEDGEMENT

The University of Washington acknowledges the Coast Salish people of this land, the land which touches the shared waters of all tribes and bands within the Duwamish, Suquamish, Tulalip and Muckleshoot nations.

ILLNESS PROTOCOLS AND SAFETY

If you feel ill or exhibit respiratory or other symptoms, you should not come to class. Seek medical attention if necessary and notify your instructor(s) as soon as possible by email.

Please check your email daily BEFORE coming to class. If we need to conduct class remotely because the instructor or a guest speaker is unable to attend in person, we will send all registered students an email with a Zoom link for remote instruction or a plan for making up the class.

Additional recommendations include:

1. **Get boosted with the updated COVID-19 vaccines.** These vaccines are available at clinics and pharmacies, as well as [through UW Medicine](#) and local health agencies.
2. **Get your annual flu shot.**
3. **Wear a high-quality mask in indoor public spaces and while traveling. Masks are strongly recommended the first two weeks of spring quarter.** High-quality masks help protect against a range of respiratory viruses, and are [available for free in locations on each UW campus](#).

4. **Take a coronavirus test if you have symptoms or have been exposed.** Rapid antigen tests are widely available for [free at on-campus locations linked here](#). The [Husky Coronavirus Testing](#) voluntary research study is also available for UW students.
5. **Activate WA Notify on your phone** to receive exposure notifications and so that you can anonymously let others know of their exposure if you test positive.

COURSE DESCRIPTION

Leadership in Public Health” (ENVH 428/528) is the third quarter in a three-quarter sequence designed for students who are serving on the School of Public Health Dean’s Advisory Council of Students (DACs). Whereas fall quarter focused on development of personal leadership skills and acumen and winter quarter focused on leading others in academic settings, spring quarter (this quarter) focuses on leading others in practice/community contexts.

ENVH 428 is designed for undergraduate students (juniors and seniors) and ENVH 528 is designed for graduate students (masters and doctoral students). Students are expected to serve on DACs for a minimum of three consecutive quarters and register for the relevant course in the series each of those quarters.

This course is aligned with the following Council on Education for Public Health (CEPH) MPH Core Competencies:

- D2-16 Apply principles of leadership, governance and management, which include creating a vision, empowering others, fostering collaboration and guiding decision making
- D2-18 Select communication strategies for different audiences and sectors
- D2-21 Perform effectively on interprofessional teams

This course also helps to reinforce competencies that undergraduate students in majors in the school of public health receive through their core coursework related to public health communication (D11-1) as well as promoting skills in advocacy, critical thinking, networking professionalism, teamwork and leadership.

COURSE LEARNING OBJECTIVES

After completing this course, students will be able to:

- Identify how Public Health 3.0 is reflected in the curriculum for their own program and opportunities to build out expertise that will prepare them for the role of “Chief Health Strategist”
- Succinctly describe their interests and goals to someone from the public health practice community;
- Compare and contrast challenges faced by leaders in different contexts.

Graduate students should additionally be able to:

- Lead classroom discussions with visiting leaders.

REQUIRED TEXTBOOKS & READINGS

There is not a required textbook for this course, but short readings will be distributed via the course website in advance. Students are expected to read these materials in advance, respond to prompts about the readings via the class discussion board (on Canvas) and be prepared to discuss in class.

GRADING

This class is offered credit/no credit. Each student is required to score 75% of the total points by the end of the course to successfully pass this course.

There are three types of assignments (worth 90% of the grade) plus participation points (worth 10% of the grade):

- Responses to prompts about required readings (worth 40% of total grade)
- Group Activity (worth 20% of grade)
- Peer-Evaluation (worth 10% of grade)
- Review & Connections or Synthesis & Reflection (worth 20% of total grade)

Respond to prompts about required readings (40%). Required readings (typically a short article related to the topic to be covered) will be posted on the course website along with prompts that students should respond to. Students must post their responses to the prompts on Canvas by midnight on the Friday before the class session where the reading/topic will be discussed to receive credit. Students should respond to all 4 of the prompts during the quarter, with each response counting as 10% of the total grade for the course.

Group Activity (20%). Groups are expected to continue working on the project that they identified in the fall. (If your group wishes to completely change the topic for your project from what you were working on in the fall, please contact the instructor.)

All groups must give a 5-minute in-class presentation (week 8) about their project and must submit a one-page group summary of what they did for their project (week 9). The in-class presentation is worth 10% of the final grade and the written summary is worth 10% of the final grade. Details about expectations for the group activities and presentation/summary will be posted on Canvas.

Peer-Evaluation (10%). All students must submit peer evaluations for the individuals that they worked with on the group activity. The points you receive are based on submitting complete peer evaluations (not the numerical scores you receive from your group members or that you give to others in your group).

Final Reflection (20%).

- A. For ENVH 428 students only: Review & Connections (20%).** One page summary (single-spaced, 12 point font) of the most important lessons that you learned from the course this quarter and how they are relevant to your ability to be successful in your other courses/program in the School of Public Health and your career goals. Refer to content from presentations, discussions and readings.

- B. For ENVH 528 students only: Synthesis & Reflections (20%)** One page synthesis (single-spaced, 12 point font) of the overarching themes covered in the course this quarter and how they are relevant to your own professional development. Refer to content from presentations, discussions and readings. Suggest 2-3 ways that concepts discussed in this class could be used to design interventions to improve our school.

Participation (10%). Students are expected to attend at least 7 of the 9 sessions in person and to participate actively in discussions. Please make an effort not to miss class sessions that are set aside for group work or presentations and notify your teammates in advance if you are not able to be present. To get participation credit for attending a class session, you are expected speak at least once during each session. Individuals who have approved accommodations that allow them to participate in classes remotely should ideally work with DRS to notify the instructor of their accommodations prior to the beginning of the quarter. If you have prior approval from the instructors to participate by Zoom, you are expected to have your video on for the majority of the class and respond to check-ins using the chat function. If you have a personal reason why you cannot have your video on for a specific class session (e.g., you have bad connectivity or are just having a bad day), please message the instructor in the chat at the beginning of class.

IMPORTANT POLICIES & RESOURCES

Academic Integrity

Students at the University of Washington (UW) are expected to maintain the highest standards of academic conduct, professional honesty, and personal integrity.

The UW School of Public Health (SPH) is committed to upholding standards of academic integrity consistent with the academic and professional communities of which it is a part. Plagiarism, cheating, and other misconduct are serious violations of the University of Washington [Student Conduct Code \(WAC 478-121\)](#). We expect you to know and follow the university's policies on cheating and plagiarism, and the [SPH Academic Integrity Policy](#). Any suspected cases of academic misconduct will be handled according to University of Washington regulations. For more information, see the University of Washington [Community Standards and Student Conduct](#).

Access and Accommodations

Your experience in this class is important to me. It is the policy and practice of the University of Washington to create inclusive and accessible learning environments consistent with federal and state law. If you have already established accommodations with Disability Resources for Students (DRS), please activate your accommodations via myDRS so we can discuss how they will be implemented in this course.

If you have not yet established services through DRS, but have a temporary health condition or permanent disability that requires accommodations (conditions include but not limited to; mental health, attention-related, learning, vision, hearing, physical or health impacts), contact DRS directly to set up an Access Plan. DRS facilitates the interactive process that establishes reasonable accommodations. Contact DRS at disability.uw.edu.

Religious Accommodations

Washington state law requires that UW develop a policy for accommodation of student absences or significant hardship due to reasons of faith or conscience, or for organized religious activities. The UW's policy, including more information about how to request an accommodation, is available at [Religious Accommodations Policy \(https://registrar.washington.edu/staffandfaculty/religious-accommodations-policy/\)](https://registrar.washington.edu/staffandfaculty/religious-accommodations-policy/). Accommodations must be requested within the first two weeks of this course using the [Religious Accommodations Request form \(https://registrar.washington.edu/students/religious-accommodations-request/\)](https://registrar.washington.edu/students/religious-accommodations-request/).

Inclusion & Diversity

Diverse backgrounds, embodiments and experiences are essential to the critical thinking endeavor at the heart of University education. In SPH, we are expected:

1. To respect individual differences, which may include, but are not limited to, age, cultural background, disability, ethnicity, family status, gender, immigration status, national origin, race, religion, sex, sexual orientation, socioeconomic status and veteran status.
2. To engage respectfully in the discussion of diverse worldviews and ideologies embedded in course readings, presentations and artifacts, including those course materials that are at odds with personal beliefs and values.
3. To encourage students with concerns about classroom climate to talk to their instructor, adviser, a member of the departmental or SPH EDI Committee, the Assistant Dean for EDI, or the program's director.

Classroom Climate

We are co-creators of our learning environment. It is our collective responsibility to develop a supportive learning environment for everyone. Listening with respect and an open mind, striving to understand others' views, and articulating your own point of view will help foster the creation of this environment. We engage our differences with the intent to build community, not to put down the other and distance our self from the other. Being mindful to not monopolize discussion and/or interrupt others will also help foster a dialogic environment.

The following guidelines can add to the richness of our discussion:

- We assume that persons are always doing the best that they can, including the persons in this learning environment.
- We acknowledge that systematic oppression exists based on privileged positions and specific to race, gender, class, religion, sexual orientation, and other social variables and identities.
- We posit that assigning blame to persons in socially marginal positions is counter-productive to our practice. We can learn much about the dominant culture by looking at how it constructs the lives of those on its social margins.
- While we may question or take issue with another class member's ideology, we will not demean, devalue, or attempt to humiliate another person based on her/his experiences, value system, or construction of meaning.

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- We have a professional obligation to actively challenge myths and stereotypes about our own groups and other groups so we can break down the walls that prohibit group cooperation and growth.

[Adapted from Lynn Weber Cannon (1990). Fostering positive race, class and gender dynamics in the classroom. *Women Studies Quarterly*, 1 & 2, 126-134.]

We are a learning community. As such, we are expected to engage with difference. Part of functioning as a learning community is to engage in dialogue in respectful ways that supports learning for all of us and that holds us accountable to each other. Our learning community asks us to trust and take risks in being vulnerable.

Here are some guidelines that we try to use in our learning process:

- LISTEN WELL and be present to each member of our group and class.
- Assume that I might miss things others see and see things others miss.
- Raise my views in such a way that I encourage others to raise theirs.
- Inquire into others' views while inviting them to inquire into mine.
- Extend the same listening to others I would wish them to extend to me.
- Surface my feelings in such a way that I make it easier for others to surface theirs.
- Regard my views as a perspective onto the world, not the world itself.
- Beware of either-or thinking.
- Beware of my assumptions of others and their motivations.
- Test my assumptions about how and why people say or do things.
- Be authentic in my engagement with all members of our class.

Pronouns

We share our pronouns because we strive to cultivate an inclusive environment where people of all genders feel safe and respected. We cannot assume we know someone's gender just by looking at them. So we invite everyone to share their pronouns.

Bias Concerns

The Office of the Dean has a [student concern policy](#), a faculty concern policy and standard HR procedures for staff concerns. Our 2018 climate survey states that most people in SPH do not report bias incidents because they do not know where to go. Students are encouraged to report any incidents of bias to someone they feel comfortable with, including instructors, advisers or department staff. They can email dcinfo@uw.edu for immediate follow up. Bias concerns can be anonymously and confidentially reported via the online form found here:

<https://sph.washington.edu/about/diversity/bias-concerns>. Data is collected by the Assistant Dean for EDI and the Director of Program Operations for Student and Academic Services and tracked for resolution and areas are identified for further training.

Sexual Harassment

Sexual harassment is a form of harassment based on the recipient's sex that is characterized by:

1. Unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature by a person who has authority over the recipient when:

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- Submission to such conduct is an implicit or explicit condition of the individual's employment, academic status, or ability to use University facilities and services, or
 - Submission to or rejection of the conduct affects tangible aspects of the individual's employment, academic status, or use of University facilities.
2. Unwelcome and unsolicited language or conduct that creates an intimidating, hostile, or offensive working or learning environment, or has the purpose or effect of unreasonably interfering with an individual's academic or work performance.

If you believe that you are being harassed, or have observed harassment, you can report it to SPH using the [bias concerns link](#). The University also has designated offices to help you: [SafeCampus](#); [Office of the Ombud](#); [Title IX Investigation Office](#); and [University Complaint Investigation and Resolution Office](#).

Safety

Call SafeCampus at 206-685-7233 anytime – no matter where you work or study – to anonymously discuss safety and well-being concerns for yourself or others. SafeCampus's team of caring professionals will provide individualized support, while discussing short- and long-term solutions and connecting you with additional resources when requested.

COURSE SESSION SCHEDULE

Week 1 (March 27-31):

- In class on 3/27:
 - Reflections from Winter quarter – revisiting group contracts
 - What are your expectations for each other?
 - How will you communicate with your group members if you are having a hard time meeting those expectations?
 - How do you want your group members to communicate with you if they feel that you are not meeting group expectations?
 - How can others help you to engage fully in class and groups?
 - Time to work on Teams on planning for working together on your project:
 - Are there any meetings that you want to schedule for your team to meet this quarter right now, while you are all together?
 - What are the things that your group is hoping to get done in the first couple of weeks of the quarter?
 - Who is responsible for doing what?
 - How will you communicate with each other?
- Assignments to complete by the end of this week (midnight on 3/31):
 - Please read "Building Resilient Organizations" by Maurice Mitchell <https://forgeorganizing.org/article/building-resilient-organizations>

- Respond on Canvas to [Discussion Prompt #1: \(please post by 11:59 pm on 3/31\)](#)
 - Based on your reading of [Building Resilient Organizations](#) by Maurice Mitchell, which of the 10 trends stood out to you the most as a barrier to organizational success, growth or change?
 - How can understanding these organizational trends help you be a more impactful leader?

Week 2 (April 3-7) (National Public Health Week!)

- In class on 4/3
 - Somatic breathing exercise
 - Small Group or Pair Share (25 minutes)/Large groups sharing (15 minutes):
 - Thinking about the dimensions of a resilient organization (Structural, Ideological, Strategic and Emotional) from the article, [Building Resilient Organizations](#) by Maurice Mitchell, how would you like to see yourself as a growing public health leader contribute as a change agent in an organizational setting?
- Assignments to complete by the end of this week (midnight on 4/7):
 - Read the assignment [Developing an "Elevator Pitch": Articulating Your Public Health Passion"](#)
 - Post on Canvas under [Discussion Prompt #2: \(please post by 11:59 pm on 4/7\):](#)
 - Draft text for your elevator pitch. (Note that you will also be expected to "give" your elevator pitch in class on 4/10/23, but you don't have to exactly stick to this script at that time.)

Week 3 (April 10-14):

- In class on 4/10:
 - Round Robin: Each person in DACS practices giving their "[Elevator Pitch](#)"
- Assignments to complete by the end of this week (midnight on 4/14):
 - Read the following:
 - DeSalvo KB, Wang YC, Harris A, Auerbach J, Koo D, O'Carroll P. Public Health 3.0: A Call to Action for Public Health to Meet the Challenges of the 21st Century. *Prev Chronic Dis* 2017;14:170017. DOI: <http://dx.doi.org/10.5888/pcd14.170017>
 - [Summary of WA investments in Public Health Transformation - Foundational Public Health Services](#)
 - Please respond on Canvas to [Discussion Prompt #3 \[Due by April 14th at 11:59PM\]](#)
 - Have you covered Public Health 3.0 in any of your courses here at UW?
 - What does it mean to you to be a "Chief Health Strategist"?
 - Do you like this term? Why or why not?
 - Do you feel that your program at UW has prepared you for this role?

Week 4 (April 17-21):

- In class on 4/17: Public Health Leadership at the Local Level
 - Somatic breathing exercise
 - Discussion with Guest Leader, [Faisal Khan, Director, Public Health Seattle & King County](#)
 - Tips for effectively managing change and promoting a culture of innovation and creativity.

OPTIONAL: STAY AFTER CLASS (6-7 pm) TO HAVE DINNER WITH DR. KHAN AND MEET IN YOUR GROUPS

- No assignments to complete by the end of this week other than working on group projects

Week 5 (April 24-28):

- In class on 4/24
 - Somatic breathing exercise
 - TBD: Either Topic of Emerging Concern &/or Time for Students to Work Together on Group Projects (note: if the latter, all students are expected to participate in person)

- No assignments to complete by the end of this week other than working on group projects

Week 6 (May 1-5):

- In class on 5/1:
 - Somatic breathing exercise
 - TBD: Either Topic of Emerging Concern &/or Time for Students to Work Together on Group Projects (note: if the latter, all students are expected to participate in person)

- No assignments to complete by the end of this week other than working on group projects

Week 7 (May 8-12):

- In class on 5/8:
 - Somatic breathing exercise
 - Topic: Tips for Addressing Differentials in Power and Privilege When Conducting Public Health Work
 - Discussion with Guest: [Paj Nandi](#)

- Assignments to complete by the end of this week (midnight on 5/12):

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- Please read/review the following documents related to faculty searches in SPH (links to these documents will be provided on the course CANVAS site closer to the due date for this assignment):
 - New Faculty in SPH who started in AY22-23
 - Overview of SPH Hiring Plan for AY22-23 submitted to the Provost in Summer 2022
 - Draft Report on Faculty Hiring Plan for AY22-23
 - DRAFT Proposed SPH Hiring Plan for AY2023-24

- Please respond to one or more of the questions below using [Canvas Discussion Prompt #4](#) by May 12th at 11:59PM:
 - Are there any courses that are not currently taught in SPH that you wish were offered?
 - Are there any research areas where you wish faculty in SPH had expertise (and, as far as you know, there are currently no faculty in SPH with this expertise)?

Week 8 (May 15-19):

- In class on 5/15:
 - Presentation/discussion: Process for hiring faculty and the draft faculty hiring plan for SPH for AY23-24

- No assignments to complete by the end of this week mother than working on your group projects and presentations

Week 9 (May 22-26):

- In class on 5/22 - PLEASE NOTE THAT ALL STUDENTS SHOULD PLAN TO PARTICIPATE IN PERSON TODAY:
 - Somatic Breathing Exercise
 - [Group Presentations](#)

OPTIONAL: STAY FOR GROUP DINNER AND END OF THE YEAR PARTY ON THE ROOF OF HRC (6-7 pm)

- No assignments to complete by the end of this week – please work on your end of quarter assignments

Week 10 (May 29 - June 2):

- NO CLASS MEETING on 5/29 (MEMORIAL DAY HOLIDAY)

- Assignments to complete by the end of this week (midnight on 6/2):
 - [Summary of Group Project](#) [Due on Canvas June 2nd at 11:59PM]
 - [Peer evaluations](#) [Due on Canvas June 2nd at 11:59PM]
 - [Review & Connections](#) (undergrads) or [Synthesis & Reflections](#) (grad students) [Due on Canvas June 2nd at 11:59PM]

Finals Week (June 5-9)

There is no final exam for this course, but please be sure to complete your end of course evaluation. Your feedback makes a difference and will help us to create a better class for next year. We have loved having you in DACS this year and appreciate your leadership!